

THORNS TO COMPETITION

BY

ARINDAM CHAUDHURI

&

RAJITA CHAUDHURI



VIKAS® PUBLISHING HOUSE PVT LTD

Praise for Thorns To Competition

"I have always been a big believer of advertising and marketing as it is the final frontier between making a great product and creating a stickiness with the consumer. It's about information and informing. Arindam and Rajita's book actually spells it out in the clearest, yet tongue-in-cheek manner that is possible. It takes a complex aspect of business and makes it extremely simple. This itself is perhaps the best advertising peg for the book. As always, a very enlightening, lucid and well-informed read. Don't give it a miss, and all the best to Arindam and Rajita."

Shahrukh Khan

"Two thumbs up for this lovely piece of work by Arindam and Rajita. They are two excellent marketing brains. Their magazine 4Ps Business & Marketing is my favourite marketing magazine; their books – Power Brands and Star Brands – are two of my favourite brand books ever. And now this gem of a book will show business and marketers a whole new way of looking at marketing – the Thorns To Competition way. The best part of the book is, while it talks of aggression, it continuously reminds us of the ethical requisites of marketing, advertising and selling!"

Alyque Padamsee



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Praise for Arindam Chaudhuri

"The maverick management guru!"

Financial Times, London

"The intellectual litterateur of the decade"

The Hindustan Times

"Set(s) the stage on fire"

"Inspiration personified"

The Times of India

Also by Arindam Chaudhuri

PLANNING INDIA

**COUNT YOUR CHICKENS
BEFORE THEY HATCH**

THE GREAT INDIAN DREAM

DISCOVER THE DIAMOND IN YOU

For the 'navaratnas' - 9 Gems - who taught me at IIPM and made me what I am. Dr. Malay Chaudhuri, Dr. N. R. Chatterjee, Dr. J. K. Mitra, Dr. M. P. Gupta, Prof. Kaimal, Prof. Vinesh Chabra, Dr. P. K. Jain, Dr. Utpal Bannerjee and Prof. M. C. Shukla.
I have written more about them in my preface.

Arindam

Also by Rajita Chaudhuri

**ORANGUTAN AS YOUR BRAND
AMBASSADOR**

For my parents, who mean the world to me.
Rajita

PREFACE BY ARINDAM CHAUDHURI

FIRST THE PREFACE TO THE PREFACE!!!

This book is not autobiographical and I have resisted all temptations to refer to examples from my personal and business life. I have kept that for some other time, when it becomes more worthwhile writing about it all! T-H-O-R-N-S is a set of 6 simple marketing principles starting with each of the alphabets of T-H-O-R-N-S, which can help you tear your competition apart! Although there is no reference in the book, each of these principles has been applied successfully by our organizations – under IIPM and Planman group – and I have personally lived my business life breathing these principles every moment! This has been the philosophy of my entrepreneurial existence; and upon reading, readers will realize that what I write is true. They may often see IIPM or Planman mirrored in some of the examples, though the examples relate to other organizations.

NOW THE PREFACE!

When, upon my father's insistence, I chose to study management at IIPM after school, I didn't know what to expect. The only subject I knew I would learn was advertising! And that was exciting, since from class eleven, I had developed a very keen interest in advertising, and in my own ways had even started making advertisements. My friend owned a printing press and I also got some of my ideas designed by him! Books on advertising were the first management books I read, and I had started reading them well before joining IIPM! So obviously, when the advertising classes began in our

second semester at IIPM, I instantly developed a keen interest! Advertising also became one of the subjects I started teaching at IIPM during my initial days! And whenever I thought that I should be writing a book, then advertising was always the first choice! So, in a way, this book – though on marketing as well as advertising – would have been the first book I'd have written, had my career remained teaching-oriented. But with the entrepreneurial, training and public lecturing part of my career taking an upper hand, this somehow went into the background.

But then, there was another reason it went into the background! The reason was my wife Rajita! We met at IIPM; and obviously, common interests cause attraction! One of the subjects that she was deeply attracted to was advertising. Being an artist – and immensely creative at that – it was but natural. So once she started teaching advanced papers at IIPM, the first subject that I happily gave up was advertising – I then started lecturing on the negative aspects of advertising – knowing very well that the replacement on the positive aspects was only better! With time, when we launched 4Ps Business & Marketing, she started writing a regular piece called The Last Word for it; and finally started writing the editorials for the magazine. As is the norm with all our editors, our editorials do not contain simply an overview of the contents of a particular issue! In fact, no one is allowed to write an editorial unless they have the intellect to regularly write on the latest aspects of the subject concerned. But what was most exciting is that in our magazine, if we received ten feedback letters from our readers, six would always be on her column – the evidence of which lies for public viewing on her Facebook page, where people wait for her to upload her articles! Her articles would always inspire me too; and thankfully, keep me up to date with the latest in the world of marketing and advertising!

The beauty was that every belief of mine on marketing found a theoretical support in her articles. My outlook towards advertising and marketing has always been very different from what many agencies suggest. I feel their suggestions are different, not necessarily because they are more creative, but because they are often more insincere. I have always believed that an advertisement must have a great headline, but it has to be followed by a

fabulous copy. But to write a great copy about your product, the agency needs to know your product well – and that's something for which the over-the-top Creative Director often has no time for. Therefore, he would be prone to suggest a very creative punch line – there is no dearth of those – and almost nothing else in the copy, since that way, apparently, it's supposed to look classy. A common man would tend to agree to that, since it indeed looks classy that way. But class need not necessarily increase sales. As Ogilvy said, "The more you tell, the more you sell..." And you can say a lot too, while still keeping things classy!

Our organizations are known for aggressive marketing; and I, in particular, am known for it since many of our initiatives have had my face as a key identifier – helping me, as well as our various initiatives, to build stronger brands around each other! Therefore, I have been asked this question at endless forums – when do people get to read a book on marketing from me? In many forums, I have been introduced as a marketing guru – though the fact is that I went to these forums to speak on leadership or on general management and have never in public actually spoken on marketing! Yet, I have always taken such introductions happily – not because I personally need such tags, but because it tells me that the hard work we have put in towards marketing our institute, films, media vehicles, consulting, books etc is making the desired impact and more (Personally, I chase praise in only five departments; that is, as a father, son, husband, friend and boss – and these are places where you can't be a fatherhood guru, son-ship guru, husbandhood guru or even a bossing guru!). Therefore yes, for a long time I have been toying with the idea of writing a book on advertising and marketing, and obviously, jointly with Rajita, for this is one department where we are indeed happy partners with no momentary bickering as well!

Every year for the last five odd years, we both have been doing our bit of work on the book and postponing it at the same time. The final push came when my media house CEO Deepak Kaistha came over and insisted that this has to be the next book he wants to see in the bookshelves – and under our joint names! He felt it was high time that the market read a book by

Rajita and high time that the market got some of my views on marketing! And though Rajita is ready with more books on marketing, she was happy to let her first book to hit the markets, coauthored with me!

The process of writing this book with her has been very exciting and satisfying! I was like a boss – ordering and giving ideas – and she was doing all the hard work of finding out examples and case studies! Actually, jokes apart, what I mean to say is this: This book is Rajita's! She is the one who is the storehouse of knowledge on the marketing world. At the drop of a hat, she can give a dozen examples on any given marketing strategy or exhaustive inputs on the latest marketing strategies being used by almost any organization worth knowing about. I only have the theories. In fact, my theories are brash and perhaps too aggressive for her liking; but as a good wife, she was kind enough to accept them as marketable and to stamp my concept of T-H-O-R-N-S as something that can help organizations and lead them to success in the marketplace! I am grateful to her for that! I am thankful to her for the wonderful pieces she writes for our magazine 4Ps Business & Marketing fortnight after fortnight. Her sincerity is beyond imagination. While I write my weekly editorials for our newsmagazine The Sunday Indian within three hours at the maximum, she takes three days off just to do systematic research on the topic on which she writes each time. That's why this book will read great and will add immense value in terms of not just an outlook, but also in terms of detailed knowledge around each aspect written. It's got endless hours of sincere research, all thanks to her. I want to thank her for bringing me back to this extremely exciting world of marketing and advertising after years. Every moment spent searching for ads which were iconic and which influenced the world over the last hundred years at least was a learning process. Putting my mind systematically into a structured thought process around the haphazard and cluttered collection of ideas in my mind was most refreshing and satisfying. Also, as I wrote earlier, I was over the last decade undertaking all my research on the negative aspects of advertising, though never ever forgetting the importance of marketing and advertising for not just businesses but the society in general. However, the knowledge of the fact that marketers and advertisers

have largely contributed to the dumbing down of consumers by making them a dustbin for their products, was always at the top of my mind, making me quite reluctant to glorify the positives! Working on this book has made me more balanced again! Now, I can speak for hours on the positives as well as negatives of marketing and advertising! I can say, this has made me, in my eyes, a real marketing guru now! After years, I am now ready to again teach and speak on marketing and advertising! For me, the confidence of being able to face the public on any subject is the biggest motivator! And boy, am I ready!!!

When I joined IIPM, while I was most excited about advertising (though, after joining, I realized that every subject was made of gold), my father was most excited about the subject of marketing! He would keep saying that business is marketing – a line which has been a part of our DNA and existence, and philosophy behind our organizations' existence and our magazine 4Ps Business & Marketing – and that the knowledge of this one subject will alter my future. He knew I was very keen to become an entrepreneur and rightly knew that without the knowledge of marketing, my chances to make it big in the world of business would be as bright as those of any gambler in a casino! I thank him for his entrepreneurial vision – which has also made IIPM what it is today – and motivation!

I thank my lovely colleagues who have made us what we are! Marketing is useless without its most important P: People! Nothing without people! I am because of them! Our organization is because of them! And they are the ones who have helped me realize to perfection every principle of T-H-O-R-N-S by keeping pace with the aggression of my thoughts! If you don't have this P to support you, then the lessons of this book will only remain theoretical. These are the lovely people who have made me practice the concepts outlined in the book with success and I hope all of you have people like A. Sandeep - who also edited this book, Prasoon, Amit, Naveen, Sourav, Deepak, Shubho, Rahul, Sandeep Ghosh, Shikha, Rajat, Namita, Rohit (apart from so much else, he is the man behind the cover pictures of all my books), Abhimanyu, Rakesh and Sutanu, at the least (they have wonderful teams with them additionally), to take your marketing plans to the markets

and convert them into success stories! Thanks also to Biswajit for spending nights typing and designing the book with me. Thanks to Steve, Virat and Amir for helping with the editing along with A.Sandeep!

Thanks to my lovely and most caring mother, my adorable sister Arundhati, my rockstar brother-in-law Prashanto, and my life, my son Che for their all-round support and unconditional love always. Thanks also to my adorable two-month-old 'dhinka chika' nephew Zeus, my 'jaan' Sarah and my lovely friends, Ashok and Uma, and their wonderful children Mona Lisa and Anjali for filling up my life with so much happiness.

This book is dedicated to the nine teachers who shaped my life. These are the teachers who made me a teacher, inspired me to become equally passionate about nine totally different aspects of management and made me a 360-degree personality. My father and the Director of IIPM, Dr. Malay Chaudhuri, who – with his fiery, tremendously inspiring and revolutionary speeches – taught me Alternative Planning and Economics, and passion for those marginalized by the society. Dr. N. R. Chatterjee, who taught me Leadership – and in essence management – almost in the form of a theatre. Dr. J. K. Mitra, who taught me Organizational Behaviour and Group Dynamics in the most experiential manner and made me a mini-psychologist. Dr. M. P. Gupta, who taught me Operations Research and Quantitative Techniques as if he was teaching me some competitive sport. Prof. Kaimal, who taught me the art of Public Speaking in the most humorous manner. Prof. Vinesh Chhabra who taught us Marketing as much through his personality as through his lectures. Dr. P.K. Jain, who taught me Finance like child's play. And finally, Dr. Utpal Bannerjee and Prof. M. C. Shukla (who is no more today) who taught me M.I.S. and Law respectively, but in reality taught me more about how to live life. Every bit of what I am today is because of these nine teachers. This book is a reflection of everything that they taught me in the magic land called IIPM. Only those who saw this 'navaratna' group together know what I mean. I am blessed.

Finally, thanks to Piyush and his lovely company Vikas Publishing for always standing by me.

PREFACE BY RAJITA CHAUDHURI

WHY A BOOK ON MARKETING AND ADVERTISING

Times are different today. In fact, they are very interesting and have changed our way of living, thinking and doing things. Come to think of it, today farming is not done in farms alone, but it happens on FarmVille. Today, protests do not occur on the streets, rather they happen on Facebook. Hotmail is no more hot, we 'Facebook'! And today, we do not buy CDs anymore to listen to music, we download the music to our laptops or iPods. We even do not watch a movie before checking its reviews online. Movies with virtual heroes make more money than those with real humans (think Cars, Kung Fu Panda, Spiderman, Superman). Businesses that sell virtual stuff make more profits than those that sell real products (Zynga sold more virtual goods on FarmVille, Texas Hold'em Poker and other gaming sites than many top companies did in retail stores. It has this year gone public too – the first company to do so – by selling virtually nothing!).

Today, before going to a shop or any place physically, we go to their website first. We even check out people on the web before making an opinion about them. We don't think any more... we Google!

It's intriguing how the world has changed; and consequently, the way of doing business has changed too – hence the need to write a book that spoke about issues that many marketing books had not spoken of earlier. For years, I have been reading and researching on this topic and it has never failed to excite me. Over the years, as I taught and shared my thoughts about

this super-exciting world of business and marketing, I realized with each passing batch of students whom I taught, that I could not use the same examples, the same theories that I had taught five years back. These were after all the future consumers; and they thought totally differently from how I did when I was in college. Apart from making me feel old and terribly outdated, they got me thinking and I started reading and writing more about this subject.

This book, in part, is a result of all those years of research – and who better to write this book with than Arindam. He was my teacher of a subject he had created at IIPM – titled BPME (Beyond Principles of Management and Economics). He taught us how to look beyond the obvious and understand the true implications of the various fundamentals of management and economics; and with his mesmerizing way of speaking and explaining the concepts so lucidly, I got addicted to this field. I still remember his first class and the way he blew us all away with his words. Words have the power to convince, to sell, to change lives. Nike would not be the same without 'Just do it', Coke stayed in business because it was 'The Real Thing', Amul made us realize that it's 'The taste of India', Apple made us all 'Think Different', Cadbury showed us 'Kuch khaas hai zindagi mein', Vicks asked 'Gale main khich khich?', and Vicco made us reach out for it because 'Vicco turmeric, nahin cosmetic'! The list can go on but the fact is that words are powerhouses and communication is the lifeline of not just every relationship but also of business. Advertising is one of the most powerful tools that marketers have with them, to convince people and even to change their way of thinking. FedEx made us believe that 'overnight delivery' was the done thing and none could think any further of waiting for two days to get a parcel. Domino's set a benchmark and suddenly, home-delivery of anything now means it should be there at my doorstep, hot and fresh and in 30 minutes. An engagement is not an engagement without a diamond ring, and De Beers made us all think that way. It's these and many more such examples with which we have filled the book to show you how advertising has changed not just our way of thinking but also the world. In fact, it's the hundreds of examples that make this book most interesting and a very easy and

enjoyable read. The book has both Indian and international examples to give you a global perspective.

Marketing is after all a game of perceptions; and the one who understands them, rules the best. I hope this book will help you look at things differently and understand this complex world of business better.

The whole journey of writing this book has been exciting and thrilling, and there are some people who I need to thank for making this book happen. It all started in 1991 when I entered IIPM as a young naïve student not sure of what to expect and with no idea of how things would shape up. Each class at IIPM, each day spent here changed me, and I started looking at things, at the world differently. There were two very strong influencers in my life then. The first was Dr. M. K. Chaudhuri, the Director of IIPM who taught us a course in National Economic Planning. His classes opened up a whole new way of thinking for me and changed forever the way I looked at life. Here, I saw a man who only thought of the less fortunate and how to make India a truly great nation, who taught us how to do business with a little heart added, who taught us how to really become good human beings than simply money making machines. Till date, all my writings are deeply influenced by him. It is this philosophy of his which guides IIPM and makes it such a fantastic place. As I write my first book, I start with a feeling of gratitude for this extraordinary teacher and feel humbled to have been taught by him. Even now, every conversation with him is a lesson in life. I thank him for all the knowledge he has imparted to us.

The second person who influenced me was a very young teacher – in fact, the youngest of the lot whom I did not take very seriously till he took his first class. I could not believe someone could speak so eloquently and with so much passion. He taught us many subjects, one of them being executive communication. I shivered and walked up to give my first speech but his feedback was so positive that I felt I was the best speaker in the world – and in a few weeks, I actually became quite good. Today, when I take my executive communication classes, I still think of my first speech and how important that first feedback was to build my confidence and to change my life. I put in every possible effort to make each student of mine find something

good in himself and have faith in his or her abilities. While doing this, I never forget this teacher of mine, Arindam. Even now, I enjoy every speech of his and never miss a chance to attend any of his lectures. He is a great speaker, a great friend and above all a wonderful life partner. We compliment each other well, we understand each other well and make a great team. This is what made writing this book so much fun. Our thoughts were in sync; and if he started a thought, I knew how to finish it.

We have been researching and teaching marketing for years now and this book is a compilation of all those years of research. Arindam motivated me to keep writing. In fact, the truth is that when I write, the one feedback that matters to me the most is his; and he never ever fails to read anything that I write or to give his comments. I have learnt a lot from him and he remains my favourite teacher, my closest friend and confidante. The years I have spent with you have been like a thrilling roller-coaster ride, full of ups and downs, but never ever a dull moment. It can never be dull with you around. I am most amazed at his ability to love and care for so many people with so much passion. I never tire of listening to him and every conversation with him is so stimulating. You have got me hook, line and sinker... Thanks for being such a wonderful companion.

There are two people who have taught me how to be really happy and live life on my own terms – my parents. They are my anchors, my guiding light. They gave me the confidence that I could do anything, and have always been by my side like a rock. They introduced me to books and encouraged me to read, they gave me total freedom to do just what I wanted; never doubting or questioning me. Mom and Dad, without you both, I would not have become such a strong individual and learnt how to be optimistic always and keep smiling, even when the going gets tough! It's the faith you both had in me that gave me the power to always stay focused and do my best. Dad, you are the nicest human being I have come across in my life and the most patient. Your patience taught me how to be patient with others around me and to forgive and forget. Mom, your positive attitude and your optimism have made me a positive person. Both of you taught me that it was ok to fail and it really did not matter; rather, what mattered was the

ability to go on and keep giving my best every time. You taught me what is unconditional and selfless love. You showed me the power of love. Your smile is the most precious thing in my life.

When it comes to smiles, there is one smile that can melt my heart in seconds and that is of my son. He is just 10, yet, he has become my best friend and I value his opinion and feedback a lot. Dear son, you are most unique and I think I have become a better person just by seeing and learning from your innocent and simple ways of living and loving. You are amazing and I hope you find this book 'cool' and enjoy reading it someday.

Finally, nothing in life is possible without the encouragement from your near and dear ones. My brother, who thinks I am the greatest writer, I love you and am glad to have such a wonderful person as my brother. He is one person whom I have never seen get angry!

My mother-in-law. You are the most multifaceted woman I have met. There is nothing in the world you cannot do. Your simplicity and sincerity are awe inspiring. My very beautiful sister-in-law Arundhati. You are beautiful both on the outside and the inside. My very handsome brother-in-law Prashanto, your kind and thoughtful nature is always inspiring. Of course, the latest addition to our family, my nephew Zeus. He has brought so much happiness into our lives. Children have this ability to evaporate all your tension and worries and I am very lucky to be surrounded by such angels. Monalisa, Anjali and Sarah, you are most dear to me and your smiles and laughter fill my heart with happiness. You are wonderful children and so are your parents. Thanks for all the love you all give so selflessly.

There is one more very special person whom I should like to thank and that is Abhimanyu Ghosh, my student and today the CEO of Power Brands. Years ago, he came to me with a copy of a journal and asked me to write a column in it. If you had not forced me, I would probably not have started writing so regularly. Today, that journal is a very popular magazine called 4Ps Business and Marketing. Thanks Abhimanyu for coming up with this idea. Today, the most exciting part of my work life is when I sit down to pen down my thoughts. You started it all.

Thanks to Deepak Kaistha for constantly telling me to write a book with Arindam. You gave me the confidence that it could happen. Thanks to Steve too, for the constant motivation. For two years you have been pushing me to come out with a book, hope you like this one! Thank you Rohit for taking those amazing photographs, and thank you Biswajit for helping us design the book.

Thanks to all my lovely students. Sharing my thoughts in the classroom with you all and discussing the various new concepts; I learnt a lot from those discussions and your feedback. A very special thanks to all my readers who have been reading my columns and leaving their feedback week after week. Believe me, I wait with bated breath every week to read your comments. They are most treasured. You have motivated me like no one ever has. Thank you all for your support.

This book is an effort on our part to show that as in life, so in business where it's your attitude that matters the most. If you believe in yourself, your product, then you can defeat all competitors. We have outlined some simple principles that will help you keep the focus, look at the larger picture and finally succeed. Believe in yourself and say T-H-O-R-N-S to the competitor.

Principles of business are not very different from life, and that is how this book has been written – very simply with absolutely no complicated jargons or theories. Anybody who enjoys business or is curious to know about the business world can read this book and enjoy it. We have kept it as relevant and as informative as possible by putting in hundreds of case studies and examples from across the world, which make each concept easy to comprehend.

We hope you enjoy reading this book as much as we loved writing it for you.

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CHAPTER 1

THORNS TO COMPETITION!!!

Yes, you guessed it right! The title of the book might as well have been “#@&\$% to Competition”! That’s the real spirit of T2C! This book, as the title itself suggests, is an irreverent look at competition and winning in the marketplace! Thorns To Competition is a book which believes competition can not only be conquered, but even be smashed irreverently through the power of advertising and marketing! At the centre lies the belief that **Business is Marketing**. If you want to stay ahead, you need to understand the power of marketing and use it to win over your customers and overpower your competitors. This book will help you master the power of marketing and succeed. The book of course does not get irrational and focuses appropriately on the need to have great products; but at the same time, it logically shows how great products have failed worldwide due to the lack of right marketing! Still, at the outset, we must categorically state

two things. **Firstly, none of the principles in this book will work if the product or idea to be marketed is not sound. Secondly, there can be no long-run success if the aggression recommended in this book is confused with being unethical. There is no long-run success in the marketplace without ethics. And these two principals will run throughout the book.** We have tried to lace it with examples throughout, which hopefully makes the book an easy read and sends the point home emphatically. The examples are a well balanced mix of Indian as well as international brands and their strategies, since in today's globalized world, products and markets are becoming devoid of boundaries! **The idea that we have tried to propagate with this book is that you can not only win, but you can win by having a 'Thorns To Competition' attitude.**

And what is it that really gives T-H-O-R-N-S to your competition? It is your attitude above everything else – of course, provided you have a great product in hand! If you do not have a great product, a great idea or a great concept in hand, then you can't win any which way in the marketplace! But once you have a competition-beating idea, what makes the difference between winners and losers is the way they approach the market! The attitude with which they go about ruling and capturing the market! **T-H-O-R-N-S is a set of competition-beating strategies with a central assumption that you have the courage to be AGGRESSIVE!** This word, in various ways and forms, will come again and again in all the chapters so that by the time you finish reading this book, "AGGRESSION" would have become a part of your blood stream – for in the market, it is the aggressive who survive! But of course, aggression has to be well planned and executed! And has to be done responsibly and ethically! That's why this book! This book talks about how to go about being aggressive in a strategic and intelligent manner so as to rule the market while giving T-H-O-R-N-S to your competition! Put simply, the attitude for success in the marketplace should be:

LOVE ME OR HATE ME, YOU CANT IGNORE ME!!

FROM GANDHI TO GAGA! TWO CASE STUDIES FOR TODAY'S MARKETERS!

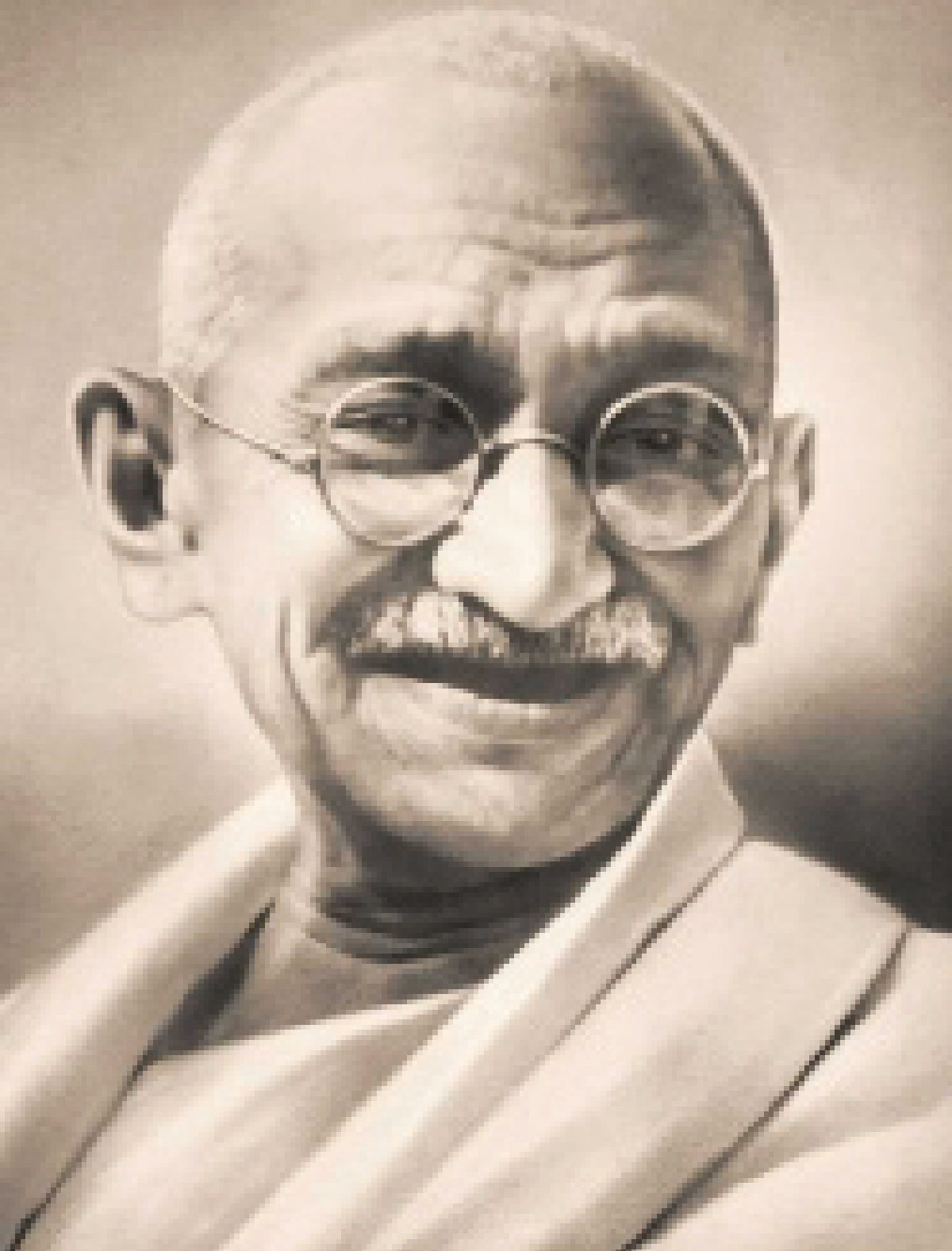
MAHATMA GANDHI, THE ULTIMATE MARKETING GURU! A BLAST FROM THE PAST!

Gandhi has been our favourite example for seminars on leadership and management for years! If Lord Krishna is the ultimate management guru from our mythology, Gandhi is the ultimate management guru from the pages of Indian history. The reason is simple! **In *Mahabharata*, Krishna guides a handful of five brothers to victory against the army of a hundred brothers in the mythological epic; and in a similar way, Mahatma Gandhi guided us to Independence against all odds!** Whether Krishna actually existed or not is debatable, but Gandhi was for real! And what we all know about Gandhi is that when he died, he said, "Hey Ram, Hey Ram, Hey Ram," – though now even that is debated by various scholars. However, what many of us don't know about Gandhi is that he used to read the Bhagavad Gītā daily and called it the most important guide to success.

So what is it about the Mahatma that makes him such a revered figure even when it comes to management, and especially marketing? For that, we have to perhaps study a little bit about his past and look at world history on the whole. Worldwide, freedom from the oppressor always meant violent struggles! Freedom was always synonymous with violent revolutions. One conquered with the power of violence and one got freedom by fighting violence with violence! But India had a peculiar problem. The problem was our prevalent religion. Gandhi himself called Hindus cowards. We wouldn't necessarily agree with that, but we sure were complacent, patient, tolerant and relatively the most peaceful race in the world. We had not developed within us the spirit of war and violence! And therefore, when it came to motivating Indians and bringing them out for a violent revolution, even the man who defeated Gandhi's candidate in the Indian National Congress

(INC) elections and who became the President of INC – Subhash Chandra Bose – failed miserably. Bose's war cry – "Give me blood, and I will give you freedom" – would've worked in every part of the world... but for India! Bose finally had to leave India to collect his army from outside India to fight the Indian war of Independence! Gandhi, of course, was a keen observer and a quick learner – a key trait of a great marketing man! This man, with a burning desire to succeed in getting India freedom and realizing that violence didn't appeal to his **target market** – the common Indian man – changed and did what was never done before anywhere in the world – again, a great trait of a good marketing success story is being the first! And Gandhi surely was the first to bring to the world the concept of nonviolence! This concept made him the TIME magazine's Man of the Year way back in 1930 and won him followers ranging from Martin Luther King Junior, the Dalai Lama, Nelson Mandela and Aung San Suu Kyi amongst others over the years.

At first, nonviolence was looked as the stupidest tool of revolution. But Gandhi knew what he was doing. He knew how to market his concept because he knew he was satisfying an existing need – the need to participate in the freedom struggle and throw the British out, which was combined with a desire to not be forced to take up arms and risk one's life in a violent manner. He knew that his concept was a great solution to this need. The next thing he had to do was to connect with the masses and spread the word. In those days, when newspapers were a luxury, telecommunication absent and even transport and connectivity a rarity, delivering the message across the length and breadth of this huge nation was the biggest possible challenge. Gandhi decided to go about it man to man! He always had great respect for the end customer. He once had said, "The customer is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so." And in his struggle, the end customers were the masses and he was **obsessed with them**, and always tried to understand them better. To connect with them, he gave up his suits and ties and **reinvented himself**. In fact, to connect with them,



Gandhi today is not just about India's struggle for Independence, he is a timeless business model from our history!

his marketing campaign included the making of khadi and burning of foreign clothes. Many like Tagore didn't find these moves logical. But being a marketing man, Gandhi knew it was helping him connect emotionally with his audience and convey his message across. The common man often understands symbolic gestures better than great works of poetry. And Gandhi revelled in such symbolic gestures. Being a great leader, leading from the front was never an issue, but what many Indian leaders failed to do – and fail even now in these days of easy connectivity – he did way back in the early 1900s. He went to his masses and became a part of them. He walked with them and inspired them to walk along with him. His new attire – the khadi – was something the common man identified with; and his half-naked clothing was symbolic of the man whose support he wanted – the unfed and suffering Indian looking for salvation. As they say, there is nothing to beat a great word-of-mouth! The word of his work with masses spread like fire and soon the entire country was finding out ways to follow the activities of this man of peace, who was talking of giving India Independence and looked closer to achieving it than anyone ever had!

As a great marketing brain, he had done a great SWOT analysis. He knew his opponents and competition – the British – well. He knew that unlike, say the Nazis, the British were more cultured and believed in being fair and had a court that they were answerable to. So he knew that it would be almost impossible for the British to kill him if all he did was to walk around and talk of peace. He used their weakness (of not being ruthless) to his advantage and **hit them where it hurt the most**; Gandhi even used intellectuals amongst them for his own PR! Not to forget, he used fasting as a great tool to drive home the message – that he was not scared of losing his life when it came to the cause.

But perhaps the biggest marketing tool behind a great success story is always the art of owning a simple, uncomplicated line in your customer's mind... and of **nailing it in his DNA** by speaking of that simple line again and again. Marketers spend millions doing that! That's what marketing is about finally – owning that one line in your customer's mind. Be it 'Just do it' or be it 'Taste the thunder', if you own this one line in your customer's

mind, you have cracked the marketing code. Gandhi owned the line “nonviolent movement”. It was the perfect positioning line for him for the market he was catering to. And thus, success had to be his. Today, years after his death, our nation is using Gandhi to market itself, by printing his snap on all currency notes; celebrities across the world are wearing him on their T-shirts to market themselves better; United Nations is using him to market itself by declaring October 2 as the International Day of Nonviolence; and the Congress party is marketing its NREGA programme by calling it the Mahatma Gandhi NREGA programme! Commercial companies are not far behind, with Mont Blanc boosting its sales and making its India presence felt with the launch of its Mahatma Gandhi Limited Edition pen. Inevitably, when it came to this book, we felt Gandhi in the first chapter was the best way to market our book to you. No doubt, he was the **Mahatma of Marketing**.



Gandhi seen here during his Dandi March!

With Gandhi on its writing instrument's nib, Mont Blanc also hoped to cash in!

THE CASE STUDY OF LADY GAGA!!

This is a brand that has made the world sit up and take notice, for not only is it worth millions, but it also teaches us important lessons in brand building.

The day she changed her name from Stefani Joanne Angelina Germanotta and rebranded herself as Lady Gaga, a star was born, both for the music world and the business world. Single-handedly, this 'Lady' has shown the world how to build a brand and how to do business in today's crowded marketplace.

A BUSINESS MODEL OF THE FUTURE

Lady Gaga is not just a singer, she is the way of doing business in the future. If you want to ensure that your brand will survive in 2025, it's time to learn some quick lessons from the Lady. **She understands the system the best, and like Gandhi, best describes the philosophy behind T-H-O-R-N-S to Competition, albeit in a very contemporary manner.**

The business model of the future has some new rules now. However, some ground rules never change. For starters, your product has to be good. Everything depends on that. **Like all good brands, she first ensured that her product was good.** Yes, her music is good and she can sing. She works hard on her lyrics, writes them, conceptualizes the music, the video and the costumes. Working on her piano, she ensures that her 'core product', that is, her music is of great quality. We all know one simple fact; no amount of brand building will do you any good if your product is not world-class. Secondly, you need to understand your audience very well. You need to keep a finger on the pulse of the audience. Few have been able to understand the market the way she has.

She knows what excites them and what intrigues them. Many may find her costumes outlandish, but they work for her; and her fans wait for her next appearance, just to see what it is that she would wear next. Whatever she does, she has them eating out of her hands. The third lesson one learns

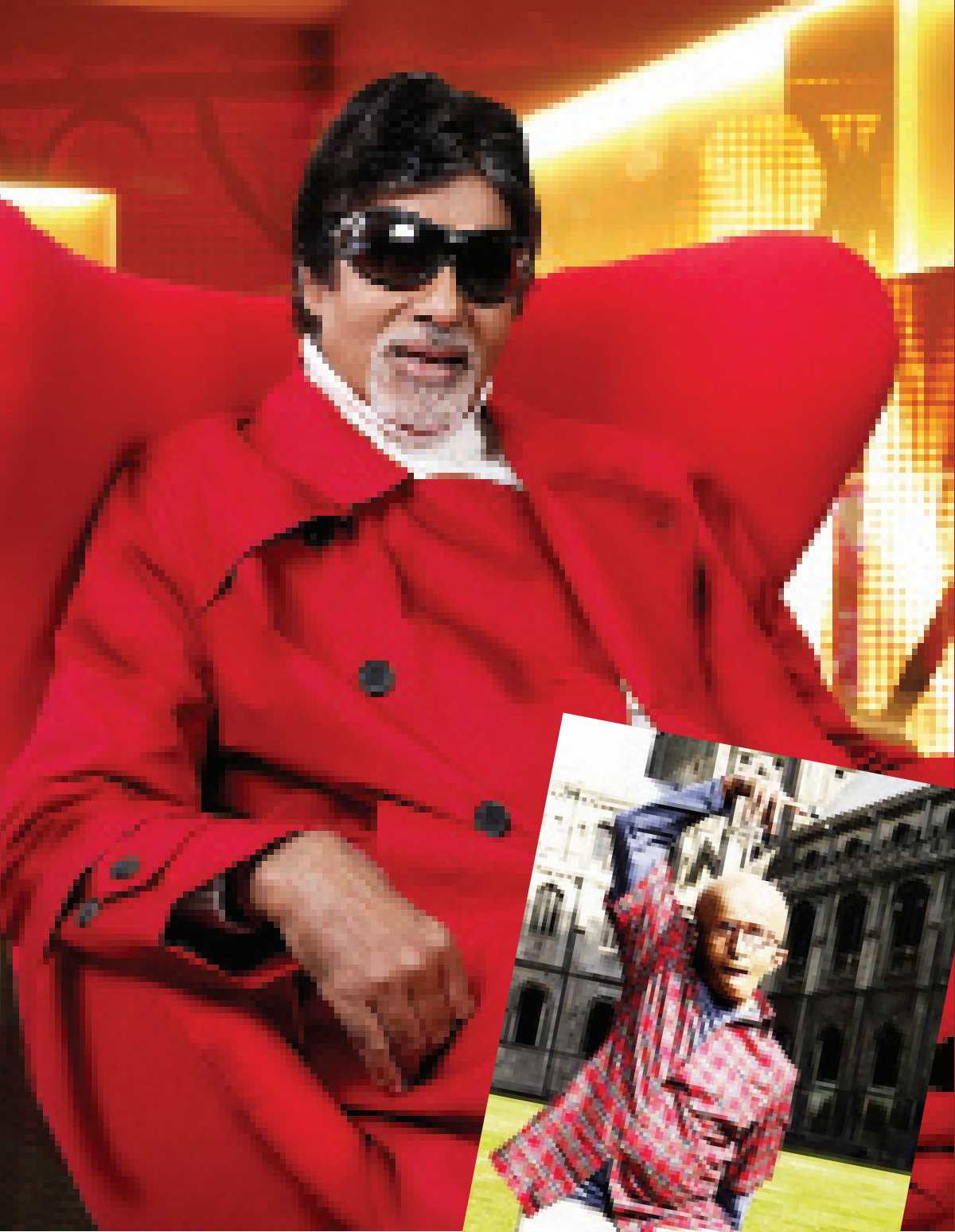


Lady Gaga; rather than just being a singer, she is the business model of the future

from this entertainer is the benefit of staying “in-the-news” all the time. This is not an option, but it’s a necessity of today.

In today’s marketplace, if you are ignored, you are doomed. That is one thing this Lady has mastered. She cannot be ignored. Every appearance of hers is well thought of and crafted. Be it a bird’s nest, a model of the solar system on her head, or be it her meat dress, she never fails to grab attention. In fact, she will go to any extent to grab attention. In one of her interviews, she recalled an incident where, during her early days of struggle, she was playing at a bar (in USA) filled with drunken NYU students and no one paid a hoot to what she was playing. She says, “I started playing in underwear at the piano,” and suddenly everyone was looking at her and listening to her song.

Just creating a buzz is not enough; you need to know the right places to create the buzz. The audience of the future will be spending a lot of time in cyberspace. Whenever Lady Gaga makes an appearance, she does it with one intention – to create the maximum buzz there. With over 145 million blogs in cyberspace, more than 50,000 new blogs being created everyday and over one million new blog posts being posted each day, the Internet is a very crowded place today. To get noticed, to be written about by the maximum number of people, requires a very sharp marketing mind. Gaga has her moves scripted so well, as she knows exactly how to get talked about. Just a great product will not get you noticed. You need to get the tongues wagging. In reality, Gaga cares not whether or not you like her, all she cares about is the degree of buzz that every act of hers will generate. She knows best how to nail her message strongly enough by being visible everywhere



Reinventing himself from the angry young man of yesterday to today's 'Paa' has been the secret behind Big B's success!

. While she works on her music, she meticulously works on how to make clips that would be lapped up by YouTube, how to dress and what to speak, so that the Twitter world will start chattering! Brands too have to ensure that if they want to survive, they must have a strong presence in the cyberworld, for the audience of the future is going to be here.

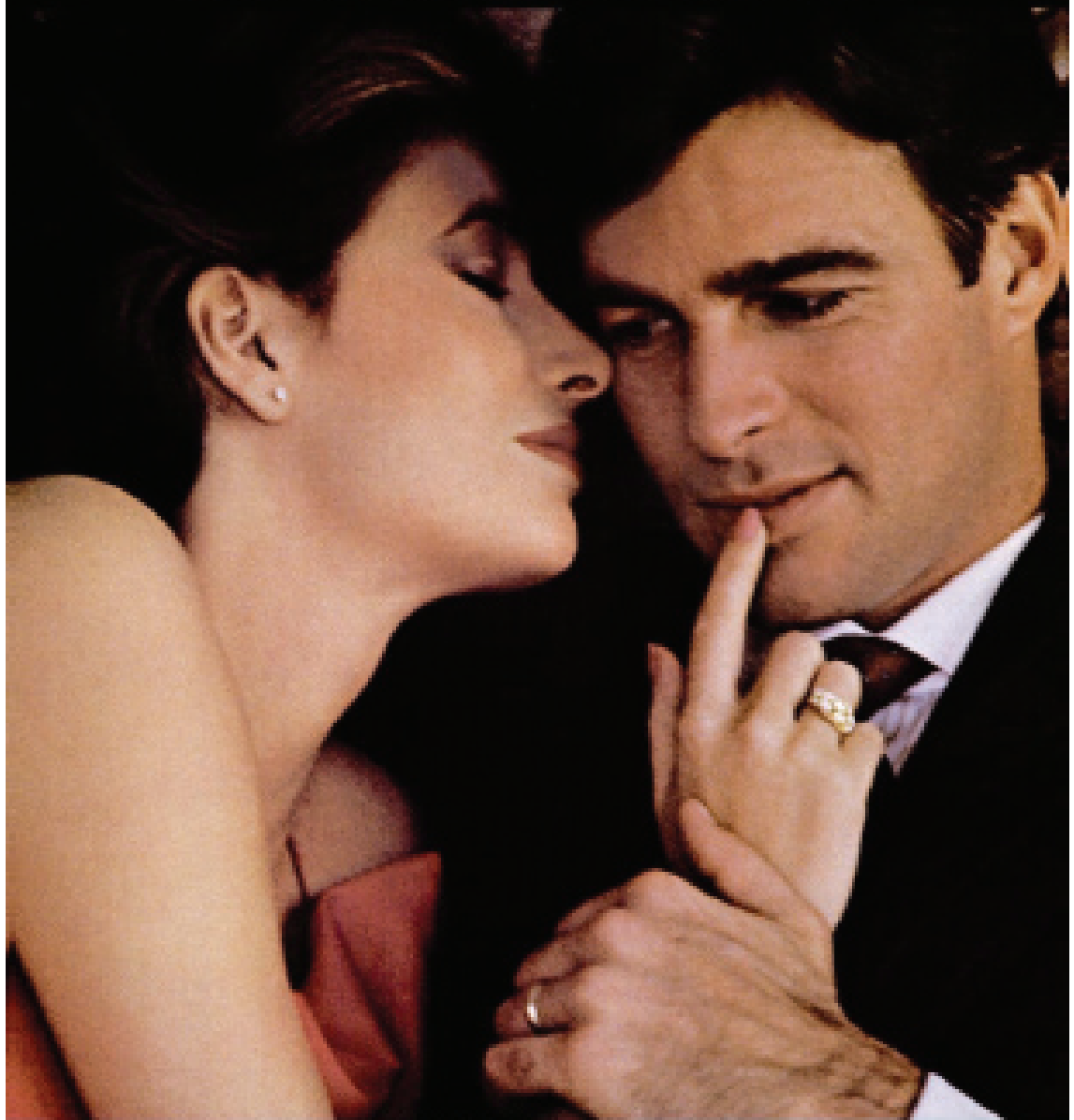
Her every act is a practised, well prepared and well targeted marketing gimmick, to help build the Lady Gaga Brand. She obsesses about every little detail and it pays. Businesses of tomorrow have to remember, that if their products are not being talked about, they would disappear soon, however good their quality.

CHANGE YOURSELF AND YOUR CUSTOMERS

To be constantly talked about, you need to keep doing new and different things. **Your brand needs to keep innovating all the time to grab that “top-of-the-mind” awareness in the consumer’s mind.** Be it Madonna, or Kishore Kumar, or Lady Gaga or Big B or SRK; they all kept experimenting, kept changing, kept reinventing themselves and dared to do things others did not. They survived. Probably a lot more talented artists didn't.

There is no perfect recipe for success. In today's marketplace, brands need to move quickly. They need to know what's cool, what's new, and change themselves accordingly. At Cannes 2011, in June, Publicis & Contagious introduced a new concept called the 'Five Percent Club'. They urged brands to take risks and invest 5 percent of their media spend into something different, something creative, outrageous and not just depend on the mundane, 30-second advertising commercial to build their brands. Heineken found a new way of engaging viewers during a football game. No, they did not just advertise; they introduced an interesting iPhone application, which rewarded viewers with points (that they could redeem later) every time they guessed the winner correctly before the game ended.

This anniversary, ask for her other hand.



The ring shown has a total weight of approximately one carat and is available for about \$2000. Prices may vary.

The Diamond Anniversary Ring.

A band of diamonds that says you'd marry her all over again.



A diamond is forever. De Beers

Before the 1940s, diamond rings were not synonymous with engagement and marriage the world over. Then came De Beers and changed it forever

To survive, one needs to change one's way of thinking. The companies of tomorrow will only be those who are willing to scrap conventional ideas, who are willing to try out new stuff, and most importantly, who are willing to fail – just like Gaga. She has never been spotted in an ordinary pair of jeans. She is always dressed to suit her image, for every second she is attempting some different stuff – with just one purpose – to be noticed. Your marketing plan too should be such that every penny spent is for the purpose of making your brand stand distinctly apart from the competitor. Get noticed, you will get customers.

Until now, it was the job of the advertisers and marketers to change the audience. Before 1948, diamond rings were not synonymous with engagement or marriage the world over. **Then came a campaign, 'A diamond is forever', and changed our thinking forever.** Even in India, marriages used to be traditionally associated with gold jewellery, but De Beers, with its intelligent advertising changed that too. By linking the eternity of a diamond (it's the hardest substance on Earth) to the eternity of a bond, it changed cultures. While everybody in America was manufacturing, marketing and selling long, sleek cars, the VW Beetle changed the people's perceptions with the help of its 'Think Small' ad campaign. Santa Clause used to be depicted as a skinny, stern, and scary figure, until Coca Cola created the chubby, cute and cherry Santa, and changed the perceptions of the world. All sports shoes were more or less similar until Nike changed it all. It is impossible to differentiate vodka on the basis of mere taste, but Absolute differentiated its product on the basis of its unique advertising and created a niche market where none existed. Marketers have changed audiences and their perceptions, but this new generation of customers is different and this time those are the marketers who need to change their ways to adapt to this audience.

Times are changing fast and so are the rules of marketing. Today, you need to stand out, shout out, and look out (for new trends) or else be prepared to be shut out (forgotten) by the consumers. The biggest fear for a brand is if it fails to get attention. Lady Gaga and other shrewd marketers know only one success principle, “Love me or hate me, but you can’t ignore me.”

The timeless lessons from the past that we learn from Mahatma Gandhi to the lessons for future businesses that we learn from Lady Gaga are what we will explain through **T-H-O-R-N-S!**

Before you enter the long journey, here we present a very brief summary to you of the **6 unique ways of looking at business and to help you fight your way up the ladder – in short, the T-H-O-R-N-S**

T is for TARGET IT RIGHT (THE MARKET AND THE MESSAGE)

Target the consumer in a way that it creates impact and makes the competitor uneasy. Brands that have marketed themselves aggressively, dared to do different things, have succeeded. But success came only when they targeted the market correctly. **That's what helps make a good brand!**

>>Just a good product will not solve your problems. You need to target it right, aggressively market it, and many a time, you need to take on

competitors headlong, challenge them and shake them up too, so that the consumers notice you.

>> Precise targeting has to keep cultures, values, religions in mind.

What succeeds in one market might totally fail in another despite the existence of the market. The company which targets the market better, wins the competition.

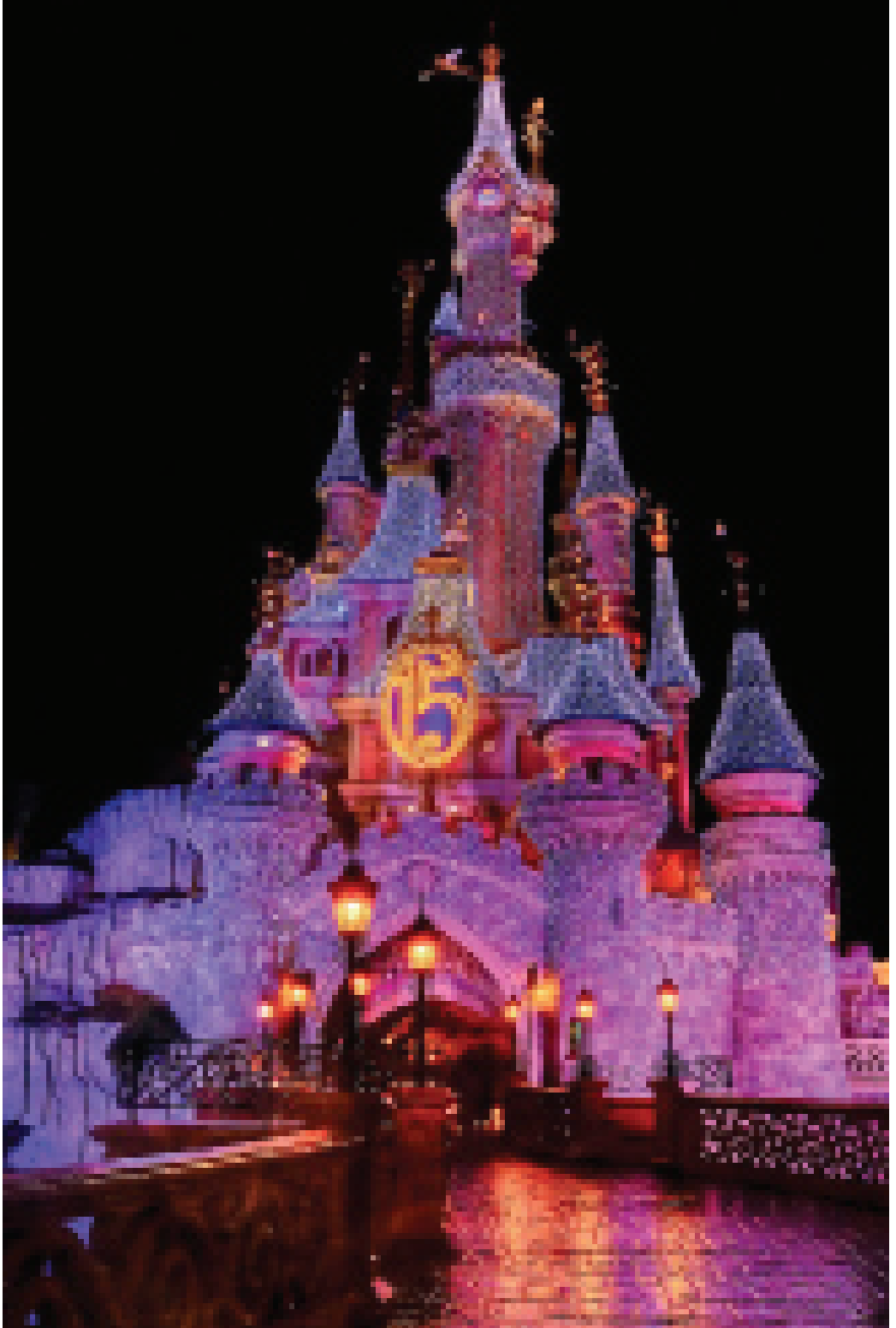
In the 1980s, Surf was the leader of the detergent market. In walked a small brand Nirma and stormed the detergent world with its single-minded focus on low price. The target was very clear, hit at the cost conscious market with a better product. It shook up Surf and made them sit up and take notice. The consumer loved it, for she got a really cheap and good alternative and 'Doodh si dhulai' too!

T-Series did the same and made the biggies like HMV sit up and re-think their marketing strategies.

>> You need to be an aggressive listener, a keen observer to really be able to identify the new trends sprouting up and change your strategies accordingly. Its Walt Disney's ability to listen to his fans through the fan mails they would send him wanting to visit Disney studios, that the idea of Disneyland struck him. Rest as they say is history! So the golden rule is. Shut up and dance!

H is for HIT WHERE IT HURTS (THE COMPETITION)

>>If you were looking for the best tactic to hit your competitors in a short time, look no further; the answer is in... Comparative Advertising! Hit out at the competitor's weakest spot – if you are a new player and if you hit at the right spot, you will grab eyeballs. "Expensive BAS***DS!" was the advertisement that the budget airline Ryanair came out with, indicating in not so subtle a way how BA – that is, British Airways – was more expensive than Ryanair. British Airways did try to take them to



Is there an example of better targeting than Disneyland?

court, but the judge concluded that the average consumer would not see the price comparison as misleading, and in substance the advertisement was true! So not only did Ryanair win the case, they won a lot of customers too.

>> To be ahead of your competition, you do need to be aware of what they are up to and have superb competitive intelligence! That's the way you can hit them the hardest – by doing something before they can! For years, the Americans had kept their space mission and its launch date a well-guarded secret. Russian spies however kept track of things quite considerably. Just days before America's mission launch date, the Russians launched their own space mission and Yuri Gagarin became the first man in space, leaving the entire American nation in gloom. However, what was almost ethical when it came to the Cold War era, is not something that is acceptable in the corporate world of today. The idea is to still find ways to keep in touch with your competitors' plans without crossing the line of ethics, yet hitting them hard! Competitive intelligence and not corporate espionage gives you that power. To win, you need to plan. To plan, information is imperative. Get it through legal and ethical means. It's a fact that to win consistently, you need to play by the rules.

Look, what happened to Rupert Murdoch. He may have made his millions, but he has lost the trust of the people and that can harm a business irreparably.

O is for OBSESS WITH IT (THE CUSTOMER AND THE NATION)

You might target it right, and might have been aggressive enough to hit where it hurts, but that doesn't guarantee success! The customer and the society at large are entities that you have to be obsessed with. As the saying goes, to remain at the same place, today you have to run faster than ever before. And the only way you can go further ahead is by passion... with obsession!

HOTTEST



BACK TO SCHOOL FARES

ARDEEN	€10
ANTE	€10
ERO	€10
NGHAM	€1
GA	€1
REHAWO	€7
ON	€

1000

MODE NOW - RYANAI

Read and rehydrate tonight. Subject to availability. Terms & conditions. [Apply](#)

British Airways took Ryanair to court for the advertisement on extreme right, but lost the case

>> **Be obsessed with your customer and his ecstasy.** The customer needs to be ecstatic about your deliverables. Only when you are obsessed with his ecstasy, will you find what the product/service needs to be like!

>> **Remember, you are marketing to a whole new generation, so the old ways will not work any more.**

The Boomers lived by 'Just Do it'. The Gen-Xers (1965-80) lived by 'Why Do it'. And the new Millennial (1980-date) live by: 'Just Did'

As the research done by The Economist magazine states, no generation in history has been so prepared at so young an age to use technology as an agent for change... Businesses need to adapt to be able to connect with them, to personalize the customer experience, or else it would be WOMBAT (a waste of money, brains and time) These are the 'Millennials'.

>> **Be obsessed with the environment and the nation.** Without this obsession, the vision will be myopic, returns unsatisfactory and growth only a short-run phenomenon. In the end, after all, what's business without a little heart.

'Giving' is not a new phenomenon in the business world. **In 1889, Andrew Carnegie wrote: "The man who dies thus rich, dies disgraced."** Not surprising then, that **the world's two richest men, Bill Gates and Warren Buffett have formed one of the biggest philanthropic foundations globally. The Bill and Melinda Gates Foundation is worth 40 times the annual budget of the World Health Organisation.** It is so powerful and huge that The Economist dubbed this phenomena as '**Billanthropy**'. The two men have changed the world's perception and attitude towards giving.

So, as businessmen, let's use all the tricks of the trade to earn our millions and our billions, but let's also give... There is greater joy in doing that.

Play by the Rules. Remember, no one likes cheaters. You want to win both in the short-term and long-term. It's often tempting for companies to ignore ethics for short-term profits, but when the consumer takes up the cudgels,



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LOUIS VUITTON

Rock Star Bono today symbolizes the cause of Africa and also pulls in big brands like Louis Vuitton

it can prove disastrous.

Ethical consumerism is on the rise and a boycott is becoming a consumer's most powerful weapon.

When Shell Oil Company decided to dispose off an old oil drill rig named Brent Spar by sinking it in the North Sea, it faced a series of boycotts of its petrol stations all over Europe. In spite of being backed by the British government, the company had to eventually abandon its plan.

R is for REINVENT IT (THE PRODUCT)

A great product means nothing. The market is changing constantly. Reinventing the product again and again is the key!

>>Just being a pioneer is no big deal. Nearly 47% of all market pioneers fail

Those are not the first-movers who will win. You may have got a great idea, but great ideas get copied and finally the game of survival is all about who is more aggressive and innovative.

If you thought Hotmail was the first company to offer free e-mail; Amazon was the first to sell books online; eBay was the first auction site; or that Starbucks was the first to start a coffee shop, you could not be wrong. Juno was the first to offer free e-mail; Books.com was the first online book store (launched in 1996) and Peets was the first to launch the concept of a coffee shop.

You need to keep changing and reinventing your branding strategies, for history is proof that just being the fittest doesn't guarantee survival; rather, the ones who rise after each fall are the true survivors.

N is for NAIL IT (THE MESSAGE)

Well, your product is brilliant, it has been well targeted, you have been reinventing it regularly, what next? The next key to marketing success is nailing your product in the mind of your consumer.

>> **You need to find a place in the mind of the consumer.** You need to have an idea which is so powerful that it gets lodged into the mind of the consumer. An idea once nailed is rarely forgotten.

Marketing is about perceptions. What you think is right may just be... far from reality!

It's not enough to advertise. In a survey, respondents were asked to associate Bollywood superstar Amitabh Bachchan with any paint. About 80% associated him with Asian Paints. Reality was that he was endorsing Nerolac, whose biggest competitor was Asian Paints! In effect, people's perceptions can cause your marketing and advertising strategy to backfire.

Companies like Unilever, Medimix and Reliance Communications have focused more on changing consumer perceptions than just advertising; and they've succeeded in that.

>> **You can reach anybody... that's the easy part**

Till a few years ago, marketers worked hard to find ways to make their message reach the target consumers. Today, the game has changed. According to Wenda Millar, former Chief Sales Officer of Yahoo! Inc., "You can reach anybody today. **The challenge is to be able to 'connect' with the consumers.**" As a result, marketers today cannot depend on just one form of communication – be it TV, print, outdoors, or digital. They need to think 360 degrees if they want to nail their message in the minds of the consumer.

>> **It's time to advertise responsibly**, for the consumer of today values that. As marketing professionals, we have tremendous power to influence young minds. Remember, with great power comes great responsibility.

S is for SELL IT (MONETIZE YOUR EFFORTS, ETHICALLY)

The advertising strategy has been spot-on, yet, it doesn't always guarantee sales. That is the final and all important goal of marketing. Sales is something that needs a special mention and focus.

>>**A great sales force is the driving force** behind each successful organization.

Selling is the prime focus of each and every marketing activity. If an activity does not result in a sale eventually, then it's a waste of time. Many a time, as marketers, we lose focus and that's when we start to fail. So many advertisers get so involved and lost in the creative part of the business that they forget to ask themselves this one vital question: Will this make the customer reach out for my product instead of the competitor's?

>> **Discounting might make sales look easy, but it's not the best option for the long-run.** A great sales strategy is not the one that revolves around price discounting. It rather focuses on product strengths – even when markets are down.

>>**Marketing by the mob.**

Not just are the consumers changing, even the ways of marketing and of doing business are changing. You need to use them to sell to today's consumer. Today, the consumer is also turning into a marketer! The new way to market and to keep your audience fully engrossed is by 'crowd sourcing'.

In February 2009, Bingo asked people to create games, quizzes et al, around the theme 'Bingo har angle se mmmm...' Lays went a step further. Forget an advertisement, now you could create your own flavour and win Rs.50 lakh + 1% of the product's sales revenue.

In the recently held IPL, Shahrukh Khan and Kolkata Knight Riders asked everybody to send in their suggestions for the team. Every Indian cricket fan thinks he knows the best; and KKR's 'Main bhi coach' concept helped him fulfil his dream, and KKR matches got great viewership!

Lady with a Lamp

Figure 1

■ **Unemployment** remains the most serious problem facing the country, with 10.5% of the population unemployed in 1997. The unemployment rate has been rising since 1995, and is expected to continue to rise in 1998. The government has implemented a series of measures to reduce unemployment, including a new law on labor contracts and a new law on labor disputes.





20. **Answer: C**—The author states that the "most common" cause of the "dramatic increase in the number of people who are obese" is "the increase in the number of people who are eating fast food." The author also states that "the number of people who are eating fast food has increased dramatically in the last few years." Therefore, the author is most likely to agree that the increase in the number of people who are eating fast food is the most common cause of the dramatic increase in the number of people who are obese.

1. **Introduction**
 2. **Background**
 3. **Methodology**
 4. **Results**
 5. **Conclusion**

**MORE DOCTORS SMOKE CAMELS
THAN ANY OTHER CIGARETTE.**

[illegible]

The National Council on Aging reports that the aging population will reach 20 million by 1990. The aging population is expected to increase to 25 million by 2000. The aging population is expected to increase to 30 million by 2010. The aging population is expected to increase to 35 million by 2020. The aging population is expected to increase to 40 million by 2030. The aging population is expected to increase to 45 million by 2040. The aging population is expected to increase to 50 million by 2050. The aging population is expected to increase to 55 million by 2060. The aging population is expected to increase to 60 million by 2070. The aging population is expected to increase to 65 million by 2080. The aging population is expected to increase to 70 million by 2090. The aging population is expected to increase to 75 million by 2100.

[illegible]

100

CAMELS *Center for Advanced Modeling & Education in Life Sciences*

If you are able to follow these principles properly at the marketplace, there is little chance that you will fail! The following pages will only bring out stronger the relevance of these principles with more examples and explanations, so that by the time you finish the book, you are totally prepared... prepared to give **T-H-O-R-N-S To Competition!!**

Our message to the competition is simple and straightforward.

Strained is a distinctly queer New Age adjectives. I remember an "Atheist/Deist" group, the "Theological Atheists" who were interested in the intersection of religion and science. I remember the leader of this group saying:

"Theological/religious people have been using the word 'strained' to suggest that it is going to be 'religiously' or 'theologically' acceptable. In reality, it is not. It is a strained, forced, and unnatural way of speaking. It is a strained, forced, and unnatural way of speaking. It is a strained, forced, and unnatural way of speaking."

That makes a few things clearer. It is a strained, forced, and unnatural way of speaking. It is a strained, forced, and unnatural way of speaking. It is a strained, forced, and unnatural way of speaking.

1. *What is the purpose of the study?*
 2. *What are the research objectives?*
 3. *What is the research design?*
 4. *What are the variables?*
 5. *What is the sample size?*
 6. *What is the data collection method?*
 7. *What is the data analysis method?*
 8. *What are the results?*
 9. *What are the conclusions?*
 10. *What are the limitations?*
 11. *What are the implications?*
 12. *What are the future research directions?*

National



56 | THORNS TO COMPETITION

CHAPTER 2



It's nice to have a girl around the house.

Though she was a tiger lady, you have didn't have to live in a cave to know that. After you took a few **Leggs** tights, you were ready to have him walk off your lawn. From subtle styling cues, you knew this tiger would be your little girl's friend for

half a century. Build up a pair of **Leggs** for those **Leggs** tights. From the new color automatic underwear brand of **Leggs** **Flower** and **Leggs** again, it's a new world of tights. About \$10.99 a pair (or \$10.99 a pair) of tights.

Dacron by Leggs

THE ORIGINAL & BEST OF **Leggs**

© 1999 Leggs Inc. All rights reserved.

REGISTERED TRADEMARK, LEGGS BRAND OF THE AMERICAN TIGHTWEAVE CO. INC.

T ARGET IT RIGHT!!!

Target it right and you will finish first. A whole lot of brands have come from nowhere and caught our attention and imagination and walked right into our lives. In fact, when you target it right, it doesn't matter whether you are big or small, old or new. What matters is how aggressive you are and how precisely you have been able to identify your target consumer with the right message.

To finish first, you have to be tough, you have to be aggressive, you have to be quick. You don't wait to be let in. **YOU DON'T KNOCK. YOU JUST WALK ON IN!**

IT'S ABOUT GUTS AND GUT FEEL

The market is waiting to be captured. Anyone who has the guts to dare to do the new, can take it all away. The person topping the list of “Dares” right now seems to be Julian Assange, the founder of WikiLeaks, who is spilling the beans on Pentagon, governments globally, and even on corporations. He has shown what “being bold” can do. A single man who has dared to take on the Goliaths, much like some small and new brands, the Davids, who took on the big and mighty Goliaths and defeated them.

A new player in the telecommunications sector, this brand shook up the old players. Its advertising campaign said it all. “Do the new and the world will follow – like other mobile networks did, or at least tried to. 1 paisa per second. Across India. Any network. No special packs. For life. Do the new.” Tata Docomo changed the rules of the game with its innovative pricing strategy. Another new entrant created waves in the Indian markets. Yes, it's always been bold, been different and even irreverent, and that's what makes consumers love it so much. Virgin entered the Indian shores with its Virgin Mobile with STD rates @ 20 paise/min, and started the **‘Indian Panga League’**; a series of telephonic conversations between fans of IPL teams. Eight passionate IPL fans from eight different states fighting all day long over STD calls. The tongue-in-cheek humour was a first-of-its-kind to be seen on Indian shores. It was daring, delighted the fans and even dared to challenge the biggies in the business – **much like its founder Richard Branson who has always challenged the norms and the big players and managed to snatch his piece of the market share pie from them.** Both of the above were new players, but they fearlessly challenged the established players in the business and quickly carved a niche for themselves. Their aggression got them noticed quickly. But most importantly, they targeted their market correctly – the price conscious leftover mobile phone market!

A clear favourite of the customers and with a market share of around 80%, Hero Honda (now Hero MotoCorp Ltd) stands way ahead of its competitors. Yet, Bajaj used a creative strategy to challenge this very leader. Bajaj knew

9 inches of pleasure.

9-inch private playback screens. 300 hours of action/adventure or romance HD movies, near 400 hours of TV. 150 full-length CD albums, and 38 video games. All playing on non-stop flights to London and Sydney. Flights enter land you better sit the day from major airports.

www.britishairways.com

 **atlantic** Enjoy.



Richard Branson always has the T-H-O-R-N-S to competition attitude and fearlessly takes on competitors headlong. However, he hardly ever goes wrong when it comes to targeting it right!

that the best way to challenge Hero Honda was to target 'mileage', something that Indians value the most. Hero Honda had become famous because of its '**Fill it. Shut it. Forget it**' campaign by targeting the same mileage-conscious customer, showing consumers how fuel-efficient its bikes were. That's exactly what Bajaj did to take on Hero Honda years later. Its '**Discover India with the power of 1 litre**' campaign highlighted the Discover bike's super mileage power in an extremely interesting manner. The travellers on a Bajaj bike discovered amazing places like Mattur (near Mangalore, where people still speak Sanskrit), the Magnetic Hill (near Ladhak) that has magnetic properties strong enough to pull bikes uphill, and others. The ads truly helped us discover India and helped the company

Nothing is permanent – in life, relationships and business! This eternal truth is brilliantly demonstrated by the rise, fall and rise of brands in the marketplace

discover new markets. The challenger ads helped Discover surpass its monthly target of 30,000 bikes, as sales touched 75,000! It sure made a big dent in the leader's market share. Conventional wisdom says that 'entry barriers' prevent new

players and brands from upstaging their older and more established rivals. Yet, the marketplace is littered with example after example of new brands that have successfully climbed Mount Everest, for they targeted some or the other want in the consumer that the leaders had left unfulfilled. Nothing is permanent – in life, relationships and business! This eternal truth is brilliantly demonstrated by the rise, fall and rise of brands in the marketplace. Leaders of yesterday have become laggards today; and might become leaders again tomorrow or even disappear altogether.

Back in the early 1990s, Microsoft was the unchallenged global leader. The advent of the Internet saw Yahoo! first challenge the supremacy of Microsoft. Back then, nobody had heard about a word called Google. And yet, it is Google that is the undisputed and virtually unchallenged global brand in the business today. Bill Gates and his team at Microsoft have poured billions of dollars to create a search engine that can beat Google. Tough luck so

far. Google understood better than the others what the market needed and kept itself up-to-date with the changing needs.

Similarly, Motorola used to be a familiar and awe inspiring brand name. Nokia was of course a name that probably only a few hardy souls in Finland were familiar with. The company was originally involved in manufacturing paper, pulp and rubber! But then, Nokia became the undisputed mobile phone and telecom global brand leader in no time while Motorola started to struggle to stave off bankruptcy. Just a good product will not solve your problems. You need to target the market right, aggressively market it and many times take on competitors headlong, challenge them and shake them up, so that the market notices you. And when you have been able to reach the top, the time is ripe to:



match up with Nokia's aggressive strategies.

FIGHT FOR THE NO.1 SPOT

Audi joined the top league when it came out with the advertisement that mentioned, **“Audi is growing faster than BMW, Lexus & Mercedes”**. Now, whether it was actually growing faster or not, did not bother the consumer much. However, it changed people's perceptions about the car. Now, they clubbed it along with BMW and Mercedes. Audi jumped the rungs and established itself as the premium brand. Yes, sales increased too. The target market was clear – the luxury segment that was buying cars like BMW and Mercedes.

When it came to the 'pain rub market', only one name loomed large – Iodex.

Sometimes, established brand leaders are demolished in the marketplace by new rivals... That's the power of targeting it right. You can easily overthrow the leader

It ruled the market for almost eight decades. However, somewhere down the line, it forgot that the consumer is the king and stopped listening to him. It did not realise that there was someone waiting to fill the

gap. Surreptitiously, Moov moved in and dethroned the king by targeting the new market better. Iodex, a brand owned by a giant like Glaxo, commanding not just more than 50% of the market share but also a huge goodwill, is dwindling today! Ooh, aah, ouch!

Initial success does not guarantee long-term success. You need to reinvent yourself. You cannot rest on your past laurels. Customers have to be nurtured. So it's imperative to innovate constantly and not lose focus of your key target segment.

Margo, one of the oldest soaps in India, refused to do that. Back in the good old days, when people's tastes were not so refined and were much simpler, a good soap with the medicinal properties of neem was enough to convince them to buy it. However, with time, the consumer wanted better packaging, better fragrance, better shapes. Margo refused to do that and lost out on the younger generation, who refused to pick up an old, ugly looking soap.



Once Chevrolet ruled the roads. Then came Toyota, which with its flawless targeting to the cost-conscious customer became the new king, even of the American roads

It was a classic case of waking up to reality a bit too late. Lifebuoy, almost as old as Margo, changed quickly and adapted itself to the changes. It survived! Margo, even with its neem content (something Indians depend on today too) had to taste bitter failure!

Back in the 1980s, Bajaj Auto ruled the Indian two-wheeler market, much before Hero Honda. The Indian market was then overwhelmingly dominated by scooters with motorcycles coming a distant second. And that was the time when Japanese two-wheeler brands like Suzuki, Yamaha and Honda made an entry into India. The Hero group tied up with Honda and launched the Hero Honda motorcycle. It was arguably the first 'four-stroke' bike in India and delivered superb fuel efficiency. The early Hero Honda ads brilliantly sold this value proposition and targeted the Indian consumers with the now legendary tagline – 'Fill it, Shut it, Forget it'. They soon drove Bajaj out of its leadership position.

Sometimes, established brand leaders are demolished in the marketplace by new rivals because of sheer complacency and inability to move with the times. That's the power of targeting it

right. You can easily overthrow the leader.

Once upon a time, General Motors (GM) – along with Ford – virtually ruled the world of automobiles. **Brands like Chevrolet and Pontiac had become gold standards when it came to customer loyalty and brand equity.** By the time Toyota started selling its cars in the United States, the giant GM did not even deign to acknowledge the potential new rival. After the oil-shock of the seventies, **Toyota targeted increasingly on the market that was conscious of fuel efficiency and smaller sizes** while GM continued with gas guzzlers. The result: GM had to eventually file for bankruptcy in 2009 while Toyota is the gold standard today when it comes to quality and customer satisfaction in the automobile industry. Let's now go to the once Imperial capital of the British Empire, Kolkata, in the early 1980s. Investors had already started fleeing West Bengal and the city was in seemingly terminal decline. The unchallenged brand leader in the newspaper market in Kolkata was **The Statesman, which was the favourite morning tea companion of Kolkata residents for decades.** The Ananda Bazaar Group took a huge gamble and decided to launch The Telegraph to compete with The Statesman. Before the latter could shrug off complacency, The Telegraph had used contemporary style, design and better coverage to emerge as the number one newspaper brand in the city. Today, Kolkata has newspapers like The Times of India and The Hindustan Times; **but it is The Telegraph which is the brand leader** while The Statesman is an old and ageing relic of the past. Sometimes, changes in societies and lifestyles can cause seismic changes in brand hierarchies. For decades, Adidas and Reebok ruled the global sports footwear market, with virtually every athlete participating in the Rome Olympics in 1952 sporting an Adidas. In the United States, Reebok had emerged as the favourite. Then the 'cultural revolution' swept across America in the late 1960s and the baby boomers of America started becoming very 'sporty' and health conscious. In came an unknown brand called Nike that brilliantly rode this newfound American love for fitness, jogging and health. **Without any doubt, Nike – with its now iconic Swoosh – is the undisputed brand leader in the world.** Both Adidas and Reebok struggled. Adidas even

bought over Reebok back in 2005 to be able to compete more effectively, but Nike has not budged from its position as the number one.

Many such brand conquests can also be ascribed to the relentless leveraging and use of one of the key elements of 4Ps – price. In the early 1960s, Bentonville, in the state of Arkansas (the state that gave Bill Clinton to America!) was unknown to most Americans. That was when Sam Walton was quietly fashioning the ultimate retail revolution. Since the early days of Sam Walton, Wal-Mart has relentlessly focused on low prices as the key strategy to lure customers and keep them loyal. When Walton started his legendary career and Wal-Mart, now one of the largest companies in the world, the brand leaders in retail were giants like Sears Roebuck and JCPenney. By the time Wal-Mart was quietly capturing suburban America in the 1970s, Sears Roebuck was attracting attention by building the then tallest building in the world in Chicago in 1975. Today, Sears Roebuck and JCPenney are fading relics of American capitalism while Wal-Mart continues to ruthlessly – and often controversially – use low prices to remain the brand leader. Back in India, two relatively unknown and unrelated companies too used price as a fabulously successful weapon to frighten and dislodge existing brand leaders in the 1980s. Surf was the reigning brand in the Indian detergent market and had demolished virtually all rivals in the marketplace (P&G entered the Indian market much later in 1992). In came an unknown brand called Nirma that was singularly focused on low price. The massive success of Nirma frightened the living daylights out of honchos at Hindustan Lever Ltd (now Hindustan Unilever Ltd) who fought a rearguard action by launching low-cost Nirma rivals like Wheel. Around the same time, an entrepreneur named Gulshan Kumar and his brand T-Series were giving music lovers in India a reason to hum in contentment. The then market leaders HMV and Polydor were used to charging exorbitantly for LP records and cassettes. T-Series started selling cassettes for Rs.10 when HMV was selling them for at least Rs.40. T-Series hasn't looked back since.

It's not easy to reach the No.1 spot; you need to fight hard, and sometimes even snatch that spot, like Rin did. It came out with advertisements which clearly mentioned it was superior. The ads stated, "Tide se kahin behatar



Avis focused on the No.2 position which no one cared about earlier, and caught the attention of customers

safedi de Rin". Of course, Tide filed a case and Rin got into a controversy; but it helped generate a buzz – which is most important. Sometimes, when the fight for the top spot is taken public, consumers love it, and it never fails to grab eyeballs. Coke and Pepsi have been doing it for years. Apple and its humorous takes on Microsoft defined its brand personality and brand image as über cool in comparison to the fuddy-duddy one that competitor Microsoft had. From Nike to T-Series from Wal-Mart to The Telegraph, everyone dared to take on the leader and fought their way right to the No.1 spot. However the interesting part is that you must...

FIGHT NOT JUST FOR THE NO.1 SPOT, BUT THE NO.2 TOO

With the marketplace getting so cluttered, the fight for the No.2 spot was often neglected. Of course, not always. **Some very intelligent marketers knew that when there is no space at the top, it pays well to be clearly labelled as No.2**, for that makes people notice you. Avis did that years ago.

Hertz was the leader and had the maximum awareness when it came to car rentals. So, **Avis brought out its iconic ad, “We are number 2, that’s why we try harder.”** Everyone knew who was No.1, but now, for the first time, a new slot was targeted and defined. So, if for some reason, a consumer could not get Hertz, he knew whom to call next. Avis carved a niche for itself and did brisk business, for the consumer knew that even though Avis might not have been No.1, it was surely as good as the leader, and definitely better than hordes of others.

Hindustan Times (HT) did the same in Mumbai. Its ads claimed that “Hindustan Times beats DNA to become No.2 in Mumbai”. HT advertised how it was now very close to the market leader, The Times of India, with a readership of 5.92 lakhs, a lead of 17,000 over DNA. Sometimes, it pays to play the second fiddle. Miller High Life has always positioned itself as the “good” beer, providing “good” value for money. Miller Coors is America’s second largest company and it decided to take the second position seriously. In 2009, when the market leaders were paying \$3 million for 30 seconds of airtime during the Super Bowl, Miller said it was No.2 and did not believe in spending so much and thought a “one-second ad” during the Super Bowl Sunday was enough to make its point. So, days before the Super Bowl, it started its 30 second teasers, promoting its 1-second-ad that was to be aired on Super Bowl Sunday, for its commonsense philosophy could be conveyed in just one second. The No.2, with a tiny ad budget, drew more attention than the big spenders.

CALLING YOURSELF NO.2 ALWAYS WORKS – WE ALL LOVE THE UNDERDOGS!

If you are sure about your product and your target market, you can tackle not one, not two, but many competitors at one go – much like our Bollywood heroes who can single-handedly fight all the bad guys and emerge victorious. That’s exactly what Brita water filter system did. It came out with ads which claimed that the tap water in developed countries was excellent and there was no need to spend money on bottled water and increase pollution, as 16 million gallons of oil were being consumed to make plastic water bottles – which could be totally avoided by using the reusable Brita water filter



If market research had to be believed 100%, then movies like *Star Wars* would have never been made; it pays to rely on your gut feel too



bottles. It asked customers to drink responsibly and avoid buying bottled water in plastic bottles. Tap water was as good after all!

It takes vision and guts to speak out against the leader. But if you have a better product, it's best to just bulldoze your way into the minds of the consumer with an aggressive marketing campaign. It works! Don't knock! Just barge in!

TARGET IS OFTEN ABOUT GUT FEEL MORE THAN MARKET RESEARCH

It's surprising, but true. It's the fear of failing, which is causing many CEOs to fail. No wonder, there is an over-dependence on research. Coca-Cola had to face a lot of flak when it launched C2, its low-carbohydrate version of the main drink. The company, after doing intensive research, launched the drink just when the low-carbohydrate diet fad was waning. The product bombed.

Kraft, too, decided to launch its range of products based on the South Beach diet, after research proved that it was the next hot trend. However, when the products finally hit the shelves, the diet had already lost its chance and hardly anyone picked them up! Depending blindly on research findings can be fatal. Coca-Cola succumbed to it yet again, when research showed them that consumers' tastes had changed and they now preferred a sweeter taste. Armed with these findings, Coca-Cola launched the new Coke. The product was a debacle, for everyone wanted the 'Real Thing'. You need to be an expert in being able to grasp the market perception. Just relying on the numbers can prove to be dangerous. This does not imply that we should not undertake research. However, we must not base our decisions only on research findings. Come to think of it, if research had to be believed hundred percent, then one would have never seen movies like Star Wars (by George Lucas) and E.T. (by Steven Spielberg), where initial research advised the

producers to ditch the ideas. In fact, the world would not have seen the likes of Walkman, FedEx or CNN. All were researched, and were forecasted to be bad ideas! Do not blindly depend on market research. It does provide a rough estimate, but it's not the final word. Sometimes your 'gut feel' might be more dependable than the research report. Don't make MR the be-all and end-all, for you might just miss the bus!

Steve Jobs of Apple doesn't rely much on market research. He says that the market is changing so fast that by the time you have finished your research and develop and launch a product, the market probably has changed. Thus, it's important to try and predict your future market and bring out a product accordingly and then go about marketing it heavily! More than market research, one should focus on understanding people's perceptions about products and brands. This will help you to...

TARGET SENSIBLY WITHOUT GOING OVERBOARD

The history of brands is filled with interesting stories of marketing blunders. They become important lessons for us. We know what not to do. In our quest to outdo the competitor, we must not get irrational.

In the 90s, Hoover offered British customers something very novel. They would get a chance to fly to the US for free if they spent £100 on Hoover products. The offer, open only for very limited period, resulted in about 22,000 people scrambling into Hoover showrooms, buying vacuum cleaners they did not need. What Hoover was giving away for free was worth twice as much as they were asking the consumer to spend. It was something which was too good to be true! People were buying Hoover just to get the free tickets. What the company failed to realise was, though the offer was for a very limited period, the number of people jumping on to the bandwagon would ensure Hoover's costs shooting up sky-high. In fact, consumers became so awash with vacuum cleaners that papers were soon full of ads of sale of secondhand Hoover vacuum cleaners – some still in their boxes.

New slim-silhouette HOOVER Convertible



Gets the deep-down dirt
other cleaners miss



Keeps you clean in a revolutionary new way. Hoover's Convertible—tall as a chimney, with motor, with motor—sucks dirt out of crevices, too. Deep edge, back, and side rollers remove dirt. Hoover's Convertible makes you clean the way you want to. Hoover's Convertible is the only Hoover vacuum that's slim and tall.

the cleaner with
the Automatic Sift



HOVER'S CONVERTIBLE—Automatic Sift—sucks dirt out of crevices, too. Deep edge, back, and side rollers remove dirt. Hoover's Convertible makes you clean the way you want to. Hoover's Convertible is the only Hoover vacuum that's slim and tall.

HOOVER

for the way best to clean



One of the biggest marketing gaffes, this 'Fly to the US for free' proposition landed the company into total bankruptcy

Couples getting married even warned that they did not want Hoover's products as presents. It was one of the biggest marketing gaffes. The company eventually landed up paying £50 million for the tickets and was forced to sell up to the Italian washing machine maker, Candy!

You have to have your marketing principles absolutely right, or else failure is certain. Olympia was a brand of beer which was a pale lager, very similar to Coors. However, it had an image problem. Young people did not identify with it. So the company decided to make advertisements that would appeal to the young. At the same time, it changed its packaging too, to emphasize the lightness of Olympia. Back in the brewery, the brew-masters knew that Europeans liked a richer tasting beer and modified the taste of Olympia. In the blind-taste-test, it came out a clear winner as compared to all other beers. Still, the product failed miserably. **While the ads and the packaging had emphasized the lightness of the beer, when the consumer tasted Olympia, it was not so. Instead of judging it as a "rich tasting beer," it was branded as the "bad light beer." This mismatch ruined Olympia.** The brewers had worked hard on the taste, the ad agency had worked hard on the ads, yet, the brewery was closed down. A sad demise of a product due to mis-marketing. Marketing wars, as they say, are fought in the mind. One has to be very clear about the market perception of the product and weave all marketing ideas in-sync with it. **Or else, be sure the product will land up in Ithaca, New York. It's a museum which houses, among other things, marketing disasters and dumb ideas.** You would find strange exhibits like Garlic Cake (one wonders who'd have tasted it!) or Dr. Care Toothpaste (a toothpaste in an aerosol can!).

Strand was a brand of cigarettes, which was advertised using the best of talent. Its jingle was written by the very famous Cliff Adams. The model was Terence Brooks, who looked like Frank Sinatra. He was shown standing on a lonely street in London, wearing a trench coat, a hat and lighting a cigarette, as a haunting melody enveloped him. It all looked so good. And finally, the punch-line, "You are never alone with a Strand!" As expected, the agency was barraged with enquiries. No one was bothered about the cigarette. Everyone wanted the music! The people perceived the cigarette to be a

loner's cigarette; and no one wanted to be termed that. The product had to be withdrawn while Cliff Adams rose the popularity charts for his music and released a hit single, The Lonely Man Theme. At least someone benefitted! Such goof-ups leave everyone bewildered. **Vidal Sassoon came out with its 'Wash & Go' shampoo. Someone misinterpreted it as "I wash my hair, go."** The shampoo could never again find a place on the supermarket shelves! In Spain, Coca-Cola came out with its innovative 2 litre bottles, but they did not fit into the local refrigerators of the Spanish market. The product had to be withdrawn!

RE-TARGET AND CREATE MAGIC

Failure need not be the end, for with intelligent marketing, your brand can

You have to have a very clear idea about the market perception of your product; or else, be sure it'll land up in Ithaca, New York, home to a museum which houses marketing disasters and dumb ideas!

rise again like a phoenix; and some people have made it their business to find out such brands from corporate trash bins and turn them around. **One such**

man is Jeffrey Himmel. He believes, "If you have the right product and do the proper kind of advertising, the cash register is going to ring."

Ovaltine had already been assigned to the bottommost shelves of stores and had started fading from the consumer's memory. Jeffrey picked it up, made simple ads reminding people that their old favourite was still around. Wherever he got the cheapest rates, he bought those slots and bombarded the air-waves with these ads. In 100 days, sales doubled. The annual sales of the product jumped from \$13 million to \$26 million! The targeting was perfect – the favourite product!

Of course, there is that rare occasion when a once formidable brand slips

and tumbles and is written off as history – only to reinvent itself and re-emerge as a global powerhouse. You guessed it right! I am talking about Apple that was the darling of computer and software lovers and geeks in the 1980s. Apple virtually died as a brand in the 1990s. And then came the

Blow in her face and she'll follow you anywhere.

Use her-winning Tipalet Energy. Or kick, grassy Tipalet Baccarat. Or taste the Tipalet Blueberry. It's still Tipalet. It's new. Different. Deliciously taste and it aroma. Appeal in tenderness and the Tifalet you emotions. Oh yes... great-tasting cigarettes without compromises.

Available March		Available March	

Dealers of America, do yourself a favor. Make your next cigarette **Tipalet.**

Even harmful products have seen zooming sales with precise targeting!

iMacs and the iPods! The message is clear for entrepreneurs. You can beat formidable brands. And you can even revive them!

PRECISE TARGETING OVERPOWERS QUALITY!

Surprisingly, your product need not be bad to fail. In most of the cases, the product is great. It could fail because someone simply failed to communicate the product's benefits properly to the audience. The concept of 'Golden eye technology' was developed by Videocon. However, it was marketed so perfectly by LG that one felt that they'd come out with it first! Zen is a good car still. Today, it's gathering cobwebs in the garages and no one wants it. It failed to market its benefits efficiently. Just because your product has good quality is absolutely no reason for it to survive. **Only "brands" survive.** And when it comes to brand building and understanding the importance of brand names...

EVEN SHAKESPEARE WOULD HAVE NEEDED MARKETING LESSONS

How much would you pay for a pair of shoes? \$3,400? Don't gasp. For that's the amount a lot of people cough up for a pair of Manolo Blahniks. His clientele is devoted, addicted and madly in love with his creations.

When Ikea, the world famous Swedish furniture retail store giant, opened its first store in Atlanta (USA), you could feel the passion, the excitement people felt. One guy went to the insane extent of pitching his tent seven days before the opening so that he could win the \$4,000 'early customer' gift card. Before the doors opened, there already was a long line of 2,000 customers behind him. Harley Davidson has the most dedicated customers who also belong to its 886,000 strong Harley Owners Group. They meet annually and discuss and enjoy their Harleys. When Krispy Kreme opens

its new store anywhere, some camp outside it overnight, others line up for hours for the first bite of its soft, sugary doughnuts. For music lovers, nothing can beat the iPod. An Apple store is the hottest destination for youngsters, for its loaded with the coolest stuff. When Apple puts on its MacWorld Expo, thousands flock to it and walk around as if in a trance, dazzled by the beautiful creations. If there is one company that has totally turned all business rules upside down and shown the world what innovation really means, it's Apple. These are cult-brands that have won for themselves near-fanatic followership. **These brands have become cult brands because they have been targeted so well that they are selling not just the product but a dream, an aspiration, a passion. So how are such brands created?**

CRAZILY ENTERPRISING AND OBSESSIVE

That's the new definition of a CEO who can make cult brands. Unlike earlier



Harley Davidson is a cult brand, like Apple. They have targeted their marketing towards selling not just the product but a dream, a passion.

norms of financial know-how being the most important requirement for attaining the topmost position in an organisation, today, it's the knowledge of marketing, and an excellent grasp over brand building strategies that companies are looking for in a CEO. You need the top guy to be one who understands the importance of investing in brand building. Since this does not always show results in the short-run and hence requires a long-term commitment from the top, all those companies that did that, are today reaping rich dividends. When you build a brand, you build a unique identity that consumers love and respect. This differentiation helps the company survive in the long-run.

“Our stores have become a gathering and meeting place in addition to the coffee,” says Howard Schultz – the CEO of Starbucks.

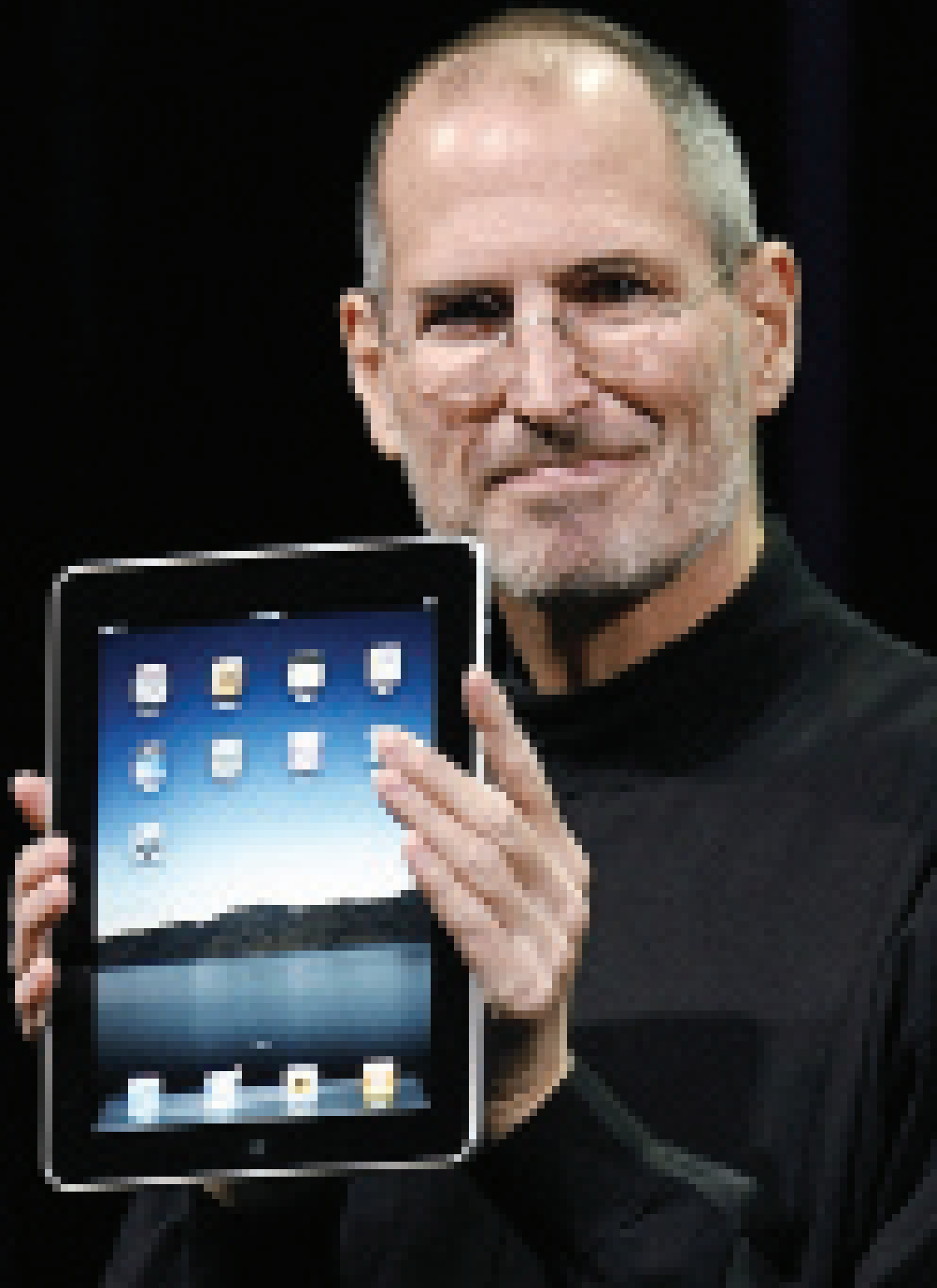
“Starbucks represents something beyond a cup of coffee,” he adds. When people go to Starbucks, they go to not just have a great cup of coffee (which can be easily copied by various competitors), but to enjoy its unique culture – which is the heart of the brand (no one has ever been able to copy the heart and soul of the company).

With advertising revenues dwindling steadily, traditional media like newspapers, magazines et al are singing their swan song, making brand building more challenging

Apple is loaded with engineers. Not just engineers, but ones who have the passion to “emote”, whose eyes light up when they discuss the product features.

After all, Jobs is no ordinary CEO and hence he doesn't hire ordinary people. His genius and his obsession have given Apple its unique environment of innovation. Steve Jobs is so crazily

involved with his inventions that he considers it futile to undertake market research or focus groups. For him, new product development starts in the gut and takes form with the help of talks and discussions with equally obsessive teammates. It's no surprise that this year, Apple ranks the new No.1 in Fortune magazine's list of America's Most Admired Companies. It also ranks No.1 among Fortune 500 companies for compounded annual



Steve Jobs is so crazily involved with his innovations that he considers it futile to do market research

returns to shareholders over the past ten years (45.8%). The leader makes all the difference. He creates an environment in his organisation, which is just right for developing and nurturing cult-like brands. Pick up any cult-brand and you will find behind it very-well-taken-care-of employees. That's the first thing the leader does to start brand building. No organisation can even survive, forget about excelling, in this tough market environment if its employees – its first customers – are not taken care of. The next step is to invest in intelligent marketing strategies, targeting them properly.

IT'S A WHOLE NEW WORLD AND IT HAS TO BE TARGETED DIFFERENTLY

There are a few things we must remember while going about targeting the market with the right message. The customer of today is different from the one of yesteryears. Today's customer knows how to avoid marketing efforts directed to him. He has a caller ID on his telephone to block unwanted calls, a spam and pop-up blocker on his Internet. He even has a TiVo which records his favourite TV programmes, minus the advertisements. Traditional branding models using traditional media will no longer work. As someone once said, **"How do you become a millionaire? Become a billionaire and then buy an airline!"** Then someone modified it and said, **"Buy a newspaper!"** With advertising revenues dwindling steadily, traditional media like newspapers, magazines are singing their swan song too, making brand building more challenging.

When Wieden+Kennedy created the 'Just Do It' campaign for Nike, TV and print helped spread the magic of 'Swoosh' the world over. Today, Nike is finding itself out-of-sync with its target consumers, for they're now tuning into different forms of media. It's more the digital and interactive ones that have got them hooked. **Almost all top brands today have started spending less & less on advertising. McDonald's has cut its TV ads from 80% to 50%. Samsung, unlike Sony, advertises on TV only during the last six months of the year when sales peak.** Like most cult brands, Ikea too spends very less money on advertising. They prefer to generate word-of-mouth publicity. Johnson & Johnson, which traditionally spent a lot on TV and print, changed its media spending pattern last year.

Elegance is an attitude
Aishwarya Rai



LONGINES



It's not just that the Asian companies are ruling, but non-Asian companies like L'Oréal and Longines are now even using Asians (like Aishwarya Rai) as their global face!

Plain advertising is no longer working and marketers need to look beyond the comfort of those 30-second TV spots. The new generation is, in fact, averse to “in-your-face-marketing” efforts. One needs to think of novel ways of reaching out to today’s customers. Digital and interactive media seem to be the playgrounds for marketers in the future. It’s no coincidence that when Nike decided to expand its list of advertising agencies, it was not looking for the big ones, but those with interactive, digital and community-building capabilities. It even partnered with Apple and created an offer ‘Nike+iPod’, which virtually transformed running. Detroit’s carmakers, the long time pillars of print advertising, are recklessly chopping their print advertising budgets to curtail costs. Today, to survive, everyone needs to change age-old marketing habits and find new ways to target the consumers.

IT'S ASIA'S TIME NOW

There was a time when the Big 3 of Detroit were GM, Ford and Chrysler. Whoever thought that today, they would be replaced with the likes of Toyota and Nissan – all Asian brands. **There's a trend. Consumers are quickly shifting from European and American manufacturers to Asian ones.** China has already become the manufacturing hub of the world. However, the nation is no longer satisfied with just being the “low-cost-factory” of the world. Brands are built on perceptions and most Asian brands are viewed as cheap, mass-produced goods. **That's changing. China, Korea have realised the importance of branding.** Good products, well made products, will never help you survive, but a strong brand and unwavering brand loyalty from customers and precise targeting can help defeat competition. This move had already started in China in 2008, when, targeting the Olympics as a new driving force, a whole lot of Chinese brands like Lenovo and Haier. and South Korean brands like Samsung and LG worked hard towards improving their brand identities and are now fast becoming the favoured brands of the new generation.

It's difficult to build brands. **When Hyundai first started its US operations, it was mocked at by all and even featured in the 'Worst Car Ever Made' lists.** It lost no hope and worked consistently towards improving its

image; today, the Hyundai Kia Automotive Group is the 4th largest automaker in the world and even features in the Best Global Brands survey by Interbrand. Different brands survive in different cultures. The good news for most Asian



Competitors have come and gone but Amul still remain the 'taste of India'

brands is that a lot of Western brands, even the big ones, have not been able to survive on the Asian turf. Asians are different and Asian companies have been able to target them better! **Yahoo! & Google may be world leaders, but in China, it's Baidu that controls 57% of the Chinese search market**, which incidentally is the world's second largest Internet market. On the Indian shores, Maruti still seems to be the favoured brand when it comes to cars. Amul is still the "taste of India". If it is the blogger community that works the best in USA, which believes that everyone has the right to an opinion, then those are celebrity endorsements that work the best in Asian markets in building brands. Asian markets have their own idiosyncrasies and if marketers can understand that, they can start counting the moolah as the Asian consumer today is ready to buy brands and even pay a premium. He is aware and loaded! We need to start thinking about building stronger brands and making their presence felt worldwide. We need to inculcate a new culture. We have big powerful businesses but they have no global standing. It's time to invest in branding, even corporate branding, for times are changing.

A laptop without the Apple logo would not feel so good (even if it were identical to Apple). Where's the charm in wearing a denim if it doesn't sport the Levi's tag. Yes, life without brands is not the same. Nobody wants just a great quality product, but a brand name too.

Shakespeare had said, "What's in a name? A rose with any other name would smell just as sweet." Maybe not today. Brands are becoming the deciding factors; and the first step for a good brand is targeting the market correctly. Rightly targeted brand names are influencing our purchases. Perhaps, Shakespeare needed marketing lessons too!

MAINE KAROO TO CHARACTER DHEELA HAI!

What makes this song so entertaining? Is it Salman or is it the lyrics? Probably both. The words were as important as Bhai's unique style in making it such a big hit. Mind it, the language you speak can change the fortunes of your brand, your company and your movie! The language has to be always well targeted to the market we are catering.

FROM MUNNI AND SHEILA, TO MCDONALD'S & SONY

Language has the power to attract and this new language has taken everyone in its grip and it's here to stay. From Bollywood to the business world, from babes to brands, everybody is using it. Hinglish is the language of today. It's trendy, young and happening and it's keeping the cash registers ringing for all who use it. **Today's most popular songs – from 'Munni darling' to 'Pappu can't dance saala' to 'My name is Shiela' and the current craze '...Character dheela hai' – have Hinglish lyrics.** It makes the songs catchy and very entertaining and the audiences love them.

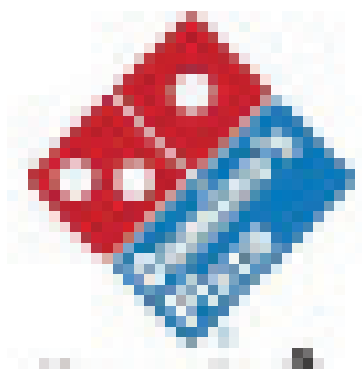
Not just Bollywood, smart businessmen the world over have realized that it's this "street English" that works like magic to attract the consumers; so much so that even foreign brands are speaking it. Pepsi now says 'Youngistaan ka wow!' Cadbury says that it's not just a chocolate but "meetha" to be had after meals (a typical Indian custom). Domino's for years has been asking 'Hungry kya?' Lehar says 'Control nahi hota.' And they all have successfully managed to connect to their customers! The verdict: The

one who speaks the language the customer loves, rules.

HINGLISH – FOR SURVIVAL

'Kitne aadmi ko text karna hai?'

Wondering which company's tagline this is? Not Airtel, Aircel, Vodafone or even Idea. It's the tagline of Rogers, Canada's leading telecommunications company. Foreign brands too are using Hinglish to target Indian consumers in foreign lands. **Bell Canada**



Hinglish is the language of today. One who speaks the language the customer loves, rules!

called on its consumers to ‘Put some bang in your Bhangra’, as it celebrated Baisakhi with them in Canada. Across the border in America, McDonald’s sent small cards to various Indian households – asking them to taste its ice-creams and shakes – with the tagline **‘Taste ki baat hai’.** **And the Indian-American population loved it.**

Wells Fargo used Hinglish too on its hoardings in America to reach out. ‘Safalta aapki, solutions hamare’ was the tagline plastered on various billboards. Hinglish today is a global language and even the Brits have accepted it. Demos, an influential British think-tank, came out with a report stating language blends like Hinglish were the way forward, adding, “With non-native English speakers set to top two billion in as little as five years, Britain’s influence, relationships and access to markets across the globe are at risk unless we change our outmoded attitude to language.” It’s no more the Queen’s English; rather, to survive, one needs to master **‘The Queen’s Hinglish’**, the new language of the new culture. This is the new law of survival. This is the way to reach out to your customers.

CHANGE YOUR PRODUCT, NOT JUST YOUR LANGUAGE

A famous Indian proverb says, **“If you live in the river, you should make friends with the crocodile.”** The one who adjusts best, wins. The one who can target not just the local language, but the local culture and way of life too, beats competitors. When Whirlpool launched its washing machines in India, it realized they were not suitable for washing saris; but its main target market were Indian women. Whirlpool immediately redesigned the products to suit local preferences. KFC today has a vegetarian thali. An outlet that gained popularity because of its fried chicken, has removed chicken from some of its dishes to suit local tastes. **Smuckers Foods of Canada has a ‘Golden Temple’ brand of atta**, for the brand name – leaving the political incorrectness of it aside – plays a big role in motivating NRIs to reach out for it. That’s precise targeting.

Intelligence is not measured by IQ scores, but by one’s ability to adapt. The most intelligent species are those that have found ways to adapt, and no one has adapted better than humans, who have learnt to adapt to



'Bleed Blue'; by associating itself with cricket, Nike instantly became a part of India's culture

almost any situation, any climate – so have some of the most successful brands. Nokia made dust-resistant keypads for the Indian market. Sony built dust-resistant TVs for India. HLL understood the rural consumer and introduced shampoos in sachets priced at Re.1, which became big money spinners for the company. Subway serves no beef in India. That's precise targeting at its best! The biggest of global brands with the best of products had to think local and even change some of their best strategies to succeed in foreign lands. **The 'Dell Dude', a know-it-all, speak-fearlessly-to-strangers kind of character, was used by Dell on American TV** – and he was a big hit. But this cool guy was not featured in Japanese ads as they would not have appreciated a character like that. Unilever launched coconut ice-creams with fruits in Bangkok to suit the Thai palette. Wall's ensured that its ice-creams tasted different in Asia; no wonder in 2000, its share of the Asian market was 41% as compared to 15% of Nestle's. Disneyland realized that if it had to make money in Hong Kong, it had to lower its prices, change its decor and settings to suit local tastes. Starbucks is making sure its outlets blend with the culture of the place and look less foreign. Just because a plan worked in one place is no guarantee that it will work everywhere, and brands should be ready to discard even their best ideas if they don't match the local market's choices. Maxwell House Coffee was

one of the first to realize that it pays to understand local culture. It was one of the first to pitch its coffee directly to the Jewish consumers. Nine years back, it noticed that sales of coffee used to fall drastically among Jews during 'Passover', a Jewish festival. It quickly hired an Orthodox rabbi who declared coffee was a berry (a fruit) and hence was totally acceptable to be consumed during the eight days of Passover. Maxwell even came out with a booklet, **'Passover Haggadah, brought to you by Maxwell House'**. This instantly made Maxwell an integral part of the Jewish community and its traditions. Today, anybody who wants to get instructions of how to celebrate Passover reaches out for Maxwell's booklet, which can be picked up for free from the 'Passover aisle' or the 'coffee aisle'. The very same coffee aisle, which some years ago no Jew looked at during Passover, adapted and survived. The 'Dirt is good' campaign of Unilever started in UK, but the company took extra efforts to ensure that the campaign was adapted to suit the local cultures of different countries; and it became a hit the world over. 'Daag ache hai' was just as loved by everybody in India. Nike, Coca Cola and many other MNCs entered India with their best global advertising campaigns. **None worked and succeeded like the 'Bleed Blue'** or the 'Thanda matlab Coca Cola' campaigns, which instantly made the brands a part of the local culture. Similarly, Dove's 'Real Beauty' campaign succeeded in the West, but failed in China and Japan, where traditional views of feminine beauty still hold strong. Wizard of Oz, the wonderful children's book has been translated into 40 different languages but adapted to suit local cultures. The Tin Woodman was replaced by a snake to suit the Indian culture; in the Russian version of the book, a man-eating ogre was introduced. Motorola launched a phone for the young in India and named it Moto-Yuva, and its key feature was a Hinglish T9. With SMS catching up, the company ensured its brand was in-sync with the language of the youth. Brands that adjusted, stayed; others vanished. Bollywood has adjusted too. More than 30 films released this year have Hinglish titles. **'Always Kabhi Kabhi', 'Bhindi Bazaar Inc' to 'Short-term Shaadi'**, all are riding on the popularity of Hinglish to make their films sound young, trendy and interesting. It's the title (much like the tagline in advertising) that matters too – not just the stars. It's said that the wise are

like water, which moulds itself according to the pitcher. Shakespeare never hesitated to modify the English language and coined almost 1600 new English words, borrowing freely from French, German, Latin etc to help him describe better and make his narratives more engrossing and effective. Even though it is being debated whether Hinglish is good – for eventually it distorts both Hindi and English – but as marketers, we need to know the pulse of the audience; and he loves this language. So do not hesitate to change and adapt to make your marketing plans more effective... Even Shakespeare did it and no one questioned him!

Adapt to the local language, the culture, to target your goods and ideas; and if anyone points a finger, well, sing in Hinglish, “Shakespeare kare to ok, maine karoo to saala character dheela hai!”

Change your language and adapt your products to target your market better and you will not only survive, but lead! The mantra is clear, keep innovating. “Never rest or your brand would soon be resting in peace.”

R.I.P.

“We read the world wrong and say that it deceives us,” said Rabindranath Tagore. It’s a saying worth looking into more carefully by our corporate houses and their CEOs. It would help them to understand and “read” consumers more accurately, and to offer them the right products and services – the essence of targeting the consumer right!

According to some estimates, 80% of all new products fail upon introduction, and a further 10% die within five years. Booz Allen & Hamilton published a finding which confirmed the simple truth – most new products fail! Yet, corporations repeatedly spend their precious resources on products, just to fail time and again in the market. Come to think of it, more than 22,000 products are introduced each year – most fail. Why?

ADAPT OR DIE

Since the beginning of time, the survival rule on this planet has been simple – only those who have been ready to adapt to the changing circumstances have survived, the rest have perished. 99.9% of all species that have existed

on the planet have become extinct. The marketplace, too, seems to follow this killing jungle law.

This product used to rule the Indian roads. Launched in 1972, the brand was the quintessential part of every bride's dowry list. It used to have a waiting period of more than 10 years. This superstar of a brand was none other than "Hamara Bajaj". However, this vehicle of the masses, the inimitable Bajaj Chetak scooter, officially closed production in December 2005. Bajaj did not change with the changing needs of the consumers. Chetak – named after the most dependable and reliable stallion of Maharana Pratap – could not keep galloping forever. For almost 40 years, the company did nothing to change or modify the design of Chetak. This winner succumbed to the growing and changing demands of the consumer. How ironical that a product that had a tagline of 'You can't beat a Bajaj', itself got beaten in the marketplace, just because it didn't change and failed to target the new market properly. The name Federal Express did not match with the express delivery service that the brand stood for. People perceived it to be a slow government organisation. They immediately changed the name to a smart and snappy FedEx. The targeting was spot on, and suddenly, the Fed was a happening company! As home baking took a back seat, thanks to the packaged food culture taking over the market, Arm & Hammer changed too. They started promoting their baking soda as a deodorizing agent for refrigerators and drains. Sales, once again, shot through the roof. There is no place for complacency in today's market. When the theme restaurant, Planet Hollywood, was launched in 1991, it seemed to be a jackpot of an idea. You had top Hollywood stars like Arnold Schwarzenegger, Bruce Willis, Demi Moore and Sylvester Stallone, who had stakes in it. The place was decorated with Hollywood memorabilia. The recipes were given by famous stars. They even had a full line of Planet Hollywood clothing being retailed at the restaurant. People were curious and thousands flocked in. However, very few came in a second time. They felt the food was nothing great and it was overpriced. The company was too much in love with itself to look down from its ivory tower. It refused to change! From 95 outlets, the number reduced to 13; and by 2001, its founders, Robert Earl & Keith

Barrish, were struggling to escape bankruptcy. The 'planet' flew out of its orbit! If success makes you arrogant, you are bound to fail. Hayes was a brand that was as strong as Microsoft and Compaq. Sometimes, people bought the Hayes modem before they even purchased a computer. The consumer was in love with the product. However, success muddled up the company's vision and they did not see the changing needs of the consumer, who now wanted many more features. The company refused to budge and today lies buried in the godowns of failed products.

IN A NUTSHELL

Its all about guts. Be bold, fear not and care not for the competitor. Find your niche, and target the audience aggressively. Many a Goliath has been defeated by the Davids because the challengers identified their target market and consumer needs better while the big companies remained stubborn. Always aim for the top, the number 1 spot, or even the number 2. Below this, no one remembers you. So do whatever it takes to stay there. Sometimes, relying on your gut feel works better than waiting for the market research results to come in. It's no secret that many a time, market research has come up with weird conclusions, causing some of the biggest marketing blunders.

The focus should be on building a "great brand". It's time for India and Asia to give the world some great brands, for this is the market of the future.

After all, business is all about building great brands. Be it Nike, Apple or Manolo Blahniks, they all command the highest price because of the sheer power of their name and image. However, the market keeps changing. The customer or market you targeted so precisely at one point of time changes in no time. It's important to keep clued in to these changes and not let success get to your head – because the first step to success in the marketplace, provided you have a great product, is to identify the right target market and then go about reaching them aggressively.

CHAPTER 3



HIT WHERE IT HURTS

THE BIG FIGHT

Once you have been able to target your product right, you got to go to the next stage! And the next stage of T-H-O-R-N-S is 'Hit where it hurts'! So what's that supposed to be? Well if you want to really shake up your competition then you can't play soft. You got to hit hard! With competition getting tougher each passing day, getting to the consumer today is not an easy task. If you really have a good competition beating product, never be afraid to take the competition head on! Ask your consumers directly to dare... Dare to think beyond your competition!!!

This game ain't for the weak-hearted! Go for the Big Fight!

If you were looking for the best tactic to hit your competitors in a short time, look no further. The answer is in... Comparative Advertising!

William Bernbach, the greatest guru of advertising, once said, **“You can say the right thing about a product and nobody will listen. But you’ve got to say it in such a way that people will feel it in their gut; because if they don’t feel that, nothing will happen.”** With so many competitors in every product category, the battle for market share is really tough. The most significant way to win, is to make your mark quickly and indelibly. And the fastest way to ensuring the viewers’ attention towards your product is through the mother of all big fights – namely, comparative advertising. It is one of the most potent arrows in the strategy quiver of advertising. Hence, only the bravest should use it. And generally, only the bravest do!

COMPARE THIS!

Comparative advertising has been lauded for being the most aggressive and factual of all advertising strategies. If handled intelligently, it always works. Comparative ads cannot be denied of their charm. It is high-decibel

The fastest way of ensuring the viewer’s attention towards your product is through comparative advertising

marketing, which attracts viewers and advertisers alike. It gets you hooked as you wait expectantly for the competitor’s next move. But the critical aspect you need to master even before entering this war zone is speed. You need to think and act at a lightening

speed to win this game of one-upmanship. Competitive reactions to comparative ads are the fastest, and most debilitating. Ergo, if your response is not fast enough – and factually superior – you might just have signed your last paycheque. Consequently, your strategy has to be flawless, for any weakness can prove hugely beneficial for your competitors, who would be anyway braying blood because of your initial brazen attack. Clearly, ‘comparative’ could easily end up being more than what you asked for!

Many ostensibly classic comparative ads fell flat when the advertisers realised that not only was the competing brand getting more publicity, but

also was in reality better. That's the killing part of the story. Firstly, when you compare your product with the competitor's, both get a share of the limelight – the other brand gets a free piggy-ride on your back. But secondly, and most importantly, your arguments have to be strong for the spotlight to remain on you. If you are not 100% sure of your product, it's strongly advisable not to go for comparative advertising.

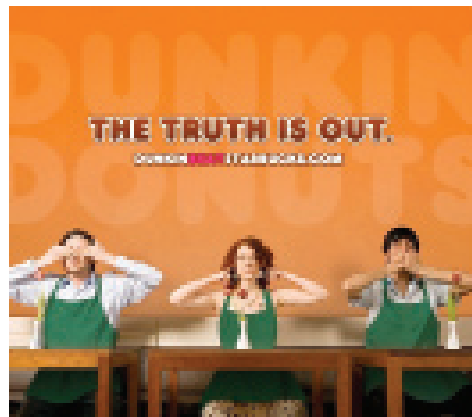


Coca-Cola aggressively attacked PepsiCo's Mountain Dew with its 'Don't Dew It' campaign. It gave a free sample of its 'Vault' with every purchase of Mountain Dew

Comparative advertising has irresistible appeal for marketers, especially when it is backed by a genuinely better product. But there are definite risks as well, so this strategic tool has to be used very carefully.

'Don't Dew it' was the aggressive advertising campaign that Coca-Cola first ran in March 2009 in the US market. What Coca-Cola did was completely unthinkable and probably something no one had ever done before. Anyone who bought **PepsiCo's Mountain Dew** would get a free sample of Coca-Cola's Vault. How many times has this happened to you, when you have purchased a product and got its competitor's brand for free? Probably never. But **Coca-Cola** thought it had hit the right spot. According to it, once consumers got to taste Vault, they would convert, for they would like it more than Mountain Dew. Considering that Mountain Dew holds 80% of the market share for citrus drinks while Vault holds just 4%, not many would have actually tasted Vault!

When slowdown takes its toll, marketers are driven to extremes.



Dunkin' Donuts gave away \$100 to its faithful customers to go and try its rival Starbucks, and then give their verdict. It can't get more aggressive than this



Burger King took the challenge of 'taste-tests' to a different level

Coca-Cola felt that this was its golden chance. It hit on Mountain Dew – Pepsi's hottest property, which during the past, had been the only carbonated drink that had managed to increase its market share (by 2.3% between 2006 and 2010).

The markets have slowed down. Getting to the consumer has got even more difficult. A number of marketers the world over are openly declaring war. Love it or hate it, but the fact is that comparative advertising does grab eyeballs. **Dunkin' Donuts** has been using this strategy time and again against its rival Starbucks. In 2005, Dunkin' gave away \$100

to dozens of its faithful consumers in Chicago to go and buy **Starbucks**, and discovered that a loyal Dunkin' Donuts customer couldn't understand why anyone would pay as much as \$4 for a cup of coffee. Moreover, the customers felt that drinking coffee at Starbucks was like celebrating Christmas with strangers.

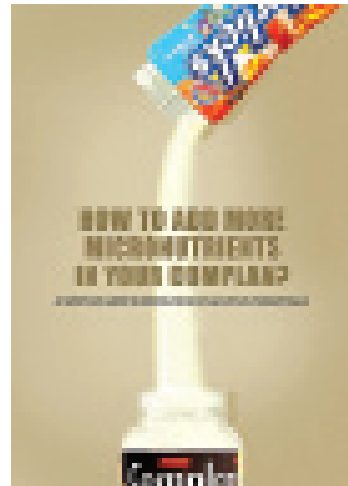
"Go ahead try out for yourself and decide who is better!" seems to be the strategy that always works. From giving your free products with your competitors, to asking them to go and buy the competitor's product and give their verdict – it is all being done to grab the consumer's attention. It was all started a long time ago by Pepsi.

THE TASTE –TEST THAT NEVER FAILS TO PROVE A POINT

Pepsi, is the one that popularised this. It was in the 1970s that it invented the '**Blind Taste Test**'. Consumers were given two glasses of drinks – one with Pepsi & the other with Coke. They were asked to taste both and then select the one they preferred. A lot of people chose the glass which had

Pepsi. The outcome of the Pepsi Challenge was that Americans preferred Pepsi.

Dunkin' Donuts, like Pepsi, did a taste test and concluded that 'hard-working' people prefer Dunkin' Donuts coffee while the 'elitist' preferred Starbucks. In fact, talking of taste-tests, **Burger King** took the challenge to a different level, literally. Its tests did not involve shopping malls or department stores; rather they involved 13 planes, two dog sleds and one helicopter. The fast food chain sought out farmers in far flung places like rural Romania, Thai villagers and even people of Greenland. They did this, for they wanted the results to be totally unbiased. As one of their advert claims, "What happens if you take Transylvanian farmers who've never eaten a burger and ask them to compare **Whopper versus Big Mac** in the world's purest taste test?" As expected, each of them preferred **Burger King's Whopper** to **McDonald's Big Mac**. Today, advertisers are going to any length to convince consumers that they're the best.



Comparative advertisement used to be much subtle in India. Horlicks changed that with its dig on Complan

Masked – no more!

Horlicks took Heinz India's health drink **Complan**, head on. Its advertisement categorically claimed that Horlicks had better nutritional content and was cheaper than Complan. So while Complan just made you taller, Horlicks made you taller, stronger and sharper. Of course, comparative advertising is not new to India, but it used to be much more subtle. Earlier, the advertisements relied on tricky lines and ambiguity. Remember Surf and Tide, showing orange and blue-green-yellow packs of detergents in their respective ads as comparisons?

Amul's Mithai Mate **commercial showed a housewife using a hammer and various other tools to open a can of condensed milk. Even though the shot was digitised, you knew it was Nestle's Milkmaid. This was Mithai Mate's way of showcasing its easy-open can.**

Britannia saw its 'Good Day' **turning not-so good when** Unibic India **launched its** 'Great Day' biscuits with a tag line, "Why have a good day, when you can have a great day." Whether it was inspired by Jim Collins best selling novel Good to Great, we don't know, but it sure had Britannia

This game is not for everybody. You need to be absolutely sure of your product offering to be able to compare it with the competitor's brand

clamouring hastily to the courts.

When **Subhiksha** was on an aggressive expansion spree, its print ad campaign compared its own prices with that of competitors',

showing how Subhiksha was much cheaper than others. The ad also saw Food Bazaar, owned by Future Group, taking Subhiksha to court on grounds of inconsistent comparisons. While Future Group took Subhiksha to court, its **Big Bazaar** launched aggressive campaigns against its competitors – **Shopper's Stop, Lifestyle & Westside**. What's it with this advertising strategy? For one, they're no more as subtle as they used to be – at least in India. It's hard times and companies are making sure their advertisements are working harder for them. In future, we could see a rise in comparative advertising with advertisers getting more aggressive in their quest for the consumer's moolah.

NOT EVERYBODY'S CUP OF TEA

As aggressive comparative advertising will increase, so will complaints and lawsuits, so make sure you have your facts right before indulging in this warfare.

COMPARATIVE 'BAD-VERTISING'

Some classic examples have benchmarked the history of comparative advertising. And leading the fight club is the protagonist of this story, **Pepsodent**, which, in its advertisements, claimed, "New Pepsodent is

102% better than the leading toothpaste.” The ad showed two boys being asked the name of the toothpaste brand that they used. One happily exclaims Pepsodent, while the other's disgruntled response, though muted, clearly points cynically towards **Colgate** (especially as a background jingle similar to the one in Colgate's ads is used quite appropriately). Incidentally, at that time, Colgate toothpaste ruled the market with a



Colgate took HUL to court for this advertisement. HUL had to withdraw it

massive 59% market share. Expectedly, Colgate took HUL (which owns Pepsodent) to court, and **HUL had to withdraw its ads.**

Similarly, the **Kiwi Liquid Wax Polish** ad showed a squeamy and clearly unlikable liquid (polish) dripping from a bottle marked X, while no such liquid dripped from the Kiwi bottle (what else!). The shape of the bottle X left no doubt that it was **Cherry Blossom**. Amusingly, even the government body MRTP agreed so – and the ad was ruled a case of disparagement. Subsequently, **Kiwi was asked to discontinue the same.**

But poor Colgate, its woes continued on another front. When **Vicco tooth powder** (remember the inimitable Vajradanti!), in its ads showed an allegedly useless – and obviously unattractive – oval shaped tin of a competitor, though without any label, everyone could still identify the ‘useless tin’ as a Colgate tooth powder can. Once again, MRTP noted that the advertisement created an impression in the viewers' minds that the can was of Colgate, and they would be inclined to believe that the product was absolutely useless, which was not right. **Vicco had to stop its ads.**

As must be clear by now, though effective, comparative advertising should be used with extreme caution. Comparative advertising is most effective when it's factual, and there are significant & meaningful points of differences that are highlighted.



The one on the left is the PC guy and the one on the right is the Mac guy. This was Apple's way of announcing that the PC was way outdated, and that Mac was the 'in' thing

This game is not for everybody. You need to be absolutely sure of your product offering to be able to compare it with the competitor's brand. Apple was absolutely sure of its product and used a comparative advertising strategy against Microsoft to bring out the difference in the 'image' of the two brands. It worked, for it changed the viewers' perception totally. Its commercials have shown the Mac Guy vs.

PC Guy. The commercial starts with the Mac guy introducing himself "Hello, I'm a Mac..." He is young, casually dressed and smart. The other guy in formals is slightly older and boring. He introduces himself as "I'm a PC". He comes across as too formal, stuffy and frustrated with the Mac guy's abilities. It was a battle of a cool kid versus a nerd. And Apple proved its point – as was visible in the increase in Mac sales. Apple was aware of the problems of Microsoft's Vista and brought it out through its 'Mac Guy vs. PC Guy' ads. For two years, Microsoft didn't do much. Then, in 2008, it finally retaliated with its 'I'm a PC' ad, thinking this would reverse the fall of image and brand value that's been eroding fast. The strategy boomeranged, as for a layman, the line – "I'm a PC" sounded familiar, but he was left wondering – "Where's the Mac Guy?!" The ads were so similar to Apple that Microsoft didn't realise it had unwittingly poured all its money into promoting Apple's computers instead of its own software. For people thought "Ok. This isn't an Apple

commercial, but it's about the PC that is competing with Apple." This proved a blunder for Microsoft. It worked superbly for Apple though, for now, the young, trendy, smart and intelligent image of the brand was firmly entrenched in the minds of all who had seen its ads.

On the personal care front, HUL stirred another hornet's nest when it came out with an advertisement that read, "The Truth, Not Just Promises." The ad went on to explain how **'Fair & Lovely'** was much more effective than **'No Marks'**. Ozone Ayurvedics, the owners of 'No Marks', did not take this lightly. They felt this was wrong & unethical. They got their facts in order, and claimed in return that No Marks had the highest content level of active ingredients – about 59.5% of their product's total composition, compared to 0.66% in Fair & Lovely. With these and many more such shocking statistics, No Marks sure had a point to prove and HLL had to beat a hasty retreat, for it did not have its facts right.

Comparative advertising can be criticised, can be scrutinised, can be called 'in bad taste' (remember the controversy that Burger King created when it took its 'burger-taste-test' to far flung places of the world where the poor people didn't even know what a burger is) – it can be called whatever, but it can never ever be called boring. It's a potent weapon that needs to be used wisely. It's like a brave warrior challenging his opponent to fight a duel. If done carefully, it can be a valuable tool in providing information, and helping consumers compare various product offerings in the market. If your product is better and your advertisements convincing, the consumer might reach out for your product and not your competitor's.

Look how **IFB Bosch** showed that its washing machines used only four and a half buckets of water as compared to others' machines that required nine. This claim worked very well, especially in the metros. So, if your product is indeed better than the others, then now is the time to use this potent tool. However, a word of caution – this game ain't for the weak hearted!

Hit out at the leader's weakest spot! The only rule here is....

IMAGINATION RULES

The backbone of any marketing campaign lies in asking one fundamental question – “Will he notice me?”

One strategy that never fails to grab eyeballs is...

Guerilla warfare!

A term made famous by the duo of Al Ries and Jack Trout, guerilla warfare signifies a tactic that can be quite beneficially used in advertisements by new players entering the market. Under this, if you really are offering a better deal, it's best to attack the leader headlong. And the louder you are, the better!

HIT IT WHERE IT HURTS

All that an effective 'guerrilla marketing' campaign requires is time, energy and imagination – not big budgets. So it works wonderfully for small businesses that work under financial constraints. This way they can challenge big competitors too. That's exactly what **Big Bazaar** has done. It took on biggies like **Shopper's Stop, Lifestyle and Westside** with cheeky one-liner hoardings that did catch a lot of attention and got the buzz going. “Keep West – a-Side. Make a smart choice!” “Shoppers! Stop, Make a smart choice!” “Change your Lifestyle. Make a smart choice.” These lines did stir-up competitors and gave shoppers something to smile about. A new entrant, Big Bazaar knew this was the best way to get noticed. And it did!

Pepsi was still struggling for acceptance when **Coke** was riding high on the waves of success. Its biggest strength was its six and half ounce bottle. It used it in every ad and even trademarked it. Pepsi came out with a 12-ounce bottle for the same price. It had hit the bull's eye. Youngsters immediately switched to Pepsi. It was the perfect guerrilla attack. That year Coke spent \$15 million in advertising, while Pepsi rejoiced, for it spent just \$600,000. The new player Pepsi found a way to outsmart its competitor and make a niche for itself.

An intelligent 'guerrilla marketer' finds a weakness in competitor's strength and attacks!

In the 1990s, P&G was ruling the European fabric detergent. To get back its foothold in the market, its arch-rival, Unilever, introduced a new detergent called 'Power'. It had a secret ingredient, namely manganese, which could rip out even the stubbornest of stains. The product was launched as Omo Power in Netherlands, as Persil Power in UK, and as Skip Power in France. Unilever had planned a marketing blitzkrieg in Europe to fight for the number one slot and take it away from P&G. Not to sit and wait and watch in the wings, **P&G did its own research and came upon an interesting fact. It discovered that the new washing powder produced holes in boxer shorts!** P&G hired a PR firm and inundated the market with a campaign showing lots of pictures of clothes damaged by 'Power'. Though Unilever tried to fight it back, the consumers decided to step aside and switch to safer brands. Eventually, Unilever had to pull out its product and concede defeat after spending more than £300 million on developing, manufacturing and marketing Power!

Dasani was launched in US by Coca-Cola as bottled purified water, and soon became a roaring success. Encouraged by this, the company launched the water in Britain too.

However, someone discovered that unlike most bottled waters in Britain, which are sourced from glaciers or natural springs, Coke made Dasani from tap water. All it did was purify it and add some minerals. The next day, papers were covered

Guerrilla marketing campaign requires time, energy and imagination - not big budgets. So it works wonderfully for small businesses that work under financial constraints

with headlines that read, **"Coke sells tap water for 95p!"** When someone as big as Coke goofs up, the media has a field day. Coke got a huge amount of negative press coverage. In just five weeks, Dasani was withdrawn from the market, even though it was the purest water available. When your marketing goes wrong, everything goes wrong – since the whole world comes to know about it and the dent it creates is big and deep!

When **Whisper** entered the market, it took its competitor **Carefree** (J&J)

headlong in true guerilla style by vociferously showing how it was qualitatively superior to the market leader – and all this without once naming the product.

'Expensive BAS***DS!' was the advertisement that the budget airline **Ryanair** came out with, indicating in not so subtle a way how BA – **British Airways** – was more expensive than Ryanair. British Airways did try to take them to court, but the judge concluded that the average consumer would not see the price comparison as misleading, and in substance the advertisement was true! So not only did Ryanair win the case, they won a lot of customers too.

When **Captain Cook** first launched its salt in India, it made an extremely loud reference to **Tata Salt** by showing a package that looked exactly like the Tata product. The ad showed how Captain Cook was better than the competitor's salt because it was the only "free flowing salt." This was an attribute that Tata Salt lacked, and Captain Cook made its mark in the marketplace by highlighting this aspect.

At the guerilla extreme, **Duracell** showed two Bunnies racing in its commercial, where the bunny powered by Duracell battery won the race hands down, while the other bunny with a black battery lost the race. The voice-over at the end of the commercial dramatically stated, "While Duracell Alkaline keeps on running, **Eveready Super Heavy Duty** can't keep up... With up to three times more power, Duracell always beats Eveready Super Heavy Duty." How much further overt could one get? This Eveready damning ad ran on Australian TV. And even though Eveready sued Duracell, it was of no use since the court concluded that the ad was not showing anything that was untruthful. Now, it was even legally proved that Duracell lasted longer!

THE LAST WORD

Comparative advertising is actually a service to the customers. If it's truthful and not unpleasantly disparaging, it can actually help customers make more informed choices. **As David Ogilvy said a long time back, "The customer isn't a moron; she's your wife!"** So if your product is superior,

don't hesitate to compare it with the leader and surge ahead. Truly, only the strong and confident can indulge in... and win the big fight.

Today, consumers are increasingly avoiding or ignoring traditional advertisements, considering the increasing clutter, guerilla marketing is the way to go. All it requires is – lots of imagination, and most of the times, it is ridiculously inexpensive!

There are anti-ad filters as TiVo and mainstream advertisers are finding it difficult to reach the target audiences efficiently. To succeed in business, you need to understand marketing. It's said

“The best part about ‘guerrilla marketing’ is that it delivers results quickly and even if a plot backfires company loses nothing”

that most businesses fail because they don't understand marketing. However, even when you do marketing, it is not easy to reach the target audience. Guerilla marketing helps to break through this clutter. That's because just like guerrilla warfare, it catches the customers by surprise – thus making them remember the message (you can even call it a marketing “stunt” if you deem fit) for a longer duration. In fact, guerrilla marketers are even called ‘Buzz Agents’, precisely for the buzz they manage to create amidst consumers. They get people talking about the company and the brand.

When the **Minnesota state officials** wanted to boost tourism in a local resort town, they put a couple of canoes on some of the busiest streets of Chicago. The canoes had people wearing life vests and flannels as they pretended to fish and even row down the streets! Even a staid, jaded onlooker would have balked first and then smirked at the sight, and remembered it. Surely a novel way of fishing for more customers.

One day in Manhattan, New York, 16,000 butterfly stickers appeared overnight across the city, forming a trail leading from Times Square to Central Park, where a promotional event launching **Microsoft's Internet software package MSN 8** was taking place. This resulted in a major public outcry against the campaign, as it is illegal to advertise this way in New York. Microsoft immediately apologised to New York and agreed to remove



Kingfisher attacked Jet Airways with a highly creative OOH 'guerilla marketing' campaign

the butterfly stickers. But it was worth the effort, for the campaign generated more than 168 news articles around the world! Not just the people on the streets of Manhattan, but world over, millions came to know about the new software package that was being launched by Microsoft.

The best part about guerrilla marketing is that it delivers

results quickly. Even if a plot backfires (as in the case of Microsoft), the company loses nothing, as every marketer knows there is no such thing as bad publicity, what matters is to get people talking about your 'stunt'.

Yahoo! Personals Billboard Dating campaign put a woman on a Los Angeles billboard for three days. The woman spent three days atop the billboard, using a wireless Internet connection and **Yahoo billboard Personals** to search for and schedule her dates. The campaign got so much of media coverage and free PR that it helped increase the number of visitors to the website. More than 6.4 million new visitors logged into the website. The company sure knew how to take dating to new heights.

In Australia, **Vodafone** painted its logo across the back of a person. At an appointed time, the man ran into a cricket pitch, where the game was on. Police ran behind the shirtless Vodafone man, so did all the cameras (which were telecasting the game across the world) and the eyes of the spectators. Vodafone had made sure that its logo was aired live around the world and all it cost them was \$250 – the fine money that the police slapped on the streaker who ran into the pitch!

APPEAR WHERE NO ONE EXPECTS YOU TO!

A number of empty prams suddenly appeared on streets of Stockholm. As people passed them, they could hear a baby crying. When they leaned over

to look at the baby, they saw some information written inside the pram which was, “Everyday 136,986 children are born who do not exist.” It was an effort by **UNICEF** to raise awareness about how infants, particularly in small remote villages are not registered at birth – which make them officially non-existent and hence easy victims of child abuse. The campaign lasted for 3 days, but UNICEF was able to collect some 2,000 donors who were ready to support the campaign.

After the Jet-Air Sahara deal, **Jet Airways** came out with a hoarding that highlighted their changed uniforms, logo et al. The headline read “We’ve changed”. Within 36 hours, **Kingfisher** came up with bigger hoarding next to it, with a cheeky headline – “We made them change.” The element of surprise works wonders for all successful guerilla marketing campaigns. They are highly creative and deliver almost instantaneous results.

THE JOKE'S ON YOU!

Humour cuts ice like nothing else can, and especially so in comparative advertising. When Coke was selected as the official drink for the cricket World Cup series,

Comparative advertising is not mud slinging.

Tongue-in-cheek humor is appreciable, but poking fun at someone can hold you in bad light if the ad is distasteful

Pepsi came out with a campaign, which went like, '**Nothing Official About It!**' And it was perceived as really cool. The campaign was probably one of the most memorable ones on Indian turfs. Similarly, in America, when Michael Jackson (Pepsi's endorser) fainted during one of his stage shows, Coke came up with an ad that said, “**Dehydrated? Try Coke!**” People smiled, and both Coke – and even Pepsi lovers – enjoyed the ads.

A word of caution. Comparative advertising is not mudslinging. Tongue-in-cheek humour is acceptable, and appreciable. However, when you poke fun at someone, it can well hold you in bad light, if the ad is distasteful. When Pepsi came out with an ad that was a spoof on Hrithik Roshan, it was not appreciated by many. There were many Pepsi drinkers who were also Hrithik Roshan fans, and it hurt them to see **Pepsi** poke fun at their heartthrob. Pepsi was not only sued by Coke, but also by Hrithik Roshan.

In much similar fashion, **Hyundai** had, in many of its previous ads, made it almost a strategy to hit its competitors below the belt. Against **Ford Ikon**, it came out with acceptable ads that went, "Santro ends Ikon's Josh." But when Hyundai saw the **Matiz** car brand in trouble during the time when rumours were adrift that Daewoo (the parent company) was in the process of closing down, the northern dealers of Hyundai in India, came out with ads, which screamed quite distastefully and unpleasantly in Hindi, "Car ghar par, company sadak par!" (Car's at your home, company's on the road). Though Daewoo did sue Hyundai, the bigger loss Hyundai suffered was because of subsequent consumer response.

Guerrilla marketing is fast developing into a new tool for marketers to get quick and effective results, besides being a unique way of reaching out to customers. **For success in the contemporary marketplace, you don't need to match budgets with the big players, instead you need to match wits.** So if you are creative, innovative and ready for risks, and if you are looking for instant results, this is the place for you. Here, there are no rules – the only thing that rules is – your imagination.

Take the competition head on, but while you hit hard, be careful about going overboard!

COMPETITIVE INTELLIGENCE HITS HARD! BUT DO IT ETHICALLY!

Competitiveness can at times, reach dangerous proportions! While wanting to know what competition is up to in order to preempt their move and hit them back is important, we must know where to draw the line! BA hacked into Virgin's reservation system, called up Virgin customers, lied about cancellations and switched them to BA flights. It got caught. Procter & Gamble too indulged in corporate espionage against its competitor, Unilever. It learned all the myriad details of Unilever's hair care business. If sources are to be believed, then P&G hired corporate spies so that its brands Pantene, Head & Shoulders and Pert could beat Unilever's Salon

WE APPLE

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Instead of going the negative way, Adobe took on Apple with this ad - saying we love Apple - and made its point effectively

Selective, Finesse and Thermasilk! When it feared that the lid would blow off, P&G in the most unusual twist of cases, informed Unilever that it had engaged in this activity.

In 2004, Mumbai police arrested a Tata-owned VSNL employee when he was suspected of leaking crucial information to a rival telecom company. The man, secretary to the MD, had given away the minutes of the meeting to a rival company. Back in 1997, the engineer, leading the team, which was designing a new razor for Gillette, was sent to jail for leaking the confidential designs to competitors like Warner-Lambert. What's more, even Oracle Chief, Larry Ellison, had himself ordered professional snoopers to pilfer the garbage of his arch-rival Microsoft's Bill Gates.

GM found some blueprints of its super-efficient, yet-to-be-operational assembly plant in Volkswagen's possession. It was a plant with which GM believed it would topple VW's dominance in the small car market, especially in emerging markets of Western Europe, China & elsewhere. Jose Arriortua, the head of purchasing for GM, suddenly switched to Volkswagen. It was rumored, he took 20 boxes of documents on research, manufacturing and sales. Though VW admitted no wrongdoing, in one of the largest international corporate espionage cases, VW agreed to settle the civil suit, by paying GM \$100 million in cash and \$1 billion on GM parts, over a period of seven years. Jose, who was responsible for the turnaround of GM, and had a stunning success record at GM, was also sadly responsible for creating the espionage case of the century. The case had such drastic consequences that it even threatened to spoil diplomatic relations between US and Germany.

These thrilling stories are as gripping and riveting as Bond and spy films. But this is no drama – it's the real corporate world. Today, just having a good product, a sound marketing strategy and great R&D is probably not enough to succeed. The market place is getting tougher, the rules more complicated. Today, knowing the competitor's next move is more important, and companies many-a-time are forced to indulge in unethical means, just to stay ahead.

FIREWALLS OR HUMAN WALLS

The business of spying is now a lucrative profession and guess who are the chief players here – the former “three-letter-agency-people.” People who were earlier trained by the CIA, the FBI et al, are now working for companies. Now you know where all the cold war spies have gone! P&G, which spied on Unilever, used the services of an agency named The Phoenix Consulting Group of Huntsville, Alabama, which is founded & staffed by former government intelligence officers.

China is one country, which is very high on corporate espionage. In February 2008, Dongfan Chung, a 72-year-old man was arrested for passing information about the US Space Shuttle to the Chinese. Both the countries have announced intentions of returning humans to the moon by 2020. China is seeing this ‘space race’ as a confirmation of its superpower status. It’s also using the extra-info on US military to boost its anti-satellite weaponry. Today, one-third of all corporate espionage cases in US, involve China. M15 of the UK too has noticed an upsurge in electronic espionage attempts, made or launched against a lot of UK companies by Chinese cyberspies.

Hacking into competitors’ secrets has never been more easy. Technological innovations have made it even easier. Professional investigators and flawless technology are proving to be a lethal weapon. Not surprising, many companies are investing in firewalls to protect their precious data.

In December 2005, Dupont informed the FBI of its suspicions that its research chemist had stolen secrets worth more than \$400 million and passed it to a UK-based competitor. An employee of Kodak who was with the company for 30 years established his own consulting firm upon retiring – and mostly consulted Kodak’s competitors. Avery Dennison, one of the largest US manufacturers of adhesive products discovered that one of its key employees, was for eight years supplying highly sensitive information to a company of Taiwan. In all these cases, fail-proof firewalls would not have helped. The best defense against corporate espionage begins with an attitudinal change amongst employees. You need to give them proper training and have security policies in place.

Indian organisations feel that corporate fraud happens to others, not realising that it could be actually happening right under their nose. Industries like financial services, information communication and entertainment, have a high risk of espionage. Yet, less than 50% people feel that their recruitment procedure have enough checks and balances to prevent fraudsters from joining.

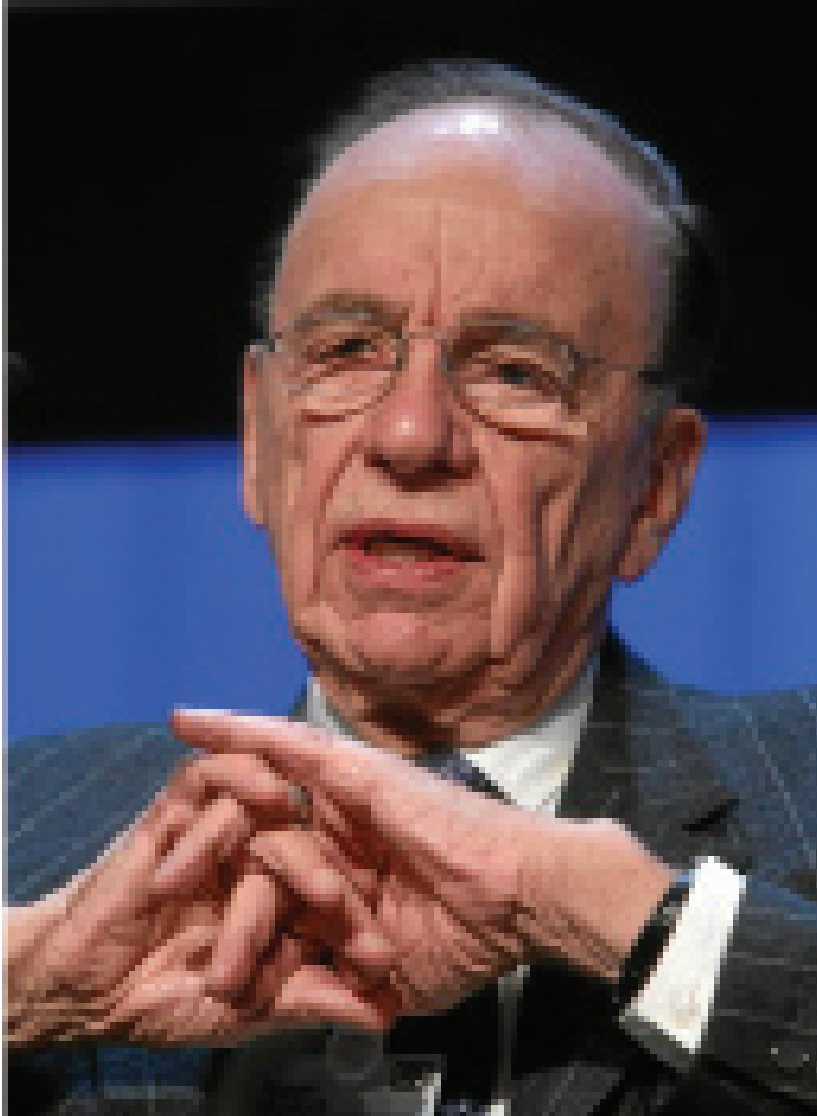
It is high time that we started investing in human walls – those with whom our secrets would be safe, instead of just firewalls.

COMPETITIVE INTELLIGENCE: A DIFFERENT GAME OF STRATEGY

Corporate espionage costs the world's 1000 largest companies in excess of \$45 billion, according to PricewaterhouseCoopers. There is a better, smarter way to predict your competitor's next move called – Competitive Intelligence. It is a game of planning and strategy. It is all about understanding the strengths and weakness of competitors. It helps marketers discover new markets. It helped Japanese automakers analyse the US car market and determine the future trend in car buying habits. They realised high gasoline prices & smaller families meant America was ready for high-quality, small, fuel-efficient cars. It is this that helped Walmart realise that distribution was a problem at Sears. It built a state-of the-art distribution system and beat Sears.

If you don't know what your competitor is up to, you can't make intelligent decisions. You need to be alert and look around. You will find all vital information. CompanySleuth.com is a website that does just this. It discovered that Coca Cola had trademarked the name Javalait – that was possible indication of the soft drink company's intentions to enter the coffee beverage segment... an information useful to coffee houses like Starbucks, among others.

The best part is that 95% of everything you need to know is actually in public domain. You just need to look around, like keeping a tab on your



Rupert Murdoch – a typical case of aggressive competitiveness gone completely wrong

competitor's recruitment ads, their stores, their balance sheets or just listen to people, to gather who & what is most talked about and then use your sharp analytical skills to predict your competitor's next step. So there's no need for cloak and dagger tactics. Remember – no one likes cheaters. You want to win both in the short-term and long-term. Competitive intelligence and not corporate espionage gives you that power. **To win, you need to plan. To plan, information is imperative. Get it through legal and ethical means. It's a fact that to win consistently, you need to play by the rules.**

Look what happened to media mogul **Rupert Murdoch**. He may have made his millions, but he has lost people's trust. And that can harm a business irreparably.

IN A NUTSHELL

In the marketplace, one of the best ways to take competition head on is by hitting them where it hurts most! And this, by going comparative with your marketing strategy and even attacking back your competitors campaign with a wit that creates a massive impact. Competitive intelligence is also of prime importance to be able to stay ahead. However, at no point in time should it become unethical. Take them on, but with a tinge of humour and without getting nasty.

CHAPTER 4



MOST AGES
MOST GAMES
LONGEST MATCH

JUST DO IT



O BSESS ABOUT THEM

The customer is king. Obsess about him and know him better. This remains the eternal truth. Build closer relationships with your customers. Afterall, it's because of them that you are in business. Understand their changing needs and change & modify your strategies. The consumer of today is radically different from yesterday's (and while we have written about today's customer and icons, remember even they will change tomorrow). Know him better to be able to market to him better. Obsess with him, for he belongs to a generation that follows the mantra...

DON'T KNOW... DON'T CARE

He is more popular than Jesus... well, at least on Twitter and he is just 17 years old. His mom posted a video of his on YouTube, which triggered a series of events and shot him to fame. Today every girl from the age group of 7-17 dreams of how it would be to be his girlfriend.

She did in 18 months what Madonna took nearly a decade to accomplish. She is 24. She features in the 2010 Time magazine's listing of the 100 most influential people in the world. Who are these people that we are talking about? How will they affect business?

GET TO KNOW THEM BETTER

The generation of 'Baby Boomers' is retiring and a whole new, and totally different one is emerging, ready to take on the world. Welcome to the new world

Welcome to the new world. Generations come and generations go, and they leave their impact on the world. The generation of 'Baby Boomers' is retiring and a whole new, and totally different one is emerging, ready to take on the world. Look

around you – they are everywhere. In sports (Maria Sharapova, b.1987), in business (Mark Zuckerberg, Founder of Facebook, b.1984; Ivanka Trump, Donald Trump's daughter, b.1981), in music (Britney Spears, b.1981; Miley Cyrus of the Hannah Montana fame, b.1992; and of course Justin Bieber, b.1994 – remember he is more famous than Jesus; and Lady GaGa, b.1986 – who beat Madonna in her own game), and in Hollywood (Daniel Radcliffe, b.1989 – of Harry Potter fame; Megan Fox, b.1986; Hilary Duff, b.1987; and the very pretty Scarlett Johansson, b.1984). They are even the new face of Royalty! Move over Lady Diana, it's time for Princess Kate. These are the people who are not just bringing the gold medals for sports, but also the Oscars, and the moolah for businesses.

In fact, they seem to be popping-up just about everywhere. Look at more



He may not be Elton John just yet, but at 17 years, Justin Bieber has already got his chance to perform at the White House. He is the role model of the Millennials



Intel's revolutionary tagline – "they come around the world. Then they go out and change it"

SMS to even break up a relationship. Look at movies like the Devil Wears Prada, (500) Days of Summers et al, and you will get to understand them better. One of Intel's recent ad in some way, mirrors this new generation's thought-process. The tagline goes – "They come from around the world. Then they go out and change it". Intel: Sponsors of Tomorrow. The copy of the ad goes on to explain how the company uses these young minds to solve tomorrow's biggest challenges. Look, even scientists are getting younger. Move over, old, wild Einstein, the image of a new scientist is a

As a research by *The Economist* magazine states, no generation in history has been so prepared at so young an age to use technology as an agent for change... businesses need to adapt to be able to connect with them

characters being modelled behind them. In the film Up in the Air, the young recruit changes the whole work place and shakes up George Clooney, as he gets a close view of the way this generation functions. He realises that they nowadays use

smart, cool, kid! **These are the "Millennials"**.

Just a few years ago, you watched them zip by in cars driven by their parents with the 'Baby on board' stickers on them. You fought with them across the dining table to finish the vegetables on their plates. Today, you are meeting them in the boardrooms, and in the market place, and you cannot ignore them, for according to a

survey done by Pews Research, this is America's most educated generation, and the one with a large spending power. This is the first generation that grew up with computers, mobile phones, and got iPods & Nintendos as Christmas gifts. They are multi-taskers, they live on the Internet. They don't go to the stores to buy things – they first check the website. This is also a generation that grew up in stable homes, is closer to their parents, who are



Movies like *Transformers* and Stars like Megan Fox are the symbols of the changed today. Marketers need to understand how the new age consumers aspire to become a new age star

more like friends (remember it was Justin Biebers's mother who posted his first video on YouTube & is the one who travels with him, and he is proud about it). This generation likes large families and is more tolerant. Most importantly, it's very hard working, talented, confident, connected and open to change. It even voted for "change". Don't forget this is the generation that made the impossible happen and voted Barack Hussein Obama to power. And yes, he may not be Elton John, at least not yet, but 16 years old Justin Bieber got to perform at the White House!

This generation doesn't care about your claims of "good" quality. He doesn't care if you are number one. He buys only that product which makes him feel happy and which he thinks is right. The "market" is a totally different place today, than it was earlier. There is a new generation of consumers that thrives on products that didn't even exist as recently as five years back. Technology has created new markets (cell phones, smart phones, iPhones, Twitter, Facebook), and a new breed of consumers that is very difficult to please.

With billions of dollars in collective purchasing power, this generation will affect business and market in a big way. But they are different and need to be handled differently. As a research by The Economist magazine states, no generation in history has been so prepared at so young an age to use technology as an agent for change... businesses need to adapt to be able to connect with them, to personalise the customer experience, or else it would be WOMBAT (a waste of money, brains and time). This is the...

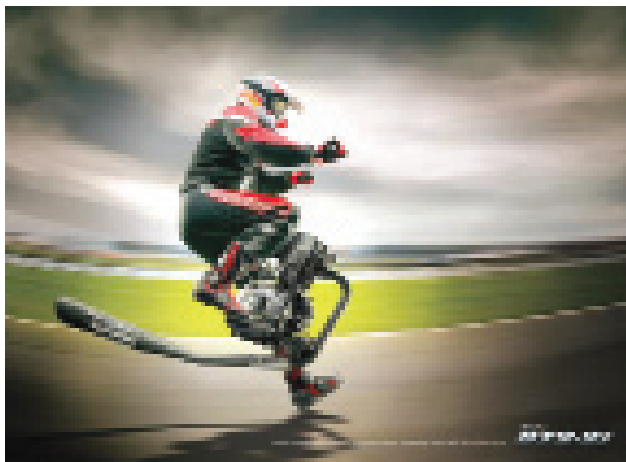
GENERATION NEXT

Mudd, Paris Blues, In Vitro, Cement... do these ring a bell? Now consider the second list – Levis, Converse, Nike? If the names in the first list don't ring a bell then, it's sad, for your name just got transferred into the list of "the older generation".

The market is in turmoil and the best brands are losing their grip on the market. There is a whole new breed of shoppers from whom these once famous big brands are facing a shrug of indifference. Levi's, an iconic brand, woke up to the harsh reality that it was losing its popularity and watched in disbelief its market share slide down & down. Nike's sneaker sales are tumbling too, and it no longer remains the coveted one. Who is causing all this upheaval? It's a new generation called "Generation Y", which is changing the rules of the game. At the "Pepsi and MTV Youth Icon 2007" awards, Orkut was declared winner as the style icon for Generation X. In this fiercely fought battle of style, Orkut defeated big names like Abhishek Bachchan, among others. The world is changing at a super fast pace and marketers need to make a quick note of this if they want to stay ahead. This is a different generation. To know them better, the mantra is to be obsessive about knowing your customer better!

WHO ARE THESE GUYS?

Well, this is a generation which is difficult to define. It's very young. On the one hand, it's like the Tata Safari commercial which states "Reclaim Your Life". On the other hand it's like the Bajaj ad which shows that though this generation has access to the latest in technology and all the material goods, it has not forgotten its culture and traditions. It's a generation that doesn't trust advertising. It thinks online and spends hours on the net. It's a generation that values companies and products



Bajaj never forgot to promote culture and traditions despite introducing new technology with time

that support good causes and will most easily switch to a brand that gives back something to the society. It's a generation where many live in a single parent home and almost all seem to know someone who is gay, and it's no big deal! For a market like India, where 72% of its population is under 35 years of age, it's particularly important to know this generation if you want to stay in business.

The work place is changing. Students barely out of college are walking into swanky offices & getting hefty pay packets. The economy is booming & new sectors are emerging, opening numerous doors of opportunities for the young. Companies are realising how good the youth are for their balance

For a market like India, where 72% of its population is under 35 years of age, it's particularly important to know this generation if you want to stay in business

sheets. At Infosys, 59% are rookies. Citigroup says the younger its taskforce gets, the better its profits become. **With corporate bending backwards to please them, this generation has a lot of spending power and is dictating spending patterns.**

THE GOOGLE GENERATION

This is the I-Me-Myself generation which enjoys the iPod, as much as the 'My Pepsi, My Can' concept. It is always looking for something different and if you can keep it stimulated all the time, you win. The reason why **Nokia** mobile phones have beaten their competitors is because of constant innovation which has prevented this generation from getting bored. This generation thinks differently. They rank **Honda** as the number one car brand because Honda makes it easy to accessorise cars and remodel them. Plus, their preference to shop at **eBay** has more passion than at Macy's.

GET TO MARKET THEM BETTER

It's the Baby Boomer generation (1946-64) that has been calling the shots from the 1960s till now. **The Boomers lived by: Just Do it, the Gen Xers (1965-80) lived by: Why Do it, and the new Millennial (1980-date) live by: Just Did it.** They need to be marketed differently and the one lady everyone is looking up to is **Lady Gaga**. In an era where no one buys CDs anymore, the woman sold 8 million copies of her album and 20 million of her singles, all thanks to her army of 2.8 million Twitter followers and more than 5.2 million Facebook fans. Mac Cosmetics went to her to help launch their new lipstick. The launch day alone generated 20 million unique views in traditional media. The launch outsold any launch in **Viva Glam's** 16 year



Lady Gaga helped launch Mac's Viva Glam lipsticks. It outsold any launch in the company's history. She understands the Millennials and they connect with her. They buy whatever she endorses. That is her power.

history. Mac Cosmetics and Estee Lauder must be mighty pleased. So much so, that now **Polaroid** is trying to revive its dead market with the help of the Lady and her accurate understanding of the Millennials!

It's simple – if you know what drives their purchasing behaviour, you could plan a successful marketing campaign. A wine company realised quickly that this generation drank for fun, not abuse; they liked wine more, for it could be shared with family and friends. A quick research and they knew what to put in their marketing campaign – colourful labels, smaller-sized bottles, mid-priced, with the ads focusing on family & friends, and yes, people of diversity of race & age. This is the new breed of consumers that values family, for them...

FAMILY MATTERS

The world is getting more and more virtual. Thanks to social networking and mobile phones, we are spending more time nurturing relations online than face to face. Most of the time, families aren't "together" even though they may be living under the same roof. Everyone is in their own world, enjoying virtual company more than each other's company. Small wonder that today people are increasingly realising the importance of family, even as they fight the 24x7 busy lifestyle.

GOING THE FAMILY WAY

A whole lot of marketers are flocking to the virtual world and marketing their products on various websites, but advertisers have discovered a new trend, a new way of attracting consumers. It's the "family mantra". With even children bemoaning the lack of family time, this is one theme which today is attracting consumers like never before. Everyone is frantically looking for some way in which they may squeeze-in quality "family" time into their busy schedules. And those who can show them how to, are assured of rich benefits.

The **original Xbox** was targetted at hardcore gamers. The brand endorser

was the stereotypical young male dressed in black and living independently. That was six years ago, in 2001. Today, Microsoft wants to position Xbox as a connector that brings people together. The positioning seems to attract more buyers and hence is more profitable to the company. They have realised that family games like Uno and Pac-man; and less-violent games like 'Scene It? Lights, Camera, Action,' have a bigger market than the hard-core-violent games.

Santro shot to popularity when Shahrukh claimed "Hum Santro Wale Hai", meaning the hatchback from Hyundai's stable was the car of intelligent and smart families. **Chrysler** started marketing its mini-vans with a new tagline – "Family room on wheels". Toyota's Innova was launched in India as a car with enough space for the whole family. After all, as Indians, we prefer to do everything with the family in tow. Our trips and holidays are incomplete without papa, mummy, dadu, mini, guddi & company, right?

Surprisingly, 'family time' is catching on in the rest of the world too. After 9/11, people became far more introspective and family travel increased. Similarly, overburdened and guilty parents find it imperative to take kids along on vacations. All travel agents with vacation plans that include and entertain children, find their businesses booming now. Even an outdoor adventure oriented tour operator like **Austin-Lehman**, realised that families accounted for 50-55% of their business. Small wonder that most travel agents are now modifying and customising their packages (beach and lake vacations, theme parks, cruises) to accommodate kids.

Panasonic decided to spend some time, researching and finding inventive ideas to furnish fun and quality time for families. Its new punchline is, "Bring back family time." High definition flat TVs, which till now were marketed as symbols of success to young professionals, are today being marketed as a means of getting the family together.

Toys were either bought as gifts or to appease a yelling child. Well, not anymore. Today, toys that have been certified and approved by "Parenting Center Seal of Approval" sell more. That's because – yes, you guessed it right – they help families spend more "family time." **Mattel** introduced a

game named 'Chatter Matters' to encourage families to talk (chatter) and share their feelings about various topics (matter). The game is meant to help parents communicate with teenage children and help Mattel fight competitors.

FOOD-N-FAMILY

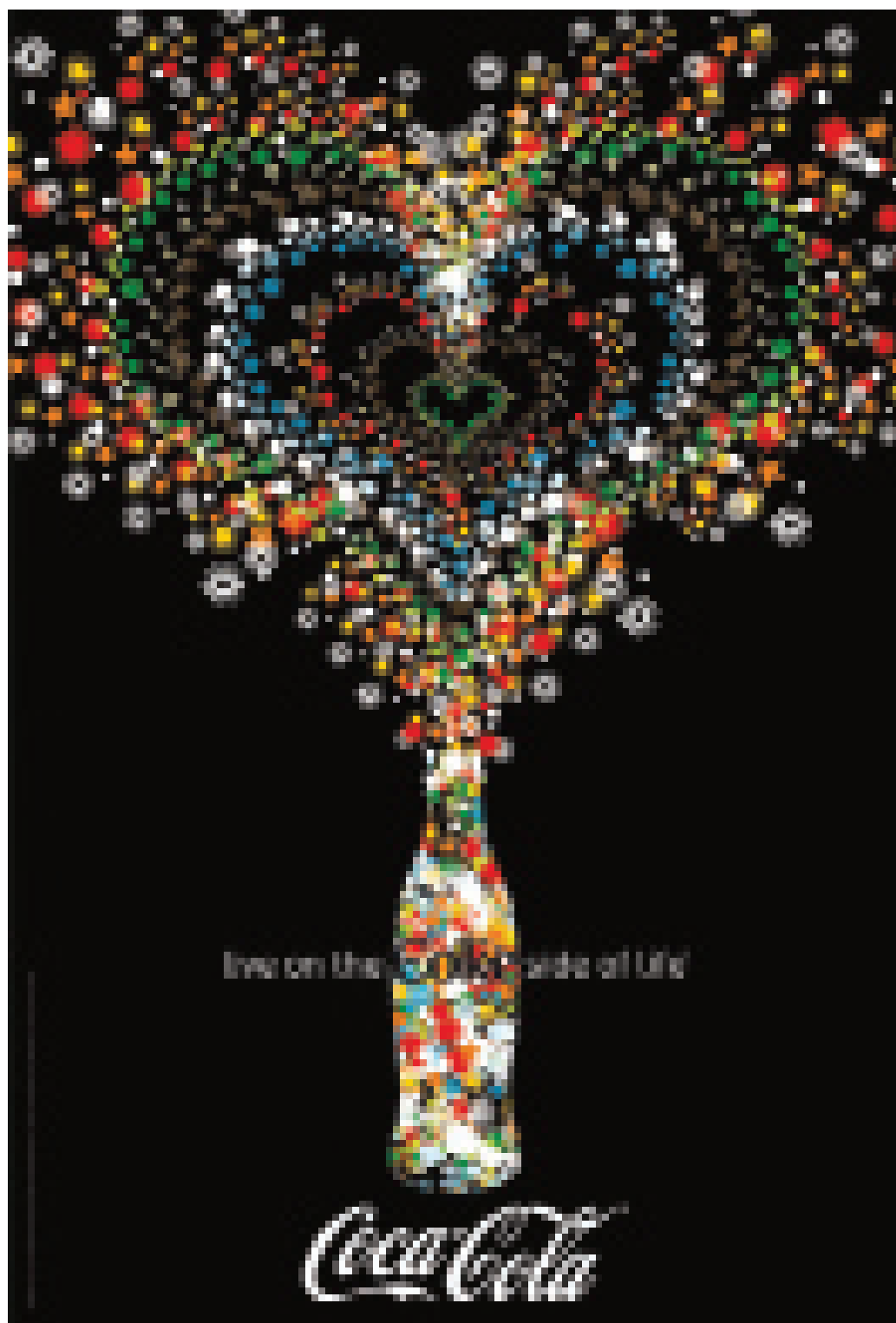
A staggering 83% of parents today believe family dinners contribute to their child's success in school. Yet only 70% manage to eat together, four nights a week. Anyone offering them quality food with 'family time' thrown in as bonus, will catch their attention. **McDonald's** no more advertises its outlet as one only for kids. Its "I'm loving it" theme cuts across all age groups. To encourage entire families to come over, the QSR chain is now planning to put nutritional values as per age groups on the wrappers of each product.

Domino's realised that 70% of the orders were from families. So it announced its "fun meal for 4" – after all, when families order together, they look for variety. Add to that, Domino's value for money USP and the management is confident of keeping Pizza Hut away.

Once restricted to just Hrithik and Aamir, **Coke** has moved ahead with the times. Its more recent themes, "Coke side of life" and "Drops of joy" is now about friends & families connecting & sharing. The same can be said about Airtel's commercial which talks about the importance of "dost" (friends). Companies too are realising that making families and social groups eat together makes more money for them.

FAMILIES THAT SING-N-DANCE TOGETHER

"It's all about loving your parents," was how the very popular blockbuster **Kabhi Khushi Kabhie Gham** was promoted. Families flocked into theatres to cry, laugh and smile together with the actors on screen. **Hum Aapke Hain Kaun** broke many box-office records, as parents & grandparents continued returning to theatres for more. Bollywood history is proof that nothing works like family films. The 1940s saw films like *Ghar, Sansar* et al, which were touted as "for women" movies. Today, they have found a new avatar in Ekta Kapoor's K-brand of telly soaps, which are giving every other



Coke's campaign like the 'Coke side of life' was meant to target families as consumers

serial a run for their money.

According to Movieguide, the percentage of family oriented films has risen from 6% in 1985 to 45% in 2002. G-rated films yielded the highest gross profits on an average, as compared to PG or R-rated films. After all, it makes more business sense to sell four tickets to a family than one ticket to a teen or adult!

FAMILIES OF THE FUTURE

Of course, ads emphasising family unity seem to be working well, but here's a word of caution. The definition of 'family' is changing simultaneously. Parents of the future may have fewer children, or may not be married. Couples may be childless by choice, many preferring to adopt. One needs to keep these factors in mind, while depicting families in advertisements. Companies like **Ikea**, **J.C. Penny** are already showing people of different skin colours and races – as a family. American Express showed a couple getting a call informing them that there was a child waiting for them in China. **Kodak** showed a Caucasian couple on an airplane holding an Asian baby. The caption, "The flight takes 12 hours, taking the picture takes 2.5 seconds."

As George Santayana once said, "A family is one of the nature's masterpieces." Marketers and advertisers can't agree less. They are generating huge profits from "the family"! Just as "family packs" of goods generate larger volumes of sale for companies, compared to small or regular-sized packs, similarly "family themes" in ads captures more attention. Here's a word for all those creative geniuses. While planning ad campaigns in future, don't forget to include chacha, mausi, dada, nani, tau, pappu, chintu, mummy and papa... after all family does matter.

In a nutshell, great branding starts with a rigorous obsession with your audience. No wonder, great brands sell, and sell all the time – whatever the generation. Look at Coca-Cola – it's no more just sugared water and fizz.

A brand is a promise. Features will get copied faster than ever. Those are the intangibles – the love and emotions that consumers attach to your

brand, that make it great, make it last and make it valuable.

It's emotions that make Apple "think different", and make Coca-Cola "the real thing". Understand your audience & care for them. If you don't, they don't know you & don't care either! **When you start work on your marketing campaign, ask yourself how millennial ready are you, for that's the future!**

HOW TO MARKET TO THESE MILLENNIALS?

Those who are obsessed with today's generation know that, today's generation hates being directly marketed to. You do it, they tune off. You need to work toward connecting with them innovatively. The web is gaining



The new millennium kids believe in equality of all kinds – race or colour. And companies like United Colors of Benetton, which have understood this, will thrive

prominence as people are connecting more and more and just as positive feedback is spreading fast, so is any negative comment about your product or service. In a nutshell, all marketing theories are going to change or be modified in near future. Your existing customers are getting older & wiser and your new consumers are those who never featured in your radar earlier.

No wonder multicultural & ethnographic research is gaining prominence. Brands that understand changing needs of today's consumers and brands that identify and quickly spot potential consumers will be the choice of this new generation of consumers.

Today's consumer is even more demanding. He wants greater value from products and services, greater transparency, and greater corporate responsibility towards the environment & the less fortunate. According to a survey by Landor Associates, 50% of the 18-25 year olds said they are ready to take a pay cut to work for a socially responsible company. Add to this, the global economic downturn which not just affected many people's wallets but also their outlook, and the way they are making choices in their lives. As Sheena S. Iyengar in her book, *The Art of Choosing* says, "...we use choice as a powerful tool to define ourselves and mould our lives." If you want your brand to be "valued", you need to make sure it is the one that this demanding consumer chooses what helps him define his life. Just hoping your brand will sell because it is of good quality, is correctly priced et al, won't work. The "Don't Know, Don't Care" (DKDC) generation wants more. Nissan rolled out an ad campaign (dubbed "Innovation for All"), which showcased not price, but innovative features of its cars like keyless entry, air purifiers and smartphone apps, to appeal to this new consumer. This new generation is very difficult to please and it says – I won't choose you...

...IF I CAN'T IDENTIFY WITH YOU

For four years in a row, Google was ranked the world's strongest brand by Millward Brown Optimor. What is it that has kept customers loyal to this brand for years? It's in the business of "search" and is the best & the simplest to use. This apart, it has a unique quality that it can be "personalised". A Google user can personalise his home page! Much similar to an Apple iPhone user, who can personalise his phone by downloading applications. It's one of the ways to make the consumer identify with you.



Despite being more than 55 years old, this brand has survived, like none other, all due to its constant innovation. Its value is more than that of the next 12 cigarette brands put together. It is genuinely a leader of the 'pack'

To remain relevant to today's consumers, the one who innovates, survives! Look at IBM. No wonder it ranked no. 2 on MilwardBrown Optimor's 2010 rankings. Look at those that relatively innovated less – Nokia, Intel, eBay et al – they all saw their values drop!

Launched decades ago, this brand has retained its number 1 spot in sports and no challenger gets counted even closely. It has done this by constantly innovating, so that the customer of every generation can identify with it. Nike! Mark Parker, the artistic athlete & CEO of Nike, shook up the shoe business with his passion for innovation. "Irreverence inspires me," he says. Well, it also inspires his buyers.

At 55, this brand is smoking hot! In spite of its product being condemned, in spite of laws stopping it from advertising, it was ranked #8 on Forbes 2010 ranking of the World's Most Valuable Brands. It innovated not just its product, but its marketing ways too & survived. The company's 42.8% market share in US is greater than the combined share of the next 12 brands in its category. Its secret to success – a growing database of 26 million smokers, who receive birthday cards, coupons and concert tickets (where they can smoke freely). A special booklet of 50 Marlboro prizes is sent to all. You could win the most exotic prizes, depending on the Marlboro Miles you earned on each pack brought. New ways of marketing & new variations in the product have made it more relevant to the youth. It's no more the "macho" effect but the "cool & trendy" effect that works. New flavours like Dark Mint and Cool Myst have been used to market it to the youth. The Marlboro man may be dead, but Marlboro remains the leader of the pack and the consumer still identifies with it.

Market innovatively to remain relevant. Molson Beer organises music concerts in Toronto. The power of the brand and its identification with youth culture is so high, that the company just advertises the event, without even mentioning the name of the performing artists. If it's a Molson Beer concert, it's cool! Some clothing companies have even gone to the extent of hiring parking lots to hold a sale of their products and used the Internet to spread the word about the sale... That's cool!

Be irreverent, or innovative, if you want to be the one that today's consumer will choose. Remember – if you are perceived as “so yesterday”, the consumer doesn't care. Google is facing the heat from Facebook, which just might



Virgin and an underdog – Warren became the most loveable loser, and Virgin the most-loved brand

overtake it in the future, for Facebook is the brand that the consumer of today is identifying with more and more. Not surprising, Facebook though not yet in the top 100 lists of valuable brands, made its début in the Forbes list in 2010. Google, watch out! This generation wants to feel special. If you don't delight him he doesn't care. I will not choose you if...

...IF I DON'T FEEL HAPPY WITH YOU

Building a great brand is serious business – but you can't be boring consumers to buy products that just make them feel good about themselves. Instead of explaining how good the product is, explain how the product can make them more successful, happier, and closer to the vision they hold of themselves. If you can do it with humour, your brand's value increases more. In Australia, Virgin Mobile launched a “5¢ text service”, with a new campaign called “Warren campaign”. A nerdy looking guy, Warren, was the hero of this campaign. Warren was portrayed as a loser in search of a dream date. People were encouraged to talk to Warren, through TV, radio and Internet ads. His cheeky humour made him the most lovable loser & Virgin, the most lovable brand. In 10 weeks, Warren received 600,000 texts plus calls and 2 million hits on his website. Everybody loves underdogs. Supporting them makes them happy. Look at all the reality shows and you know what I mean. This hairy, plump, short middle-aged woman, who had never been kissed before, took Britain by storm with her singing. Susan Boyle, the underdog

millionaire proved how much we love underdogs. Use them in your marketing business to make the consumer smile, as you smile all the way to the bank with your valuable brand!

Smirnoff encouraged people to duck their responsibilities on December 7 (2003) and asked them to take a half-day off & enjoy Smirnoff at the

With so much exposure to marketing from such an early age, kids today are becoming more sophisticated consumers. They know what is authentic. No matter how “hip” your product is, if you don’t stay true to your values, they don’t care

participating bars. You could even enter a contest, where all you did was enter the names of three friends & you stood a chance of winning \$25 coupons. Those three friends in turn, got similar messages from Smirnoff to win \$25 coupons. Not just did the campaign win many awards, its brand awareness increased from 38% to 57%.

People loved the brand for making them switch-off their computer & head-off to the bar! The more positive feelings people associate with your brand, the greater its value! He should feel happy and safe. I won't choose you if...

...IF I CAN'T TRUST YOU

In 2010, **BMW** surpassed the previous year's winner Toyota to become the most valuable car brand. It was not the economic downturn, rather Toyota's failure to keep its promise of delivering quality that resulted in this fall.

With so much exposure to marketing from such an early age, kids today are becoming more sophisticated consumers. One wrong move can ruin your image forever, for these are also your future consumers. They know what is authentic. No matter how “hip” your product is, if you don't stay true to your values, they don't care.

To keep pace with this new breed of consumers, brands are reworking their

strategies. Forever obsessed with their customers Toyota designed their new car “Echo” targeted exclusively at first-time-car-owners, for it calculated that by 2010 there would be four million “new drivers.” **Motorola** introduced the “Razr” phone to attract these young guys. **Tommy Hilfiger** ensured that it did not slip down the popularity charts by making sure that those teen film actors, rappers, and young MTV icons were seen sporting its clothes. **Volkswagen** changed its advertising strategy. The ads are more quirky, less serious, funny, unpretentious and less bothered about keeping the traditional image of the company. **Coca-Cola** has launched “Red Lounge” where the cool guys can chill out and Pepsi can be kept at bay.

Even real estate developers are designing apartments to suit the needs of these very highly educated, young first-time renters, with plenty of cash and a want for premium and rarest of tastes. Wi-fi, high-speed Internet, hundred-channel cable networks, gyms et al, are the basics nowadays. To surprise them, developers are putting cable connections in the wall anticipating that these guys would use a flat screen TV. They are including coffee bars in the apartments. Options of high-speed dating, video games played on big screen are some other unique offerings.

So much so that even the rules and ways of marketing have changed! McDonald’s has realised that product-placement in video games is more beneficial than ‘in-film’ branding. **Lux** sells itself as “**X” to appeal to the young crowd. It has created a dance track “Lux Friday Night Fever” to look cool-n-happening. **Microsoft** has launched coolhotmail.com to make your e-mail id more rocking. Samsung came up with its youth marketing initiative “Target yo,” for they are the key influencers of digital & high-tech purchases.

Retailers are also changing their store designs to cater to this generation. Shops today contain areas with lots of visual stimuli, brilliant colours and interactive activities to encourage these young people to hang out and not just shop. **Virgin Records** long back started this – by putting lounge chairs in its music store, with an option of listening to music without any compulsion of buying.

For sure, this group of consumers cannot be ignored and is soon going to take over the world. What's more, if you catch them young, chances of turning them into loyal customers for many years to come will become very high.

MARKETING IS NOT THE SAME ANY MORE

The most expensive TV programmes, according to Advertising Age, are 'Friends' at Number 1 and 'Will & Grace' at Number 2. It's easy to figure out why – the millennium generation watches them!

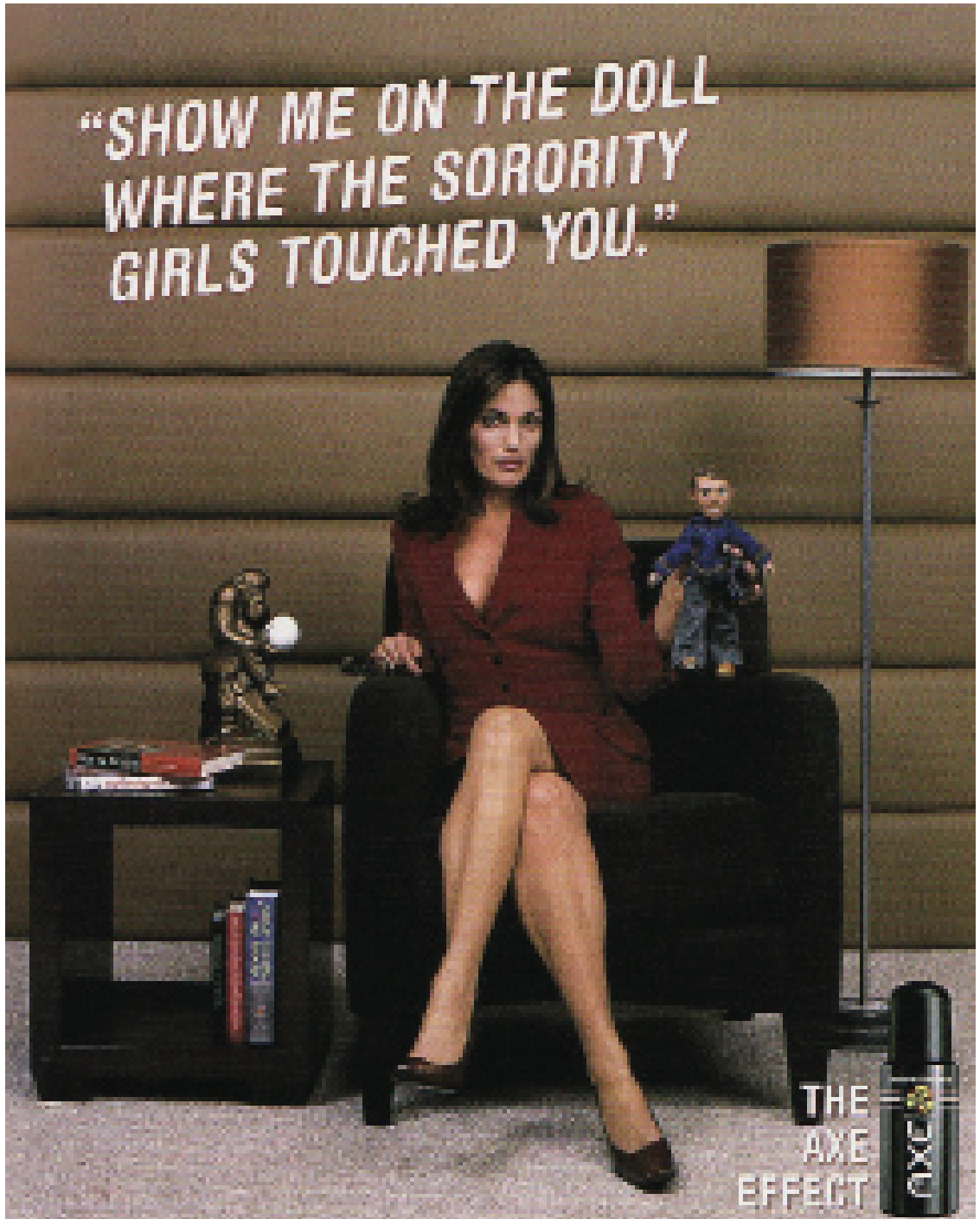
They don't read newspapers, but love magazines. They hang out in 'cool' joints. Pubs are passé; cafes are in. So Himalaya Drug Company decided to launch its honey in Café Coffee Day outlets. HUL launched its **Liril Orange Soap** in Café Coffee Day too. Traditional advertising is taking a back seat. For this crowd, word of mouth works. **Mountain Dew** became a super hit, not because of its ad campaign, but because word spread that it contained a very high dose of caffeine.

This generation lives off SMSes, iPods and chat sites and those are the very places to catch them. Very rarely will they be found sitting in front of TV or reading newspapers. They live in a virtual world – literally. No wonder **SunsilkGangofgirls.com** got 100,000 members in just 36 days, and companies like Unilever, Nokia & Nestle are now spending less on TV and print, and more on mobile phone & Internet. **Axe** has created a virtual land called 'Axeland' to attract consumers. Lee (jeans) has now launched the 'Lee Lounge' as its online social community. From pub crawling to blog

trawling, this generation lives life on its own terms. They buy differently and they need to be marketed to differently.

'Listen' to succeed in business, for not many people are doing it as everybody is so eager to talk. In listening lies the formula for success

Pirelli has become top of the mind not by advertising, but by creating its annual property of the



Who can claim that Axe advertisements don't attract eyeballs? Axe campaigns are as much about controversial content as it is about a new age marketing techniques. They work!



A snapshot from Pirelli's unique marketing game plan – The Official Pirelli Calendar

Pirelli Calendar! People wait every year to check out the hot calendar and it saves Pirelli a lot of money in advertising. From hereon, a scorching pace of innovation, unconventional marketing, honesty and the ability to connect with the youth is what will keep most brands in business. To figure how to wriggle your way into the hearts and wallets of this brilliantly networked, well informed, hi-tech group of people – all you need to do is think and act like them. This generation is unique, for this is (yes, you got it right) generation next!

Not just are the consumers changing, even the ways of marketing are changing, the ways of doing business is changing. You need to be totally obsessed with your customers to keep up with the times.

"SHUT-UP AND DANCE"

We teach a course in communication. After having taught students the

importance of making a good first impression, of the power of words and how to use them effectively, of the factors to keep in mind so that one is understood properly, of how to use one's voice to make a speech most interesting, we tell them, "Now you know everything about speaking in public, but you still are not a master communicator." And that is because there is still something more to communication than speaking. Speaking is just 33% of communicating. Then, what's the rest? Let's try to figure that out.

LINCOLN NEEDED IT TOO!

This was decades ago when America was torn with the Civil War and Lincoln was fighting hard to abolish slavery. He wrote to an old friend of his and asked him to come to Washington to discuss some problems. When his friend came, Lincoln talked to him for hours. Lincoln went over all the arguments, letters, newspapers and articles, which had arguments both for and against abolishing slavery. After talking almost for the entire night, Lincoln finally bid goodbye to his friend without even asking him his opinion. His friend later commented that that night, Lincoln did not want advice, he wanted a friend.

A man once met Stephen Covey and put forward his problem, "I can't understand my kid. He just won't listen to me at all." A visibly surprised Covey commented, "You don't understand your kid because he won't listen to you? But I thought to understand another person, you need to listen to him!" The father looked even more surprised.

To put it simplistically, what is it that Lincoln's friend did, which the father in the second case did not do? Yes, listening! That night, Lincoln wanted a sympathetic listener to whom he could unburden himself. And perhaps the father in the second case did not realise that most children want absolutely nothing from their parents but an empathic listening. Children are waiting to open up if only they were listened to without being ridiculed or judged.

HOME OR WORK, IT'S THE SAME

Toyota was designing its Tundra Truck, but considerable inputs came not from designers, but from farmers. A team from Toyota spent days visiting different regions of US – horse farms, factories, construction sites and more – to meet with truck owners. They did not just ask them about their preferences for towing capacity and power (in a truck), but even silently observed them at work. Through this, the team learnt the ideal placement of the gear shifter; they also learnt that the door handle and radio knobs needed to be extra large because pickup owners often wore gloves all day. Clearly, no amount of discussions or brainstorming sessions could have possibly revealed these nuanced preferences.

Earlier, while Burger King used to serve Coca Cola, PepsiCo was trying very hard to convince Burger King to add Pepsi to its menu; but Burger King kept saying it had room only for one beverage. To this, PepsiCo argued that Burger King promoted “choice” in its advertising and offering Pepsi was a way of giving consumers a choice. The negotiations reached nowhere. Finally, somebody in PepsiCo listened, and really listened to what Burger King was trying to say; and consequently changed Pepsi’s pitch. The new pitch stressed the similarity between Burger King and Pepsi. The pitch forwarded the proposition of how both Burger King and Pepsi were number twos gunning after the number ones; and how, therefore, it made sense for Burger King to kick Coke and bring Pepsi in.

Pepsi never in its wildest dreams could have thought of suggesting to Burger King to throw out the leader; but someone out there read between the lines, and bingo, the deal was done. Later, an executive at Burger King said – this is exactly what we were trying to tell them for months, we’re glad they finally listened.

Ad guru Alyque Padamsee always says that listening to what the customer wants and trying to understand his mind, has invariably helped him create some of the best ads! From the Liril girl to the Kamasutra ads – no wonder he created some of the most iconic Indian ads.

‘Listen’ to succeed in business, for not many people are doing it as everybody



THE TOUCH PART ISN'T GETTING HER TO SAY YES.
IT'S GETTING HER TO STOP SAYING YES.



Known to be a keen listener and observer, most of Alyque Padamsee's creations have made history

Customers always give a feedback – either by buying your product or the competitors'. Observe carefully. Listen to the market, watch your competitors aggressively

is so eager to talk. In listening lies the formula for success. Albert Einstein once famously said: "If A equals success, then the formula is $A=X+Y+Z$, with X being work, Y play, and Z keeping your mouth shut!"

READ PEOPLE, NOT BALANCE SHEETS

A master negotiator uses 'silence' to sell. Silence helps him to listen and actually learn; even when there isn't much to learn, it gives you a chance to collect your thoughts. Ever wondered why Japanese businessmen use the help of human translators, even when they might understand perfectly well what you are saying? It's a masterful negotiation technique – it gives them time to frame their reaction and then respond cautiously. If you are too quick to speak/respond, you may make a mistake sometimes. Well, not the Japanese.

Everyone knows that in business, there are few places as delicate and important as the negotiating table. A master negotiator is one who listens well. Not just listens well, but listens aggressively. It goes beyond simply listening to words. A master negotiator listens with his eyes and ears. He observes the other person closely. It was Captain Michael Abrashoff's ability to listen aggressively that helped him transform the worst ship – the U.S.S. Benfold – in the Pacific fleet into the top ship in the entire Navy. He realised that his young crew was very talented and full of great ideas, which came to nothing for no one in charge ever listened. So he listened aggressively, observed keenly and picked up every good idea the crew had; and a miracle happened – the worst ship transformed into the best. His simple logic – the crew sees things the officers don't, all that the captain needed to do was to see his ship from the crew's eyes. Business is no different. You need to see the business from the customer's point of view. You need to aggressively

listen – which means you see the body language, the facial expressions, the tone of the voice, and not just the words. You understand the feelings behind the words. As someone said, “The first duty of love is to listen.” I would say the foundation of any relationship is to listen, and listen aggressively – as a Chinese proverb goes, “To listen well is as powerful a means of influence as to talk well, and is as essential to all true conversation.”

After all, those are aggressive observers and listeners who always get what they want. Remember, every teenager knows the best time to ask his dad for his car is when dad's in a good mood (preferably in the evening, after he's had a drink or two!). Good people observers are master negotiators and great leaders. If a teenager can be in the know of these tricks, it's time you used them too. Customers always give a feedback – either by buying your product or the competitors'. Observe carefully. Listen to the market, watch your competitors aggressively. Many a time, we miss important clues as we are busy 'acting' (formulating strategies, changing plans et al). Stop and shut up! It will help you think better.

Motorola had a magnificent run of success in the 1990s, when it grew from \$5 billion to \$27 billion in annual revenues in just a decade. It was around this time that a New Zealand mountaineer Rob Hall died on the Mount Everest. But as his life ebbed away, he talked to his wife. His parting words, “Sleep well my sweetheart. Please don't worry too much,” captivated the world's attention – all thanks to a satellite phone link. Motorola took this as an inspiration and developed a bold and very expensive venture named 'Iridium'. It planned to launch 66 satellites to ensure people were connected to each other always, irrespective of which part of the world they were in. By the time Iridium was ready to be launched, the world was already used to the traditional cellular service, and no one wanted a satellite phone whose handset was the size of a brick and that worked only outdoors. Iridium did benefit people who were stuck in remote places; however, the company forgot to calculate that not many people needed to call home from the South Pole or Mount Kilimanjaro. The company ignored the markets needs and wants. It failed to listen aggressively and change accordingly. As a

result, Iridium – that was launched in 1998 – had filed for bankruptcy in 1999, sealing Motorola's fate.

So if you want to really make it big and succeed, it might as well do you good to shut up and simply dance your way to success.

Obsess with your customer, study him, understand him, understand the new world and listen to your customer.. Care about what he cares about – ethics... environment... society... If you don't care about him and his concerns and try to short sell, he...

...CAN EVEN TAKE UP THE CUDGELS

It's often quite tempting for companies to ignore ethics, but when customers take up the cudgels, it can prove very costly.

In 2008, the Golden Globes cancelled its televised awards show due to lack of movie star participation. Even the Screen Actors Guild announced that 70 actors short-listed for the awards would not attend the ceremony to show their sympathy with scriptwriters, who have been on strike for over two months. The cancellation of the Golden Globes reportedly cost broadcaster NBC \$20 million in lost advertising revenue.

Boycotts are not new to India. Mahatama Gandhi used them to help him win his war of independence for India

Back in India, the 13th Calcutta Film Festival was boycotted by a whole lot of celebrities. A whole lot of other people too gave Nandan (where the festival is held in Kolkata) a miss for Nandigram. It was their way of protesting against the inhuman killings in Nandigram – something that led to the eventual fall of the CPM government in West Bengal. So, what is it indeed that makes boycotts so popular?

BOYCOTTS HAVE IMMENSE PERSUASIVE POWER

Author Bob Burg says, "When businesses – even the most powerful ones – offer terrible customer service, mistreat their workers or take unfair

advantage of consumers, there is a way to influence them to mend their ways.” In fact, boycotts are not new to India. Mahatama Gandhi used them to help him win his war of independence for India.

Boycotts have the power to get international attention. They are a non-violent way of protesting against anything going wrong. Whenever people have been pushed to extremes, boycotts have happened. In India, people boycotted the fine cloth produced in Manchester & turned to home-spun cloth. They boycotted salt produced in factories, when the British introduced a new tax and took to collecting salt from seashores. Even today, the power of boycotts cannot be denied.

They are red, sometimes more expensive than even diamonds, sometimes referred to as “pigeon blood” and sometimes even responsible for the bloody end of many young people. They are the rubies from Burma. Critics call them “blood rubies” for they are mined under extremely unsafe conditions where a lot of labourers get killed too. Worst of all, the money is used to fund the harsh policies of the military government. Burmese rubies account for 90% of the world’s supply. Through periodic auctions of its top quality gems, Burma generates a lot of foreign exchange. In 2006, the gems firms generated \$300 million in sales. However in November 2007, some big western firms shunned Burmese gems. Italy’s Bulgari, France’s Cartier, and American jewellers Tiffany & Company and Leber Jeweller Inc. – all decided to not use rubies from Burma to try and weaken the financial position of the military government there.

If that was not enough, a new campaign, ‘I am not going to Burma’, was launched to help Aung San Sui Kyi bring back democracy in Burma. Her party had won 82% of the seats in the 1990 elections, but the Junta regime refused to hand over power and instead imprisoned and tortured members of her party and put her under house arrest. From Tony Blair to a whole lot of other celebrities, everyone joined the Boycott-Burma-campaign, to stop the funds from tourism from filling-up the pockets of the brutal Junta government.

Politics and business are always closely related and not just tourists, but a whole lot of companies doing business in Burma were convinced and

sometimes even forced to close down. “The consumer is the king” could not have been proved more correct and consumer activism never more successful as in the case of lingerie manufacturer Triumph. An advertisement was published, which showed a model wearing a barbed wire bra under which ran the slogan “support breasts, not dictators.” Customer complaints started increasing and many women went back to Selfridges (the top-end department store in London) to return their lingerie. Within two months Triumph was out of Burma.

BUSINESS OF BOYCOTTS

What's a boycott? It's a way of voting with our wallets. It's a way of telling organisations or countries or groups to stop their unethical practices if they want the ‘money’ votes.

Boycotts are becoming the new weapons in business. NGOs and activist groups are turning more & more sophisticated in their approach. They are now staging highly dramatic activities. Business leaders are getting concerned about these boycotts, as they are turning into most effective techniques for the consumer movement to use.

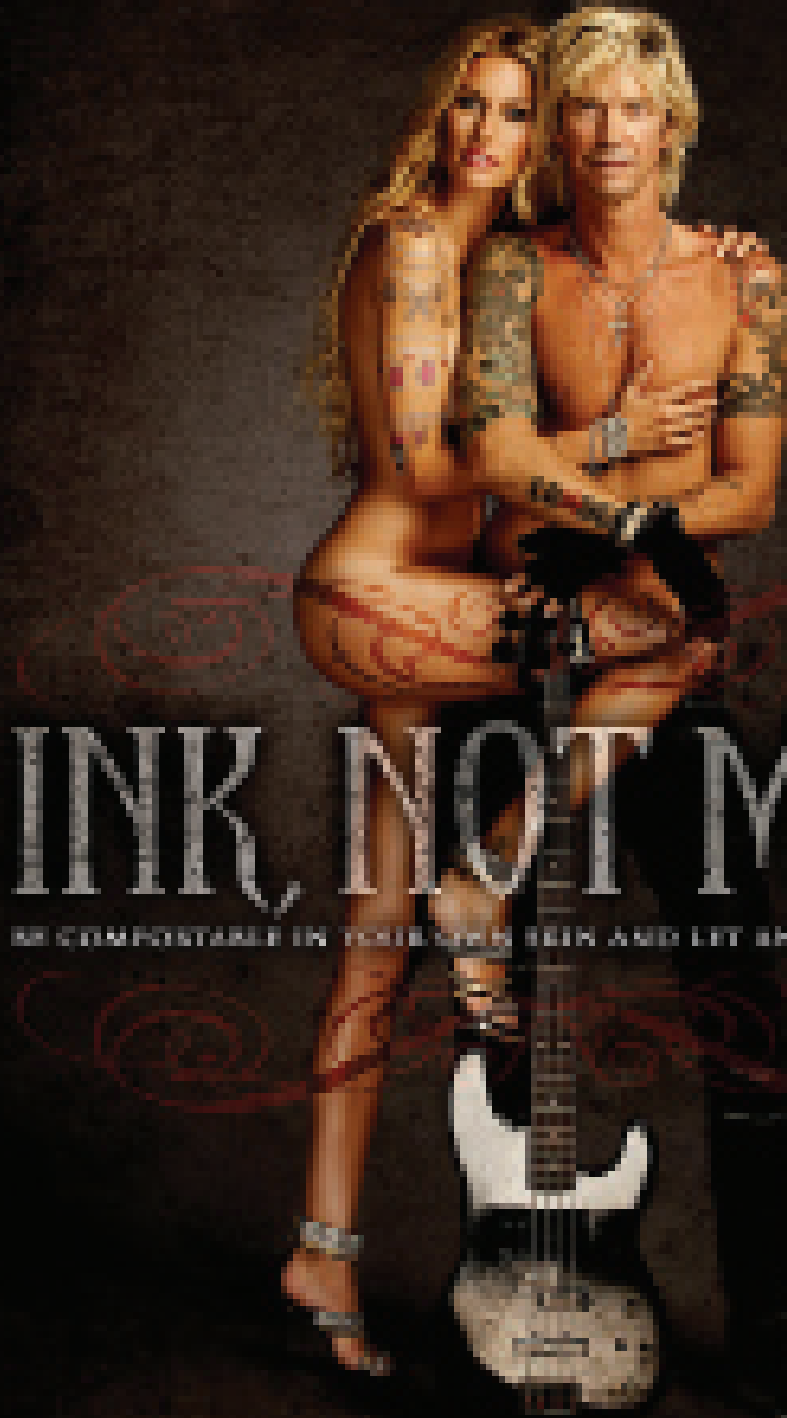
After being boycotted for fishing policies that were harming dolphins, even Heinz agreed to a dolphin protection plan.

A leader in the South African market, Barclays Bank, gave up its position and pulled out of the country when an anti-apartheid boycott campaign saw its share of the UK student market plummet. Half the students holding accounts with Barclays Bank withdrew their accounts.

When Shell Oil Company decided to dispose-off an old oil drill rig named Brent Spar by sinking it in the North Sea, it faced a series of boycotts of its petrol stations all over Europe. In spite of being backed by the British government, the company had to eventually abandon its plan.

While **Peta** leads the cause of animal rights and asks you not to wear anything made of animal skin et al, carpet makers in India, Nepal and Pakistan were singled-out by the western press and severely criticised for employing children at the cost of their health, education & childhood. It resulted in the creation of the Rugmark label, which stood for hand-knotted

PHOTOGRAPH BY JEFFREY MAYER FOR PETA



INK, NOT MINK

BE COMFORTABLE IN YOUR OWN SKIN AND LET ANIMALS KEEP THEIRS.

EDDY MURPHY &
SUGAR BOLTON-MURPHY
FOR **PETA**

Organisations like PETA are taking up the cause of animals through their strong, eye-catching campaigns, which directly impact sales of products that cost animal lives

carpets which were not made by employing child labour.

Exxon Mobil, one of the world's largest oil corporations, opposed moves to combat global warming and as a result faced tremendous wrath of the people. The boycott was backed by celebrities like Annie Lennox, Bianca Jagger and Anita Roddick.

ETHICS – THE VITAL QUESTION

Today, consumers do have the power to bring down businesses to their knees. Today, more than ever before, people can be united easily – thanks to the Internet and free flow of information. People, especially youngsters, are getting more and more informed. It is these customers who initiate most of the boycotts and make them successful. They boycotted Adidas for using Kangaroo skin in the boots. These informed educated people urged everyone to boycott GAP, if it did not stop its unethical practices. It accused Starbucks of selling overpriced coffee and not giving back to the farmers who grew the coffee in poor starved countries like Ethiopia, their due. It's these people who are asking for a boycott of Barclays for financing the Narmada Dam in India, which would flood one of India's most productive agricultural regions and forcibly displace two million people.

The consumer is changing. Traditional purchasing behaviour is changing. He is no more looking for just a good bargain, but is concerned about how the product is made too. Ethical consumerism is on the rise and a boycott is his most powerful weapon. It's easy to organise a unified protest aided by the Internet. Boycotts in the past have changed history forever and they can do so now as well... maybe even more easily with the help of the virtual army.

So business houses need to be careful, for today's consumer can really hurt their finances, profits, share prices and peace of mind. He has the power to hit where it hurts.

The climate is changing. It's a fact that cannot be ignored. Today's consumer is more "green conscious" and is even ready to spend more on environment-friendly products. Even companies are realising that using environment-friendly ways of manufacturing is

reducing their costs. Global warming isn't fantasy. Dangerous as it is, it comes with many chances to make 'green' bucks too!

It has opened up a whole new world of business opportunities. Quite literally the new market is...

HOT! HOT! HOT!

What do Arnold Schwarzenegger, Barclays Bank, ONGC and students of Oberlin College (Ohio) have in common? They are all working towards a greener tomorrow by reducing the emission of greenhouse gases in their own way.

With people now realising that global warming is a reality and climate change is happening, it was time someone decided to do something about it. So, out came the Kyoto Protocol by UNFCCC to tackle climate change by reducing man-made green house gases or emissions. Each of these gases causes global warming, but not all are equally sinful. If CO₂ (carbon dioxide) has been given a score of one on the global warming-potential scale, then sulphur hexafluoride with a score of 23,900 makes it the most lethal of all.

So, if you develop a mechanism to reduce the emission of these gases, you gain points accordingly. As an example, stopping emissions of a tonne of CO₂ gives you one point, while reducing emissions of one tonne of sulphur hexafluoride will get you 23,900 points, and similarly so on so forth. These points [or CERs: Certified Emission Reductions] could be sold to countries, which under the Kyoto Protocol, need to reduce their green-house-gas emissions by at least 5% from 1990 levels.

THE HEAT IS ON

Yes, literally! With climate change, comes a whole lot of other changes too. Bankers, insurers and institutional investors have begun to realise that climate changes leading to storms and destruction of property are causing them big financial losses. They are now demanding that companies, in

which they hold stakes, sit up and take notice and alter their business plans accordingly.

Businesses too are realising how soaring energy costs are increasingly eating into their profitability and it's time they did something about it. Citigroup is encouraging the sale of energy efficient homes, IBM has reduced its energy bill, Unilever has reduced its greenhouse outputs by 10% in one year. DuPont, way back in 1980, had introduced substitutes for Chlorofluorocarbons (CFCs) in refrigerants as they were destroying the Ozone layer. Siemens has developed more energy-efficient motors, plus has started using renewable energy systems like wind-energy. The firm conserved some 1.2 billion tonnes of carbon dioxide since 1995! Intel has chipped-in too by developing a technology where a PC on standby mode would consume just 5 watts of electricity, resulting in a saving of 71% of power consumption.

Toyota, always a pioneer and a leader, beat everyone in energy conservation by launching the Toyota Prius. This hybrid averages 55 miles to the gallon and emits 55% less carbon dioxide than other mid-size cars. Not just are these companies helping the environment, but tomorrow when regulations on carbon emission get stricter (which they will, if we need to save our planet), these companies, who have already got a head-start, would find it very easy to not just comply with the norms, but stay ahead of competitors too.

Toyota beat competition in energy conservation by launching the Prius, which emits less CO₂ – an intelligent move by the Japanese



DuPont in 1994 set a target of cutting emissions by 40% by the year 2000. It achieved that. Then it targeted 65% reduction by 2010 and achieved that by 2005. It found that despite producing 30% more goods, it was using 7% less energy, which helped it save \$2 billion. It surely makes business sense today to think green.

GREEN BUCKS, GREEN PLANET

There are some companies who are unable to reduce their carbon emissions for various reasons.

Sometimes, it's just not practically possible and sometimes, it's too expensive for them to

Shareholders are today demanding that companies reveal more about the environmental impact of their products and explain what they are doing to make them more environmentally compatible

replace their existing equipment with the modern energy saving ones. They needn't lose hope. All they need to do is pay companies in developing countries to cut emissions and earn CER credits. Customers today are obsessed with the environment. Marketers better realise this.

A BUSINESS OPPORTUNITY

As the West realises how it is cheaper and easier to buy carbon credits than earn them on their own, it has now developed a huge new business opportunity for many. One company that's made a very big fortune for itself is the European Climate Exchange (ECX). In its first month of operations, it traded a million tonne of CO₂ credits. Today, it handles 85% of the 1.2 billion carbon emission trade made in Europe. If that's not all, it had expected the volume to grow to 4.8 billion tonnes by 2009.

If earlier, it cost \$13 to buy one carbon credit, then today, the price has doubled to \$26. Not surprising that Goldman Sachs shelled-out \$23 million for a 10% stake in Climate Exchange (which owns the European Climate

Exchange & Chicago Climate Exchange).

Carbon trading volumes are exploding. From 10 million tonne traded in 2004 to more than 600 million tonne by 2006, analysts predicted the market for carbon credits to be worth some \$60 billion annually by 2011. As the deadline of 2012 nears, the buying of carbon credits would increase frantically.

It's a huge business opportunity for India and many of the developing countries. Big players have entered the game, making it more lucrative. J.P. Morgan planned to invest \$3 billion in carbon trading. They would work as intermediaries – buying direct from emission-cutting projects and selling to governments & industries later. Merrill Lynch too has entered into carbon consulting. India's premier bank IDBI has now got a dedicated carbon credit desk, which provides all the services in the area of clean development mechanism (CDM). Japan has turned out to be one of the biggest buyers of carbon credits. It bought 38% of the carbon dioxide credits offered worldwide. Britain, at 15%, stood second.

With big buyers around, come big brokers too. The biggest “emissions broker” named Evolution Markets is doing brisk business today. It made the world's first cross-border carbon trade in 2002, when it brokered the sale of carbon credits from government of Slovakia to Japan. It now even offers ‘carbon finance’, wherein, by using the value of future emission reductions, it would finance emission reduction projects. As the business grows, new opportunities keep coming up. Is this going to be the future of growth?

EVERYBODY LOVES GREEN

Students of Oberlin College in Ohio now have timers inside their showers. Anything more than 3 minutes of shower time is no good. They have also decided to share refrigerators, which, according to them, is “one of the top energy suckers in a household”. Some students are even persuading their administrators to switch to fossil-free fuel on campus. They are doing their bit to reduce carbon emissions and global warming from their lives and the planet.



LIGHTS OFF GREEN ON

Adapted from *Environmental Marketing and Advertising*, March 2011, 2012.

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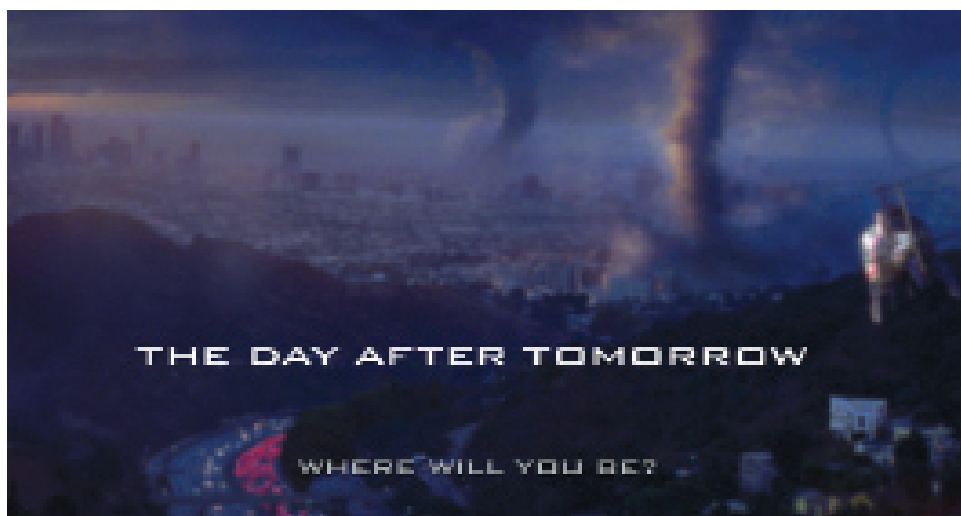


PHOTO: JIMMY KIMMEL

Companies are under an ever-increasing pressure to reduce their carbon footprints and show concern through quick action to save the planet Earth. And the consumers are watching them

Even the Pope has joined in. Cardinal Paul Poupard accepted a donation, which would make the Vatican the world's first carbon-neutral sovereign state. A part of the reforestation project in Hungary would be designated as the 'Vatican Climate Forest' where, depending on the Vatican's energy usage, a proportionate number of trees would be planted to offset its carbon emissions. The 2006 Super Bowl too aimed at offsetting all the CO₂ the championship generated by planting trees.

The blockbuster film *The Day after Tomorrow*, was again a “carbon neutral”



The Day After Tomorrow was unique because it was a “carbon neutral” film

film. Its scene advisor, Dr. Michael Molitor, persuaded the director Roland Emmerich, to invest in carbon reduction projects to compensate for the emissions during production.

THE WORLD IS CHANGING – THIS TIME FOR GOOD

A whole new world of opportunities seems to have opened up. This has even made ‘pig-flatulence’ feature on the London Stock Exchange! An Irish company AgCert has found a way to collect methane from rotting pig

manure and generate electricity. Whoever thought that world over, companies would be scrambling for it! Today it trades on LSE.

There are some surprised beneficiaries too. Villagers in South India have been using biomass as cooking fuel. They never knew how much they were contributing towards prevention of global warming. Today, the Chicago Climate Exchange is giving them carbon credits and they get to earn a minimum of Rs.800 per year. Bangkok makes electricity using swine manure; villagers in Andhra Pradesh use seeds of the Honge tree to make cleaner fuel; China is using wind energy... Yes, the world is changing and earning too. Save the planet and your bottom lines – there can't be a better combination. The good news for India is that while China's leadership in the CDM market has shown a decline, India has jumped from a 3% share in 2005 to 12% in 2006 (World Bank data). 'Reducing emissions' is the latest trend and Indian entrepreneurs have a lot to gain. The climate is warming up and making business opportunities go hot! Hot! Hot!

If you thought that the colour of success was red, blue or pink; think again, my friend! It's positively Green...

GO GREEN

Madonna "spoke to the planet" at Wembley stadium in London. She called for mass global change to reduce carbon emissions and to tackle the climate crisis. Former US Vice-President, Al Gore, has turned into an environmental campaigner and has started a spectacular series of concerts across the world called "Live Earth" to raise awareness about global warming. The world's biggest stars performed across all the seven continents (even Antarctica!) to appeal to the world to reduce its carbon footprints.

In fact, carbon footprinting is the latest buzz among environmentalists. It is a way of measuring how much impact you, as an individual or a corporate, have on the Earth in terms of units of carbon dioxide produced. You can now calculate your carbon footprint (how much you have contributed to polluting the earth); you can even offset your carbon footprint. You could

plant a tree in Kenya to help reduce CO₂ emissions. In fact, your wedding too can now be customised to become 'carbon-neutral'. Instead of receiving 10 juicers or 5 toasters, you could ask your guests to donate trees to organisations like carbonfootprints.com at the cost of £10 per green tree.

The world is getting more and more carbon literate, especially with the scare of global warming looming closer and everyone wanting to leave a greener Earth for their children. Many are busy calculating their carbon footprints by measuring the amount of CO₂ they are producing through consumption of gas, heating and electricity. Even the means of transport – not just cars, but lights too emit CO₂ and cause environmental damage – and people across the world are doing their best to cut it down by as much as possible.

Superstars like Madonna and Kate Moss, thanks to their private jets, their super luxury cars and their ultra lavish lifestyle are among the worst polluters and have the largest carbon footprints. This is no small matter and companies are now under pressure to reduce their green house gas emissions, and come out with more carbon-neutral products, services and even events. No wonder even 'Live Earth' concerts were lambasted for causing immense emissions. With stars jetting in from around the world, fans arriving in gas-guzzling cars, thousands of tonnes of rubbish, and sound equipment using so much power, these events are slated to become big polluters. Ironical?!

GREEN MARKETING IS SMART MARKETING

Companies are now developing products keeping the environment in mind and marketers are using 'environmental-friendly' as the new trick to sell their products and make them look more attractive. Running short of ideas? Well, you could get great ones by just brainstorming with an environmentalist. The Arm and Hammer brand of baking soda for 7 years had no growth in sales. Then they decided to market their products as an environmentally preferable cleaning agent. Sales rose by 30% in 35 months!

Toyota and BP (formerly, British Petroleum) too are big organisations that have realised the power of eco-innovation and green marketing. Toyota

has beaten its domestic competitors, hands down, by introducing new automotive eco-innovations. Its eco-friendly cars like Prius are slowly eating away into the competitors' market share. BP's advertising campaign "Beyond Petroleum" highlighted the company's support of renewable energy recourses. It is one of the very few companies that mention climate change in their annual reports.

Shareholders are today demanding that companies reveal more about the environmental impact of their products and explain what they are doing to make them more environmentally compatible. Ireland's largest insurer Irish life and Permanent, has launched 'green loans scheme', designed to reward borrowers, who wish to borrow money for environment-friendly improvements to their homes, by offering them a 1% discount on the normal lending rate for its personal loans. Similarly, HSBC had started a 'green sale' that reinforces the bank's commitment to environmental issues. It would donate £0.50 to WWF for every customer who signs up for Internet banking during the period of sale. It expected to raise £1 million this way. Such schemes have helped HSBC become the world's first carbon neutral financial service provider.

Walmart too is testing an energy-saving retail store design. Philips has introduced energy saving bulbs. P&G's new laundry detergent – Tide Coldwater – is designed to clean clothes effectively in cold water, & hence help consumers save energy. Steelcase, the world's largest office furniture manufacturer has come out with a 'Think Chair', which is 99% recyclable – its presence symbolises a smart socially responsible office! Xerox promotes its solid ink-printer as being non-toxic and producing 90% less waste than laser printers. McDonald's is doing all it can, to show to the world that it cares by incorporating a series of environmental and social initiatives. In August 2007, it announced that it would turn its spent cooking oil into bio-diesel fuel to power vans in UK. Its menu now has coffee, soya et al, that is sourced from companies, which do not destroy rainforests. Its décor of bright red & yellow is slowly being changed to dark green to reinforce its environmental faith and have a positive influence on consumers. Pret-a-manger, a sandwich chain in UK today has 1.3% of the sandwich market eating out of its hand. It snatched the share from Marks & Spencer (the original inventors of the

sandwich for lunch concept). They did this by using only natural ingredients and minimum preservatives and making sure everything in their shop was recyclable, and also cause minimum waste (of paper) & damage to the environment. GM too launched a campaign 'Live green, go yellow', to promote its flexible-fuel vehicles & its support of ethanol-based gasoline.

GREEN: COLOUR OF MONEY

It's the youth that are turning more green-conscious today. According to a poll done in America, 50% of the respondents from the age group of 18-29 years, said that they were ready to spend more on products that were organic/environmentally-friendly or fair trade. It shows that Generation Y is obviously more environmental-savvy than its seniors. No wonder, the very popular website among the youth called 'Second Life', where people create virtual doubles of themselves, has launched a competition for the best idea to redevelop an area in the city and make it more environmental-friendly. People from everywhere participated, which shows that people want to do something for their surroundings, if given an opportunity. Countries that have suffered environmental disasters – like due to the Bhopal Gas Tragedy (India), the Exxon oil spill (Alaska), the BP spill (US), the Chernobyl disaster (Ukraine) – are today demanding their pound of flesh. They want better, safer products & don't mind paying more, but they want to put an end to these man-made disasters.

Green is the new mantra. Anything green sells, even the green ogre 'Shrek'! It raked in more than \$600 million and created history as the largest domestic debut ever for an animated film in the USA. Remember how Popeye, the cartoon character, solved all his problems by gulping down a jar of green spinach – well, if you want to win and watch your competitors turn green with envy, go green!

Obsession is a virtue. Brand creators are the uncrowned rulers of the world. A strong brand is a nation's identity. In the global village, national pride is no longer decided by mere military superiority, but by the combined might of soft power, including cultural influence and the ability of a nation to spawn 'global homegrown brands'. You



Shrek was probably a success because he was 'green'. The success of Shrek sequels helped establish DreamWorks as a prime competitor to Pixar, especially in computer animation

can change the world not by amassing billions, but by creating a powerful brand after all...

WHO NEEDS BILLIONAIRES?

“Google is history as far as I’m concerned.” These were the words of a former English schoolteacher Jack Ma. In 1999, Jack Ma launched Alibaba.com from an apartment in Hangzhou, China. Essentially Alibaba.com serves as an e-commerce aggregator, bringing together buyers and sellers. Forbes named it the “Best of the Web” for five years running. Sitting in the manufacturing-hub-of-the-world i.e. China, the company, with its strong understanding of Chinese culture and business practices, is ready to take on biggies like eBay et al, and is sure to emerge as a leader in China – the world’s largest online market.

Answer the following questions – who is the world’s largest mobile phone operator? Who is the world’s biggest maker of air conditioners? Who is the top selling brand of compact refrigerators in USA? Who is the No.2 refrigerator manufacturer in the world?



The China-based Alibaba Group now employs more than 22,000 employees across eight countries

China Mobile with 200 million customers is the largest mobile phone operator. Gree Electric Appliances is the largest maker of air conditioners. Haier is the top selling compact refrigerator brand in USA. Haier again is the No.2 refrigerator manufacturer in the world – just behind Whirlpool. Lenovo is the most popular PC brand in China and is fast becoming a strong global player. All these Chinese brands are shaking up the world of marketing and branding.

Now consider these two individuals Zong & Tracy. Zong Qinghou spent his early life labouring in the rice paddies. Today, the 59-year-old is the founder of Wahaha – a beverage group that had profits of \$196 million in 2003. In rural China, Wahaha's Future Cola is the market leader, defeating international favourites like Coke and Pepsi.

Tracy Zang, a 31-year-old advertising agency owner in Beijing, is planning to buy an Aigo camera, after replacing her Sony Cyber-shot. A walk inside her beautiful suburban house shows that her choice of brands is mostly Chinese. Her TV is from TCL, her refrigerators (two of them) from Haier, as also her washing machines, heaters et al. When everything is made in China, she prefers her own country's brands to foreign brands. Within China, one of the fastest developing markets, both Chinese brands and Chinese consumers are growing at a fast pace – leaving behind their foreign counterparts – and increasing their loyalty towards domestic brands. According to Fortune, in a survey done in 2005 by China Quality Promotion, domestic brands scored 11% points higher than their foreign rivals.

There was a time when right from Jennifer Aniston's hairstyle in the television series 'Friends' to a western style of dressing with brands like Chanel & Armani, the Chinese wanted everything western, for it was considered better quality and more trendy. Today, a whole lot of them, especially the younger lot, are going back to their traditional Chinese hairstyles, their own Chinese designers and Chinese brands. The Beijing Auto Show used to be a place where not-so-technically-efficient Chinese cars used to be showcased. The scene has changed now. Exquisite high-end sedans, smart SUVs, convertibles – all made by Chinese manufacturers are drawing larger crowds, much more than the big foreign car brands. Five years ago, vehicles



The Beijing Auto Show these days, showcases modern day automobiles – all made in China. And this also helps to fuel domestic growth, as 96% of the cars made in China are sold there from the United States and Europe dominated Chinese roads. Not any more. Five years ago, Chinese automakers thought that copying western designs was the route to success. No more. In a market dominated by the Buicks, the Volkswagens and the Toyotas, it was the Chinese brand 'Chery', which sold the maximum numbers of cars in China in 2007.

IT HAPPENED A LONG TIME AGO

Marketers must take note not only of China but also of the fact that China is fast becoming an incubator of powerful global brands – all home bred

China is fast becoming an incubator of powerful global brands – all home-bred and homegrown. They are changing the rules; rather, they are creating their own set of rules and are all set to dominate the world market

and home grown. They are changing the rules; rather, they are creating their own rules and are all set to dominate the world market. Come to think of it, till a few years back, the entrepreneurs who started



China's reply to US' Nike – Li Ning's tag line 'Anything is possible' has become extremely popular these brands had no clue about things like 'positioning', 'branding', 'segmentation' and all other marketing jargons you can think of. They were not even MBAs – some were school teachers, some farmers – but they all were entrepreneurs. Daring, heroic entrepreneurs, who fearlessly dared to challenge the big guys and managed to topple them too.

They may still not be clear with a lot of fundas, but they are sure they'll learn, and fast. They had no clue about how powerful advertising could be for building brands, but now they are advertising big time. With \$24 billion as advertising spend in the year 2003, China is fast becoming the world's biggest ad market. If Adidas had a punch line 'Impossible is nothing', then Li Ning, China's biggest manufacturer of sports goods and apparel, came out with one that said, 'Anything is possible'. A lame copy, you may say, but millions of Chinese know it and love it. They (the Chinese) are learning fast. So Lenovo became the first official 'top' sponsor of Olympics 2008, standing shoulder-to-shoulder with the likes of Coca-Cola and Panasonic.

There was a nation, years ago, which had been turned to ashes and defeated in World War II. Its pride was shattered. Then came a brand that almost single-handedly restored the nation back to glory. The country was Japan – the brand Sony. Akio Morita brought back the pride of 'Made in Japan'. When Sony opened its first store on Fifth Avenue in 1962 (in Manhattan, New York City), it was the first time the Japanese flag had flown in the city since WWII – what a day it would have been! Sony made the world look up to Japan.

Brands are important in today's world. They shape a nation's image. Thanks to globalisation, today, nations compete with each other in perception, as well as reality. **Brands help build mass perception about the countries they come from. From being perceived as shoddy and cheap, Akio Morita with his amazing Sony products, changed the image of Japanese products to best-quality-lasts-for-a-lifetime.**

In much the same way, Hyundai, Daewoo, Samsung and LG have changed the way people look at Korea. Similarly, Nokia has changed the image of Brand Finland. Today, Chinese homegrown brands are changing the way people are looking at China. They are restoring the pride of the 'Made in China' label.

THE POWER OF HOMEGROWN BRANDS

Today, the success story of a brand can be summed up in a single line: "Made at home... sold in America." Simply put, if we nurture our own homegrown brands and make them strong enough to compete with the best internationally, then we win as a nation on the global scorecard. Strong homegrown brands have the power to stand their ground against global giants. Jollibee is the pride of Philippines. It has turned the world's number one QSR, McDonald's, into a small player, by commanding a 69% market share. Japanese brand Hello Kitty, has today become iconic. Geely, the Chinese car brand, is all set to capture back the Chinese market (one of the fastest growing car markets in the world) from foreign car makers. Uniqlo is today Japan's number one clothing brand and has left behind big global names like GAP.

The top list of billionaires features the names of five Indians. However, the list of top ten brands of the world does not feature a single Indian brand. Today, brands and their creators have the power to change the world. Look how Google, iPhone, Xerox, Kleenex et al, have influenced and changed the way we live and work. A nation's pride is its brands. Today, nations fight not in battlefields, but in the market place. And undoubtedly, those are strong brands and not rich individuals that help in winning this war. Those are strong brands that are a nation's identity and give it global entrepreneurs, with dedication and a fighting spirit. So, who needs billionaires?

Be a complete man, think beyond your business, think for the greater good, think for a bigger cause – much bigger than profits and let the world believe...

SANTA CLAUS IS FOR REAL

The world's richest are setting new benchmarks of 'giving'. It not only makes them a good Samaritan but also adds to their bottomlines. Meet the philanthrocapitalists...

On a trip to France, millionaire Jarvis Pendelton sees an 18- year-old school girl in an orphanage. He is mesmerised by her, and decides to sponsor her college education in England. However, there are two conditions attached to it. First, Jerusha (the girl) should never be told who her benefactor is and second, she must write him a letter every month, to which she should not expect any reply. Jerusha catches a glimpse of the shadow of Pendelton and jokingly calls him "Daddy Long-legs". After three years, he goes to visit her at a dance, not telling her who he is. They fall in love; but she is confused and knows not what to do. She turns to her only friend – Daddy Long Legs, for help and writes to him about her problem. As expected, after all twists and turns, she finally marries him and they live happily ever after. Pendelton was the secret benefactor of the very popular 1912 book (and movie too) Daddy Long-Legs, by an American writer Jean Webster. But in real life too, there are a whole lot of anonymous donors who have been trying to change society

and our world with their kindness and generosity.

He is about 76 years old, wears a \$15 watch, a pair of \$9 spectacles and dresses very simply (almost shabbily). There's nothing extraordinary about this man, except that he lavishes hundreds of millions of dollars on universities, hospitals and the likes, but won't allow even a small plaque identifying him as a donor. A lot of you reading this piece might have sometime or the other dropped into a Duty Free store at airports for some last minute shopping before catching a flight home. The man I am talking about is the one who started DFS (Duty Free Shoppers), and made pots of money. Well, that may not be noteworthy, as a lot of people have made a lot of money with ingenious ideas. However, what's awe-inspiring about this man is the fact that he gave it all away without letting anyone know about it. Chuck Feeney set up a foundation, and even declined to name it after him, and gave all his earnings to it. He called it 'The Atlantic Philanthropies' and registered it in Bermuda, just so that he could avoid US disclosure laws. The book titled *The Billionaire Who Wasn't: How Chuck Feeney Secretly Made and Gave Away a Fortune*, tells about this man's vision, mission and his greatness. He has instructed his board to pay out every penny of his foundation by 2016 so that when he dies, he knows that every penny he ever earned, had been put to good use.

THE NEW FACE OF GIVING

Chuck Feeney donated secretly, but today a whole lot of rich and powerful people are realising the power of giving. Capitalism is metamorphosing into a new form. It's now hip to be a philanthrocapitalist. If capitalism meant only the fittest could survive, then philanthrocapitalism makes the system work even in favour of the weak and the less-advantaged.

From the richest man in the world to the second richest – everybody is giving. Bill Gates, Warren Buffett, Jeff Skoll, Bill Clinton et al, are doing their bit to change the world and make it a happy place. Today, it's not good enough to just be a successful entrepreneur, you need to become a socially-conscious entrepreneur too, to be called completely successful. 'Giving' is not a new phenomena in the business world. In 1889 Andrew Carnegie



Warren Buffett and Bill Gates are living examples of how the ideology of philanthrocapitalism is fast gathering storm

wrote: “The man who dies thus rich dies disgraced.” Not surprising then, that the world’s two richest men – Bill Gates and Warren Buffett – have formed one of the biggest philanthropic foundations globally. **The Bill and Melinda Gates Foundation is worth 40 times the annual budget of the World Health Organisation.** It is so powerful and huge that The Economist dubbed this phenomena as ‘Billanthropy’. The man has changed the world’s perception and attitude towards giving. Warren Buffett had always been a wise and careful investor, and now after joining hands with Bill Gates, he has shown how to use business principles while doing philanthropy too! He says joining hands with Gates saved him the trouble of making sure his money was being used productively – Gates would ensure that for him. Buffett has handed out the task of managing his funds to managers. He has truly managed to turn philanthropy into a value investment.

THE BUSINESS OF GIVING

‘Giving’ is actually a good business strategy. When you give people the power to earn their livelihood, you actually increase the market size. After all, only when they earn do they buy and slowly the whole market size grows. Every time you give, you contribute toward creating new markets and increasing existing ones. According to Buffett, if you contribute toward (say) increasing life expectancies, it means you give people more time to increase their wealth and consume more! It’s finally simple common sense. Every businessman wants to increase his market share and this is one way of doing it. Slow yes, but sure!

Not just individuals, nations too need to give. In March 1997, a joint-poll by The Washington Post, Harvard University and Kaiser Family Foundation asked Americans which area did they think the government spent the highest in – medicare, military or social security? The response was most surprising. Over 64% believed that it was ‘foreign-aid’. They thought 20% of the budget went toward foreign-aid and America was the most generous nation. The truth is far more shocking. **The United States contributes a meager 0.16% of its Gross National Income and ranks second-to-last in giving (Italy being last).** No wonder someone correctly labelled

them as the world's-most-generous-misers. When you have the ability to give maximum, you should use it, for that gives you the ability to truly make a difference in today's world. For many rich entrepreneurs (and even others), retirement has now taken a new meaning. While working, they changed the business world and after retirement, they are changing the world as a whole. Bono, the singer with his 'RED' campaign, Bill Gates with his 'Creative Capitalism' are all doing their bit. George Kaiser's family fled from the Nazis in Germany and today his foundation helps fight child poverty and serves as a benefactor to over 5,000 Jewish people. Michael Dell started with \$1,000 at age 19, created a \$20 billion empire by 40 and gave away more than \$1.2 billion toward education and child development. J. K. Rowling has a yearly budget of £5.1 million to help children and single parent families. Oprah Winfrey donates \$50 million a year, to educate women and families; Paul Newman, the Hollywood actor with the most beautiful blue eyes, has donated over \$90 million to charity. Yes, people are giving. But each of us should give, for in simple business terms too, it's worth it and the old adage does ring true – when you give you receive satisfaction, recognition, reputation, goodwill and above all, in the long run, a bigger market!

GIVE BY CHOICE OR GET BY CHANCE OR SNATCH!

Sometime life does try to strike a balance. It creates a millionaire by chance. The 'Slumdog Millionaire' who through sheer luck becomes one (by winning the show Kaun Banega Crorepati) is the story of a young boy Jamal, living in the slums of Mumbai, who goes on to win the show and is about to become a crorepati. But then, he's suddenly suspected of cheating. What happens next? Well, you need to watch the film for that. But going by the response, the world sure loves a slumdog millionaire story, and even gave it an Oscar in the same way possibly they love the Robin Hood story, who steals from the rich & gives to the poor. Whether he is for real or just a

legend; whether someone will actually become a millionaire on TV or not, we don't know. But yes, if you don't give enough, a Robin Hood comes along. And when you give by choice, you do more good. Like this professional blackjack player in Las Vegas, who in August 2008, made an offer to help a family in financial need by using his gambling skills to win a fortune in a casino. You could register at robinhood702.com and hope you are selected or you could wait for someone like Larry Stewart, the millionaire who used to roam the streets in December giving money to people who needed and was often referred to as the Secret Santa Claus. Christmas comes every year and it's a season of giving. So give like all these people. Give for hope, for humanity and let our children believe that Santa Claus is really for real!

IN A NUTSHELL

Obsess could be your best virtue. It is what brand creators are made of. They obsess about their customer, his changing needs, his changing habits and his changing perceptions. Its more important now than ever before, because the customers of tomorrow are totally different. They are the 'millenials'. They look at things differently and if you want to reach out to them, you need to know what drives their purchase behaviour. This is the generation next. And ten years later even they will change. Marketers will have too keep up with those changes to be successful.

This time the customer is more aware than ever before, of the environment, of the planet and is ready to support and even pay more for a brand that helps him save the environment. So its time for business to go green & think seriously about the planet. Not just the planet, they need to think about their country. Today brands define a country & its time we too stopped thinking about profits and start building strong Indian brands which would be the pride of our nation.

Its also time we thought obsessively and passionately and selflessly about the society and the less-privileged and gave freely. The more you give, the more you will receive.

CHAPTER 5

Think of her as your mother.

She only wants what's best for you.
I need sleep. I need sleep. I need sleep. I need sleep. I need sleep.
Thinking just maternal instinct. It's the truth of the airport
Newfoundland in the industry.

Thinking I'm not just about you.
Service isn't all. It's not just about you. Service isn't all. It's not just about you.
And sometimes I'm not just about you. Service isn't all. It's not just about you.
I'm not just about you. Service isn't all. It's not just about you.
I'm not just about you. Service isn't all. It's not just about you.

It's the American Way
American Airlines



REINVENT IT!!!

Innovation is the key to long-term success. You need to be on your toes constantly. Reinvent your marketing strategies, your branding strategies, for the market place is changing... the customer is changing... technology is changing. Just being

**FIRST AIN'T GOOD ENOUGH and
THE FITTEST DON'T SURVIVE**

If there was one launch that the people world over had been waiting for with bated breath, it was that of the **iPhone**! It's been one of the most well planned launches in the history of marketing. By deliberately giving scant information about the product, they raised the excitement level to an

unprecedented high, with frenzied fans waiting endlessly just to catch a glimpse of the coveted product. Not surprisingly, iPhone created a record by selling 270,000 devices within just the first two days of its launch. Yet, analysts had predicted that the success run may not sustain. Competition has already begun to work frantically on phones that will look and sound like the iPhone and probably be cheaper too.

Conventional business wisdom says, being first in the market allows you

Being the first mover doesn't always ensure success. Hotmail, Amazon, eBay were not the first in their respective industries

to set standards. In addition, you can gain economies of scale, get the consumers hooked on to your brand and gain market leadership. But reality is not all that simple. If you thought **Hotmail** was the first company to offer free e-mail;

Amazon was the first to sell books online; **eBay** was the first auction site; or that **Starbucks** was the first to start a coffee shop, you could not be wrong. Instead **Juno** was the first to offer free e-mail; **Books.com** was the first online book store (launched in 1996) and **Peets** was the first to launch the concept of a coffee shop.

The brands mentioned above were first movers in the category, yet the world does not remember them. It's not enough to be the first.

FIRST MOVERS OR FIRST LOSERS

Bill Gates didn't develop the original DOS, he bought the programme from Seattle Computers Works for \$50,000. Bill Gates is more of a marketing genius than an innovator. It was his great understanding of the market that helped him keep a strong grasp on his market share.

After all, it was not **Microsoft Internet Explorer** that was the first web browser – it was **Mosaic**. You need to think fast, you need to adapt quickly to the changing consumer needs and you need to mould your brand constantly. **The one who is the fastest, will survive and win.** Intuit was faster than Microsoft and today it's beaten it at its own game. **Intuit's Quiken** beat **MicrosoftMoney**, its **QuickBooks** beat **MicrosoftProfit**

– and come to think of it, Intuit was the 47th mover in its category!

There's more. **Dell** was not the first to invent personal computers. It was a company called **Osborne**. Dell just showed the world a new and innovative way of marketing them and succeeded (Dell used direct marketing to sell its computers).

The automobile industry in the 50s and 60s was in an enviable position. However, during the 70s oil crisis, consumers demanded smaller fuel-efficient vehicles and only those who stood up and took notice reaped rich dividends. No wonder, Japanese automakers easily captured the US car market.

There is no guarantee of continued market dominance where technological innovation is possible. If you need to survive, you need to keep innovating and changing. **Scott Paper** thought it was the best in making paper towels and no one could touch it. Companies like **P&G** and **Kimberly Clark** came out with products that attacked Scott Paper and still the company refused to acknowledge that things were going wrong. The result: from being the most successful and commanding company in paper-based consumer products, the company went into total oblivion. It didn't take its competitors seriously.

On the other hand, Gillette didn't hesitate to develop **Mach 3** which would kill off its own razor Sensor Excel (a highly profitable product), because it had to keep up with the changing times. Cannibalising your own product is a tough call to take, but that's what survivors are made of – they don't fall in love with their old inventions, they move on.

It's not necessary to discover something new. You just need to be alert about the best practices and incorporate them. Overnight delivery was not a new concept but **FedEx** gave a whole new meaning to it. The **US Postal Service** is still reeling from that one. Similarly, **Matsushita** has always got a piggy ride on other firm's inventions (like Sony), rarely inventing anything new. It just identifies the winning products, makes them and markets them well. **"Shamelessly copy best practices," says Jack Welch.** That's innovation for you. Throughout its history, Japan excelled at finding the best



FedEx was not the originator of 'overnight delivery' but certainly has mastered it

appealed more to the consumers. Nokia leads the mobile phone market today.

So if you have not been the first mover or have not been able to invent something new, don't worry. **Gillette** didn't invent the safety razor, it was a company called **Star**! Gillette marketed it brilliantly. In fact, **iPhone** is not as good as the original called **IBM Simon** which was priced at \$899 back in 1992 and had most of the features found in today's smartphones. Its



Tiger Woods' association with Accenture was till 2003. One controversy, he was out

the world had to offer and then adapted and improved it. It is this that accounted for its stunning economic growth between 1945 and 1985.

Just being a pioneer is no big deal. Nearly 47% of all market pioneers fail. Chucks invented the disposable diapers, yet it is **Pampers (of P&G)** which is the leader. It was not Coke or Pepsi that invented the diet cola but a company called **Royal Crown Cola**. Ericsson was the first mover in the mobile market, but **Nokia** realised that it was design which

buttonless touch screen interface was better than iPhone's. Yet, the IBM Simon flopped.

History is proof that those are not necessarily the largest, strongest or fastest that survive, but the ones who are ready to adapt.

In the present scenario, it's not the fittest that survive. Instead,

that glory is reserved for the “adaptable”. if you adapt, you can ‘fit’ in any environment & survive. ‘Go on. Be a Tiger’, proclaimed the tagline of Accenture – said to be the largest consulting firm in the world with more than 223,000 employees and branches in 120 countries, with 96 of the Fortune Global 100 companies as its clients. The advertising campaign was seen as a perfect fit between the celebrity (Woods) and the client (Accenture). Tiger Woods was known world over for his strength, mastery, discipline and relentless focus on winning – much similar to Accenture and its business performance.

This was 2003. In 2009, the tagline took on a whole new meaning when the world came to know about Tiger Woods’ dalliances with porn

History is proof that it’s not the largest, strongest or fastest that survive, but the ones who are ready to adapt

stars. On the night of 13th December 2009, Accenture became the first company to drop Tiger Woods from its multimillion dollar endorsement deal. For a company that for years had built its whole advertising campaign around this one man – the move was a strong indicator of how Woods’ popularity had sunk. It also showed that Accenture knew the rules of the game well. It showed that it could change and adapt fast, with the changing times.

FALL – YOU WILL

The road to success is long and difficult, but if you are determined to succeed and if every part of your being longs for that, then there is no one who can stop you from succeeding. If you have the courage to follow your heart and know what you truly want to become, everything else becomes secondary and every step you take will bring you closer to success. However, with success come great responsibilities and with success also comes undisputed failure. **As Winston Churchill once said, “Success is not final, failure is not fatal, it is the courage to continue that counts.”** A truly successful

company or individual is one who knows how to manage his success and failures equally well. There is no law of nature that states that the most powerful will inevitably remain at the top. Almost everybody faces a fall. But then, success is what **Nelson Mandela said: “The greatest glory in living lies not in never falling, but in rising every time we fall.”** It is true for individuals, for corporations and even for kingdoms and empires.

Look at some of the greatest companies. Apart from their ‘greatness’ as a common denominator, they also have one more thing in common – each one of them has taken at least one tremendous fall at some point in time, but found a way to recover. Be it IBM, Disney, Boeing or Xerox, each of them has stumbled but has refused to give up. Each crisis has only taught them some new lessons in leadership.

Nelson Mandela said: “The greatest glory in living lies not in never falling, but in rising every time we fall.”

The reason for the fall may be different for different companies. As Leo Tolstoy very rightly quoted in his book *Anna Karenina*: “All

happy families are alike, each unhappy family is unhappy in its own way.” **Merck**, for example, faltered because it became obsessed with growth. It grew so fast that it was not able to find the right people to sustain this sudden spurt in growth. Much like the **Roman empire**, which once seemed invincible and indestructible under Julius Caesar. But, according to some historians, it was the empire's rapid growth that caused its eventual demise. Its colossal size made it near impossible to manage and protect.

IBM fell in the 1980s when its top leaders refused to accept that times were changing and new companies and products were slowly edging it out. It took a great leader like Louis Gerstner Jr. to pull the sinking company back into form. His book, ‘Who Says Elephants Can’t Dance?’ showed how when everyone suggested IBM be broken up, the man slowly infused life back into the behemoth and showed the world that even elephants are manageable!



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LOUIS VUITTON

Both in business and in nature, the law remains the same – it's not the strongest or the most intelligent of the species, but the most adaptable that survive. Madonna is one such example, who has constantly changed and survived

THE DINO BLUNDER

An old adage goes that it's all about the survival of the fittest. But when you look at dinosaurs, the adage is proved wrong. Fittest means in 'best physical shape', which is what the dinos were in. **But as in business, so in nature, it's not the strongest of the species that survives, nor the most intelligent, but rather the one most adaptable to change.** Survival is a choice, an option. You decide to adapt, you survive. **Madonna**, adapted and changed and today she still tops the charts. **Big B** changed from the 'angry young man' to Paa – and just look at the man today.

WHEN YOU DON'T THINK GLOBAL

This company's revenues are more than the GDP of at least 144 nations, and today, it's the world's largest company (in terms of revenues) – yes, you guessed it right, it's the retailing giant Walmart! It's an organisation that's been super successful in America. As someone once said, "If you want to reach the Christian population on Sunday, you do it from the church pulpit. If you want to reach them on Saturday, you do it from Walmart." There is hardly any American who has not shopped at least once in Walmart. That's the power and reach of this retailer.

Yet, when it comes to going global, this is one company that has committed some very costly mistakes, for it failed to understand the local culture.

In Mexico, Walmart started its stores and set up huge parking lots. Little did it realise that what was considered as a "facility" had no meaning for Mexicans



Walmart tried to export the American culture to China and that came out to be biggest failure

as most came to the outlets in buses. It entered China in 1997 and in spite of doing business in the country for more than 14 years, the company made its maiden profit only in 2008 – it definitely

has failed to understand the Chinese market. It tried to bulldoze its American styles into the Chinese market; a move that failed as expected. Selling golf balls in a low-income country like Mexico was as wrong as selling meat, neatly packaged in Styrofoam and cellophane to Chinese customers – a country where consumers prefer live fish in grocery stores and insist on killing them in front of their eyes. Packaged meat was looked upon as stale food and did not sell – despite delivering good quality at an appropriate price.

Walmart tried to export its American consumer culture to the world. Even its 'Everyday Low Prices' strategy failed and did not pass muster against the cultural preferences of consumers. No wonder it beat a hasty and costly retreat from Indonesia, South Korea and Germany. It's not always a good idea to retain your individuality and be rigid. It pays to be flexible and Walmart learnt it after incurring billion dollar losses. Today, the Walmart of China keeps live fish and turtles in its stores; it stacks up on diapers in the 'Year of the Monkey', which is considered a lucky year to bear children. It's slowly learning to woo the Chinese shoppers. If you really want to grow big, you not only need to expand but also need to have a global mind-set too.

If corporations want to survive, they need to change too. They need to adapt with changing times and not make the same blunder that the dinos made.

An interesting study by Aries De Geus reveals that the average Fortune 500 corporation survived for less than 50 years, while special corporations like Nokia survived for centuries. The difference was in the attitude, in the way they looked at success. For these hardy survivors, the sole purpose of an organization was not just to make money, but make a difference to the world they were living in; not to look after Wall Street, but after their people; not to just help their employees make money, but to make a 'life'. This was how they defined success and every time they failed, these were the thoughts that brought them back from the brink and helped them survive not just for a few years, but centuries. These corporations were **'living organizations'**.

Let us make a choice, let's redefine leadership and in the process, let's build 'living organisations' that would not perish with one failure but would rise

again and again and again. After all, we do know that survival is a choice and it is not always the fittest that survive...

CHANGING THE RULES OF THE GAME

It's everywhere. Look around – technology is changing, customers are changing, companies are changing, values are changing, so much so even the climate is changing. As John F. Kennedy said: "Change is law of life and those who look only to the past or present are certain to miss the future." Yes, change is everywhere.

General Motors (GM) is back. From bowing out in 2008 and moving towards a 2009 bankruptcy reorganisation, the company advertised in the Super Bowl, the most expensive event to advertise in, in February 2010. GM is now ready with its new ad campaign and a new tagline for the Cadillac which says, "The new standard for the world". From down-and-out to up-and-about! What a change!

Gadgets have changed. Just look at the iPad and see what it has done to business. Not just has Apple changed the computer business, but it has shown different companies in media, advertising, gaming sectors etc, how to do business better! If you thought iPads and iPods were the only ones that got thinner this year, think again. If you thought "limited-editions" were for designer clothes, watches, cars etc., think again. **Huggies** launched a limited-edition, denim-style diapers in May 2011. The new, thinner and fashionable jean diapers sent moms into a tizzy. Everyone wanted one for their tiny tot. Its tagline, 'The coolest you'll look pooping your pants' brought the smiles and laughs and big bucks too for the company. This change in design helped Huggies beat P&G and get back just about all the market share it had lost when P&G had launched Pampers Dry Max – P&G's biggest innovation in 25 years. P&G lost when Huggies changed.

Change is powerful! Keeping pace with it is the key. Earlier, social activism meant protest marches, and even giving up your life. Today, it's as

The 1958 Cadillac car speaks eloquently—in so many ways—of the man who sits at its wheel. Simply because it is a Cadillac, for instance. It indicates his high level of personal achievement. Because it is so beautiful and so majestic, it bespeaks his fine sense of taste. And because it is so economical to own and to operate, it testifies to his great practical wisdom. Why not visit your dealer tomorrow—and arrange to let a new Cadillac tell his wonderful story about you? In fact, the car's extraordinary reception has made it imperative that you place your order at an early date.

STANDARD MOTOR CAR DIVISION • GENERAL MOTORS CORPORATION
EAST LANSING, MICHIGAN • 1958 CATALOGUE



Cadillac...universal symbol of achievement



GM is now ready with its new ad campaign and a new tagline for the Cadillac which says, 'The new standard for the world'. From down-and-out to up-and-about! What a change!

simple as hitting the 'Like' button on Facebook!

Facebook in fact has changed the world. A recent survey showed how people have reduced the practice of sending emails and text messages. They now 'Facebook'! Hotmail is no more 'Hot'!

What's hot is **farming online**! While you were busy buying seeds, farm animals and body armour, a company racked in \$500 million almost entirely by selling virtual goods on its game sites like FarmVille! Talk of change – selling could not have changed more. **Zynga** is the company that has 240 million users playing FarmVille, Mafia Wars and now FrontierVille. Not surprising that in June 2010, Disney acquired Playdom for \$563 million plus \$200 million in incentives. It too wants to get into this new gaming business. Brands like MTV and Google are trying to grab this virtual land

Change is powerful! Keeping pace with it is the key. Earlier, social activism meant protest marches, and even giving up your life. Today, it's as simple as hitting the 'Like' button on Facebook!

too. For now, virtual goods are more powerful than the real ones! Those selling virtual goods are making more money than the ones who are slogging it out in the factories.

While Zynga promises to change the world too –

through games, by selling virtual social goods that have benefited earthquake victims, children in Haiti etc. – there is one game that people didn't like being changed. Early this year, when **Mattel** changed the rules of the game **Scrabble** for the first time in 62 years to allow proper nouns like 'Shakira' as playable words, a lot of serious players got offended. While change is important, it's important to know what not to change too!

WHY SOME THINGS SHOULD NOT CHANGE

There are some principles that are timeless! There are some "Core Values"



Mark Zuckerberg, Founder & CEO, Facebook has changed the world forever

that define you and give a meaning to things around. People and companies that have believed in not changing this have succeeded. At HP, their core value is “respect for individual”. Bill & Packard turned down big government contracts that would have forced them to adopt the “hire & fire” strategy. Disney changed, from cartoons to feature films, to videos, to Disneyland, but never forgot “wholesome entertainment for family” as its core value.

When you know what not to change, that's when you change best!

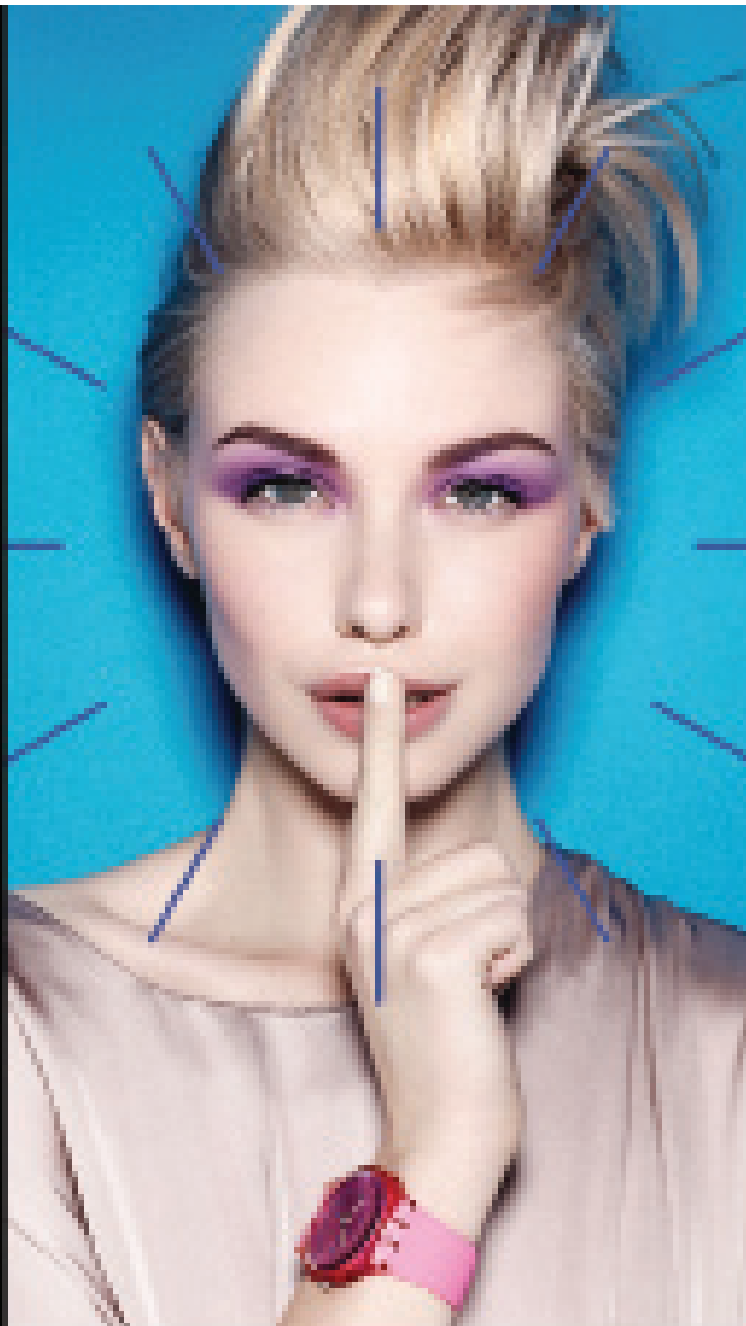
WHY SOME THINGS JUST HAVE TO CHANGE

Business once used to be all about finding and honing your competitive advantage. Today, it's about the ability to find your “next” advantage and reinvent, which is important. If you want to survive, you need to “create” your future moves. It's much similar to the way the high-jump event changed over the years at the Olympics. Earlier, all high-jumpers used the ‘scissors style’, similar to jumping hurdles, and for years people tried to further improve this technique. Then one day someone found a better way to jump higher. Instead of jumping as one would jump hurdles, you now launched

Business once used to be all about finding and honing your competitive advantage. Today, it's about the ability to find your ‘next’ advantage, which is important. If you want to survive, you need to ‘create’ your future moves

and landed on the same foot – the technique was called the ‘Western Roll’. For 25 years, athletes mastered this roll. Then in 1968, Dick Fosbury, a former gymnast broke the Olympics record by three inches when he discovered a totally new way of jumping and showed the world how creating new techniques could leave competition far behind. This new technique

became famous as the ‘Fosbury Flop’. While everyone was jumping with their feet first touching the ground, Fosbury landed on his head and



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swatch

While all low-priced watch manufacturers talked of functionality, in came Swatch and showed how low-price could be stylish and took away all the market share.

shoulders and jumped higher than 2.3 meters. A feat that would have been impossible to achieve with the older techniques!

Today, becoming the best is also not enough. Beating competition is not enough. You need to not just beat, but defeat competition in such a manner

Today, becoming the best is also not enough. Beating competition is not enough. You need to not just beat, but defeat competition in such a manner that they find it impossible to compete with you

that they find it impossible to compete with you. You need to reinvent and change the rules such that you stand totally apart. With a zillion similar brands popping up everywhere, you need to “change” to stand apart. As Kim and Mauborgne of Blue Ocean strategy said, **“By just beating competition, you**

remain in the ‘red-waters’, but when you create a new game, competition becomes irrelevant and you move to blue waters.”

When people did not want to buy entire CDs, iTunes gave them the option of buying a song, that too, very reasonably priced. While all low-priced watch manufacturers talked of functionality, in came Swatch and showed how low-price could be stylish and took away all the market share. While the world thought that music stores should sell, well, music, in came **Virgin** with its megastores which stocked CDs, videos, games, stereo and audio equipment and changed the rules. **Barnes & Noble** decided that a bookshop was not just meant to sell books, but help customers cherish the pleasures of reading. It added lounges, coffee bars etc, and changed the way bookshops of the future would look and the future of their balance sheets too! While most cosmetic companies played on the emotions of consumers and showed beautiful images, Body Shop talked facts. It talked about its ingredients and their benefits. Soon, natural cosmetics became a rage. All these companies changed the way business used to be done and created their own blue waters where competitors could not swim.

It's important to remember not to forget to change, especially when you are growing. Growth gives satisfaction and that's no good. As Katsuaki

Watanabe, the President of Toyota Motor Co. once said: “Everyone should be dissatisfied, with the present situation.” Don’t be satisfied with the status quo, even if you are the best. Don’t be afraid to change. Change is always good.

Even an issue like ‘climate change’ is good. In June 2010, Guyana’s President Bharrat Jagdeo said, “Climate change is good business for us,” thus embarrassing the UN, which in April that year had awarded him the ‘Champions of the Earth’ award! But perhaps he did have a point. Climate change has opened up a plethora of new businesses – from trading of carbon credits to green energy to alternative energy and many more...

Your success in life isn’t based on your ability to simply change. It is based on **your ability to change faster than your competition, customers and business.** Bollywood superstar **Shahrukh Khan** knows he can’t be the lover boy forever and therefore he too is trying to change his image by entering into the new genre of superhero based films with his magnum opus **RA.ONE.**

“Change” can change the rules of the game. Go ahead... Change something too!!!

The future of business is radically different from what you see today.

SPACE TO STREET DANCING: THE FUTURE OF BUSINESS!

His business plans go a little beyond – well, infinity, if one may put it that way. The vision of his company is to make us a multi-planetary civilization. Yes, we needn’t fear being stuck on Earth forever when some unforeseen tragedy strikes. For that, 39 year old Elon Musk and his company Space X, are inventing a reusable orbit-class rocket, which according to him, will be one of the most important inventions in history. He plans to take us to various planets and he may be successful, earlier than we think he can. However



Space travel, electric cars, solar power are some of the businesses of Elon Musk. These are going to be the businesses of the future too.

Wow! That's what dreamers are made of, those who dare to think beyond – in this case, way beyond the ordinary. Elon is also one entrepreneur who has his eyes set on the future. He has a car company. It's no ordinary car company but an electric

car company named Tesla. He also has a power firm; no ordinary power firm, but a solar power firm named Solar City. In the distant future, probably those are the businesses that will thrive, and survive.



LXD (Legion of Extraordinary Dancers) challenged Miley Cyrus to an online dance battle on YouTube. It got a million hits in a week

Street dancing just became the next big thing. A group of street dancers decided to show the world how beautiful this genre of dancing could be. When Miley Cyrus (then 15 years old) left a message with one of the

dancers that she loved their show Step Up 2, the group saw this as an opportunity. They didn't know her number, so they challenged her on YouTube to an online dance battle. Whoever thought that that would work, got it perfectly right. It worked like hell and the online battle got a million hits within a week. Soon, Lindsay Lohan, Diana Ross, Adam Sandler, all joined the battle and this group, LXD (The Legion of Extraordinary Dancers), became the biggest hit. It's now a web series broadcasted exclusively on Hulu. It's more popular than the regular dance shows on TV. LXD showed the world a new way of viewing art and making money. They have become so popular that from the Oscars to Bill Gates, everyone has seen them and loves them.

If you thought charity meant donating old books and clothes to the needy, think again. **Worldreader** is an organization that believes in putting a whole library in the hands of the needy. It's distributing Kindles (e-readers) to the children of the villages of Ghana in Africa. For now, they can get any book from anywhere in the world and even "listen" to it if they don't know how to read. The e-readers are not just opening up their minds, but are opening up a whole new world for these people. That's the charity of the future.

If you have an idea, you can change the rules, for in today's world, the rule



Zipcar found that 77% of the people in New York did not own cars. It started the car sharing business and beat Hertz in its own game

is – there are no rules. That's the future of business. Have you got your idea for the future?

FORGET ALL THAT YOU LEARNT! IT'S OUTDATED!

Traditionally, the companies that traded in oil were the making the maximum money and became the world's largest corporations. So you had companies like Exxon Mobil, Royal Dutch Shell, BP *et al* dominating the lists. They were soon joined by companies that used this oil to run their products. So those were the carmakers who started sharing space with them; and you saw companies like Toyota and General Motors join the group. However, the new trend is different today. The world's largest corporation is one that manufactures more or less nothing – forget thriving on natural resources. Today, the world's largest corporation is Walmart. From being a discount retailer chain to one that believes in selling energy-efficient bulbs (it sold 145 million of these in 15 months) to joining the Clinton Climate Initiative, **Walmart** knew that just giving discounts was not going to be enough. It had to show customers that it was progressive too. That and some quick global expansions validating that perspective have today made it No.1.

'Sharing' is the new business model. Share a car, a deal, clothes, DVDs, bags, anything and chances are you'll make it big

It was the leader in car-rentals and ruled the business. It was the undisputed front runner. Even its competitors acknowledged this. That's why, when **Avis** wanted to catch the attention of consumers, it did

what all others had done – acknowledged the leader. Hertz was the leader and Avis said so in its advertisement that read, "We are No.2, that's why we try harder." The advertisements shot Avis to fame, but little did they know that things would change soon for both Avis and Hertz. Here came a company that redefined the business. Its mission: "We are redefining the way people think about transportation." This company went beyond car rentals. Now, you could rent a car for even an hour and at very nominal rates. **Zipcar** found that 77% of Manhattan (New York) households didn't own a car and understood instantly that America was ready for a car-sharing company. Zipcar beat Hertz in its own game by reinventing the business

model itself. Today, Hertz is trying hard to cope up by introducing its own car-sharing business model 'Connect by Hertz' to get some share of the car-sharing segment. Zipcar is, however, cooler. Its members are called Zipsters. They are modern and believe in car-sharing more than in car-owning as the way to live. Everybody from students to businesses now hire a car of their choice, that too at rock-bottom rates. It's simple, fun and will help change the world for the better. It's the future of travelling. It's the business of the future.

DON'T FORGET WHAT MAMA TAUGHT YOU

Remember what mom told us as kids, "Sharing is caring." Today, that's the business model that's giving the maximum profits. The future of business is sharing, as Lisa Gansky very appropriately mentions in her new book *The Mesh*.

From a consumer's point of view, it's much easier to hire (share) than buy. If it were not so, **Netflix** (the iconic DVD rental company) would not have been so successful. **Bagborroworsteal.com** would not have been so popular; so much so that it even featured in the movie *Sex and the City*. Why buy when you can hire it at a fraction of the price? It's no more just music that people are sharing on the Internet.

ThredUp.com is an interesting website where you can send a box of clothes your child has outgrown and swap them for another box of clothes that fit your child. All you do is pay \$5 plus shipping charges every time you swap. A box-full of clothes for just \$5 is not a bad deal! Not bad at all, considering the company has already raised \$1.4 million, which brings its total funding to \$1.7 million. A startup couldn't have asked for more. It's already got 12,000 members, saved families an estimated \$195,000 in children's clothing, all in a year's time. That's what makes for a great business idea. Sharing saves money and makes money for you too.

"A great deal everyday" – that's what makes **Groupon** a company everybody is salivating for. Be it restaurants, bars, films, sports, there is a money-saving deal everyday that Groupon sends to its members via e-mail, Facebook or Twitter. It could even be a simple 50% off on a spa treatment. However, the

offer is valid if a certain number of people opt for it. So, if you find an interesting deal, you need to “share” it with your friends. If the required number of people don’t choose it, the offer expires. It’s crazily good and everybody loves to save money. The company started in 2008, and today boasts of revenues upwards of \$50 million a month. This August, it was valued at \$20 billion and plans to make its IPO debut soon. With 115 million subscribers, and presence in 43 countries, the business model has inspired hundreds of clones.

Everybody wants a share of the lucrative business idea, and everybody wants Groupon. In December 2010, Google attempted to takeover Groupon in a \$6 billion bid (which Groupon turned down). It was also rumoured that Yahoo! was willing to pay \$4 billion for the firm. This sure seems to be one of the best ways to ‘share & earn’.

Even its clone in India ***snapdeal.com*** is today listed among India’s most visited websites. Not bad for a company started 10-12 months ago.

“Sharing” is the new business model. Share a car, a deal, clothes, DVDs, bags, anything and chances are you’ll make it big. There’s an old saying, “You become successful by helping others become successful.” In this business too, you earn when you help others save by sharing.

THE FUTURE IS HERE, BE FUTURE READY

Technology is changing too and with it the rules of the game. New customers do not like being marketed to, they like being spoken to. So...

STOP MARKETING & START TALKING

Aircel seems to have flooded the markets with its red and blue hoardings and kiosks dotting the whole city. They plastered Delhi with Mahendra Singh Dhoni’s smiling face; they stole the front page of The Times of India and changed it to ‘Move on India’. On 21st March, apart from TOI, Aircel had literally hijacked all radio & TV channels with its advertisements. Many have



Aircel's main motive was to connect with the youth and it built features just for this age group. With M.S. Dhoni in it, the ads connected real well!

used such 'roadblock' and 'ambush' marketing techniques earlier, however this time, Aircel did something else too. The Apollo Group-promoted brand went and connected itself with the youth – and where else to go other than Facebook. Aircel launched a voice message application on Facebook, which allowed friends to leave voice messages for each other instead of just text messages. Within no time, Aircel got 190 users to sign up for its voice mail application. Social networking sites are turning out to be lucrative options, where marketers can focus on their target groups, and that too, at very cheap rates.

REINVENT THE MEDIA!

Facebook has become a place where every college kid now hangs out. Its stickiness has improved with users spending over 700 billion minutes per month on the site. Originally developed for college and university students, where you could log in only if you had a college email id, Facebook is available to anyone with an email address today. Now, there is an increase in the users of the 12-17 and 35+ demographic. As a result, these social networking sites are attracting a lot of marketers, especially those who want to target the youth, for it's the young who have typically more free time to

spend on a social networking site. So if you can do something interesting & creative, which catches the fancy of young minds, you can create a 'friendly buzz' about your brand; something imperative for a brand's survival and growth.

In Australia, when **Nestle** wanted to launch its new Kit Kat Chunky product targeted at teenage boys, it decided to not use any traditional media. According to its head of campaign marketing John Broome, five years ago, the advertising campaign would have included television, radio and outdoor; but today, things have changed. This time, the campaign includes a multi-player online game, online videos, mockumentaries (mock documentaries!!!) and a mobile component to the website. With teenage boys spending, on an average, 13 hours a week playing games online, this was the perfect way to reach them. The advantage – if they liked you, they would refer you to their friends, who would like you too – 'coz their friends told them so. Though overall, Nestle spends about 10% of its media budget on the Internet, this time, of the \$1 million kept aside for launching **Kit Kat Chunky**, it decided to spend 70% of the amount on the Internet. **Nano**, the latest offering from the Tatas to hit the Indian roads, broke new grounds in design, engineering and production processes. Now it's using innovative ways to market and promote this unique 'Rs.1 lakh' car. Unlike most small cars, Nano didn't initially advertise on TV. It instead focussed on online Nano games, Nano chat rooms, Nano pop-ups and even entered into a conversation with young users on Facebook, Orkut and blog spheres. Nano wanted to be synonymous with anything 'small, cute and brief' and it used the Internet to help build this buzz about its brand.

P&G, the world's biggest advertiser, created a page on MySpace called "Miss Irresistible" to help market its **Crest toothpaste**. This way, it could connect with its users, potential users and along the way, gather market research. According to Wall Street Journal, when the world's biggest advertiser turns towards a new medium, a whole lot of others are bound to follow.

If you want to market to the kids, you need to know where they live. When the giant US retailer **Target** wanted to promote its 'back to school'

merchandise, it decided to sponsor a page on Facebook. No advertising of merchandise here – just conversing with prospective customers and getting to know them. The page was given a theme of 'Dorm Survival Guide' where students were given advice on how to design their dorms, how to cook, how their furniture should match their personality – so there was a personality test too; and of course, it said how pillow cases, and comforters (available at Target too) could help make them more comfortable in their dorms. Initially, they included photos of dorms designed by designers, but you could upload your dorm pics too. It attracted more than 7,000 members, lots of photos, and lots of positive discussions about the brand. Target realised that on Facebook, you don't sell first – you talk first. So it kept all discounts, promotions et al away from its Facebook page – and it worked. The community liked it.

JPMorgan Chase decided to market its credit cards with the help of Facebook and not its own website. To market to young people, you need to like them, and behave like them. You need to be relevant to their lives. JPMorgan Chase's Facebook page gave advice to youngsters on how to use credit wisely, apart from earning points for joining Chase subgroups and more. **Burger King** created a page on MySpace and has more than 12,000 'friends', who can post comments and get to know of various deals and discounts.

If you thought these social networking sites are being used by companies to peddle their goods, you are wrong. From Microsoft to Goldman Sachs to Deloitte, everyone is leveraging social media, building their own alumni networks to encourage their old employees to join back. **Deloitte** found that 20% of its new recruitments consisted of 'boomerangs' – people who had worked with it earlier. In today's times, 'boomerangs' are a blessing. They know you, so it costs less to train them and they hit the ground running. Let's face it – it's difficult to stay away from Facebook and other such sites.

WHAT ARE YOU DOING NOW?

It seems like a mundane question – something you casually ask friends when you meet up – but it seems to have taken ‘netizens’ by storm. This community is always looking for something exciting and new. Today, it’s so very outdated to ‘blog’. For netizens, “It’s so 2004!” The new, fun and interesting buzz about the wires seems to be to ‘tweet’. Twitter.com seems to be the place where all the action is. With 200 million users generating the same number of tweets, it seems to be the best combination of SMS and blogging. It’s a simple concept – sounding ridiculous to many (especially the not-so-young!). It was made with the idea of letting your friends and followers know what you are doing now – but it’s catapulted into a rage for its over simplicity and convenience. You can tweet with your mobile or computer and know what your friends are doing at any moment!

At first, it sounds silly – why would anyone be interested in what you are doing? Think about it; when Dalai Lama ‘tweeted’, it took His Holiness just two days to garner more than 20,000 followers. People tweeted, “I’m sure HH will be as inquisitive about technology as he has been over the past 14 reincarnations.” Of course, it was soon discovered that his profile was a hoax and the same was temporarily suspended. Incidentally, ‘God’ and ‘Satan’ also have their accounts on Twitter. They are yet to be verified for authenticity, but marketers the world over are not leaving this interesting field to try their luck with increasing market share. After all, Barack Obama tweeted to encourage people to vote in the US election – and won!

Huge brands are using Twitter to get close to customers. For instance, Whole Foods Market asks its friends & followers what they like to read & watch and informs them of various events coming up. Samsung uses Twitter to provide updates on the latest company news. Southwest holds interesting discussions with its customers on Twitter; not necessarily related to travel. Comcast has put its service personnel’s photo on its Twitter account and offers you any help or support you require. Home Depot, too, uses Twitter to offer alternate customer support.

Twitter has a character limit of 140 – which is its best feature. Short, snappy



MICHAEL JACKSON

THE EXPERIENCE

The ultimate global brand... he kept reinventing till he could no more. Even after his death he sold a record number of his final album and remains on top of the Facebook follower adulation list!

and easy to follow is what makes Twitter work. So if your brand is not tweeting, you may be left out. Dell, Starbucks and many NGOs are all out there trying to find what their customers are doing right now, and how to engage them in a profitable conversation.

Google is feeling the heat and till it cannot buy up Twitter, it is using it to its best advantage. Now Google provides a service whereby marketers can send their five most recent Tweets across the AdSense network. Intuit is one of the first to experiment with it. It works like this – when you see the advertisement of Intuit's Turbo Tax, you click on it and you go to the Twitter page, not the company's official website. The idea is not to drive direct sales but to get people to “follow” Intuit. Once you befriend them, you can convert many into loyal customers.

Marketing is changing. Marketing is, after all, about communicating, and the way people are communicating with each other is changing. So rules of the game have to change. No one wants to be 'marketed' to nowadays. So if you really want to make a headway into new markets, you have got to stop marketing and start talking.

IN A NUTSHELL

There is no guarantee of continued market dominance. You need to be on your toes constantly reinventing your product, your market strategies, your business and even your means of communication.

Change to create a new game and make competition totally irrelevant. It will be your ability to change faster than competition that will determine your success. Be alert and look out for the next big idea. Be future ready, for the future will have totally different products and totally different ways of marketing & advertising them.

Reinvent, for you don't want to be left behind.

CHAPTER 6



**NAIL
IT!!!**

Just targeting and hitting the competition hard doesn't work in isolation. Once you have successfully targeted your consumer, you have to nail the message in the mind of the consumer with repeated hammering. You need to find a permanent place in the mind of the consumer. You need to have an idea, which is so powerful that it gets lodged in the mind of the consumer. An idea once nailed is rarely forgotten.

The entire process of marketing perhaps gets its biggest impetus from this process of nailing this message right!! So...

GO AHEAD! MAKE SOME NOISE

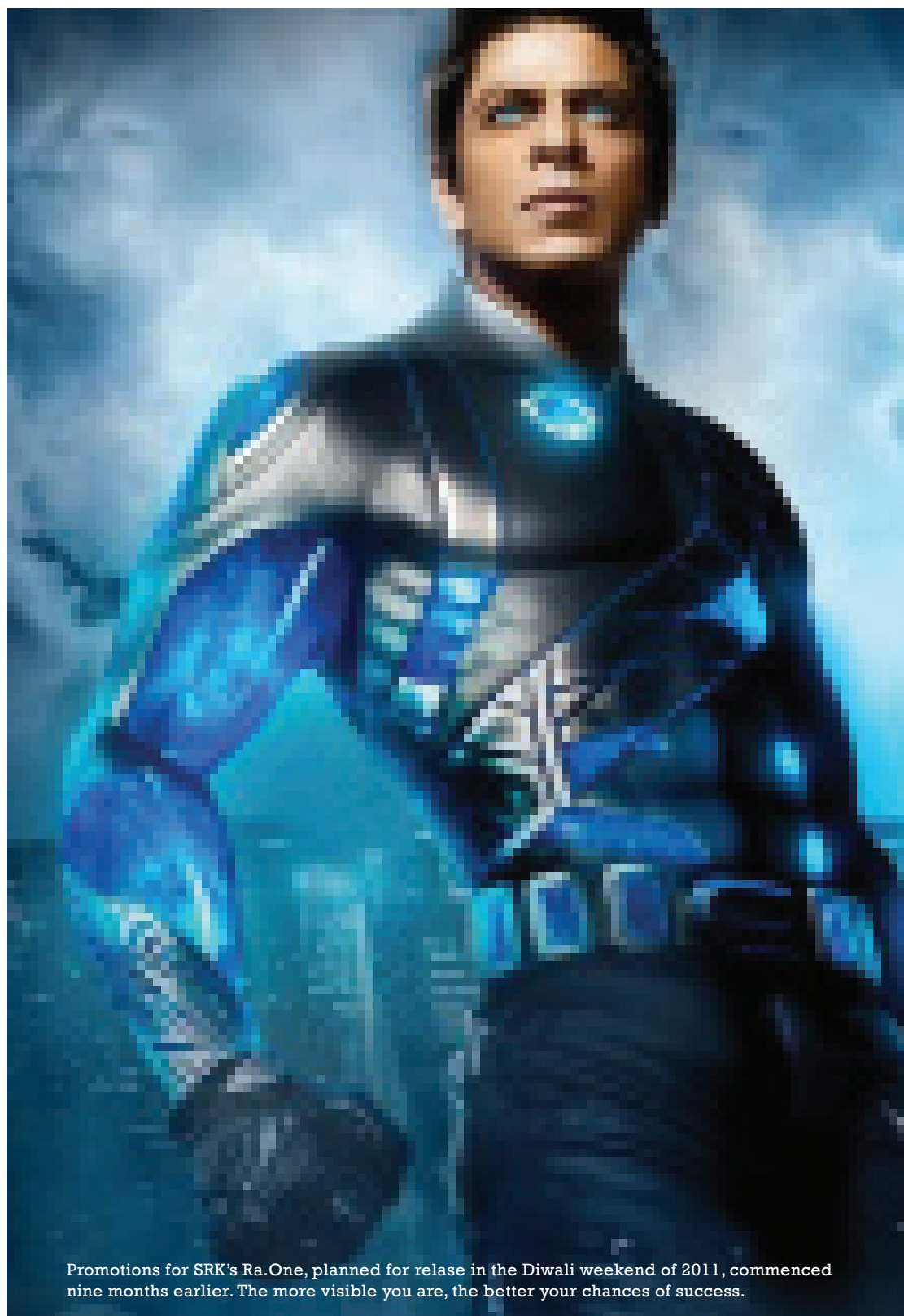
A question for you – which company kick-started the Fast Moving Consumer Goods (FMCG) industry in India? If your answer is Hindustan Unilever Limited (HUL), I would not blame you. Out of every ten television commercials, HUL accounts for more than half. No wonder, one tends to forget that Dabur was the company that introduced the concept of FMCG to India. During 1999, HUL (then Hindustan Lever Ltd.) spent Rs.7.15 billion on advertising, which was 600% higher than what Dabur, the next largest advertiser, had incurred. With thousands of new brands jostling with the old and existing brands for occupying the mindspace, we are in for a brand clutter. And the rule is sparkingly clear – Only the one who tells more (that is, spends more in marketing, advertising and promotion), sells more!

In 2006, **HCL** completed its 30 years and it realised that – forget the consumers – even its own recruits didn't know how much the company does. HCL is a dominant IT player; and yet, other players had become more visible than it. It was time for some serious brand building. The company decided to go on a high-decibel advertising spree, spending crores on brand building. As I said earlier – if you spend more, you sell more. Marketing

Just launching a great product is not enough; you need to tell the world about it repeatedly. According to a popular advertising theory, it takes a minimum of nine repetitions before the consumer actually considers your advertisement seriously

activities for Shahrukh Khan's Ra.One started almost an year back and ads rolled out on TV 9 months before the scheduled release on the Diwali weekend of 2011; nailing Ra.One in everybody's mind! **The more visible you are, the better your chances of success will be.**

It was highly debatable who was a better candidate for the Presidency of America. Was it Clinton with all her years of experience or Obama with his promise of bringing about change in the country, coupled with his youth & charisma. However, even in the race for the White House, the biggest factor responsible for the success of any political campaign strategy is 'Money'!



Promotions for SRK's Ra.One, planned for release in the Diwali weekend of 2011, commenced nine months earlier. The more visible you are, the better your chances of success.



Luxor has been the market leader for more than two decades now. Yet, if it stops advertising today, it could quickly fade away from the consumer's memory

That year, In the first week of April, for 8 days, Barack Obama spent an average of \$400,000 a day on TV ads, totalling to an ad spend of almost \$3 million. Hillary Clinton's campaign was still below \$1 million. As Obama continued to spend like crazy, his chances of winning Pennsylvania became certain and this 'ad crush' ensured his Democratic nomination and Hillary's ouster from the race. Obama was the one with deep pockets and that gave him the power to do more – to recruit more, travel more and most importantly, advertise more.

ONCE IS NOT ENOUGH

Luxor is one of the oldest brands in the country and also a market leader in the writing instruments segment. D. K. Jain, Chairman & President, Luxor says, "We have been the market leader for more than two decades; yet we feel the need for a new campaign, because many tend to forget domestic brands in the face of a host of multinational brands, which are now present in India." That's the key factor. **Public memory is very short-lived and you need to remind it constantly that you exist. Even top of the mind brands like Coca-Cola and Pepsi need to advertise constantly. The day they stop, they become susceptible to failure!**

Barista and Café Coffee Day are in for some serious "brand thinking". With international chains like UK's Costa already in and Starbucks gearing to come to India, our own domestic chains are getting cold feet. The biggest problem is that most chains still don't have enough of a national presence, and neither do they have enough margins for mass media advertising. They are now going to be pitted against competitors who are coming to India with big reputations and big marketing budgets.

The secret to success is 'sustenance'. You need to sustain your communication effort over the long term. Just launching a great product is not enough; you need to tell the world about it repeatedly. According to a popular advertising



Even Pepsi needs to consistently remind us every day that it exists – be it through a David Beckham or a Britney Spears!

theory, it takes a minimum of nine repetitions before the consumer actually considers your advertisement seriously and wonders if it amounts to anything. By the 13th time, he thinks what you are advertising is a good thing. By the 14th time that he sees the same ad, he remembers he wanted such a thing for a long time. By the 19th time, he counts his money carefully and by the 20th time that he sees the advertisement, he goes and buys the article.

Yes, a minimum of 20 repetitions is required before the first purchase.

What it is tantamount to is that in today's marketplace, the one who makes the maximum noise wins. Not just a good product, but a large budget is also required. Barista may be as good as Costa or Starbucks, but the one who advertises more will garner more market share.

LEARNING FROM THE MOVIES

Earlier, producers used to keep aside 10% of the making cost of a film for advertising. Times have changed drastically since then. These days, the major studios have annual advertising budgets that run from Twentieth Century Fox's \$185 million to Disney's \$300 million. Today, marketing a movie costs almost as much as making it.

In 1995, a movie that cost \$35 million to produce could cost \$30 million to advertise; the definition of advertising itself has changed. It's no more confined to newspapers, magazines or TV, but also includes T-shirts, caps, comic books, mugs and whatever you can think of. Every movie, mainstream or independent, big or small, needs as much hype as it can get, regardless of its quality.

A few years back, **SpiderMan-3** was released. Made on a budget of \$258 million (making it the most expensive film ever made) and backed by high voltage advertising, it muscled off a better; albeit smaller, less grander film London to Brighton out of theatres. Though the story of the latter was more gripping and the lead actress got nominated for many awards, the film, due to its low advertising budget, couldn't stand up to the might of the Hollywood biggie SpiderMan-3. Even in movies, the first week run shows a strong relationship between attendance (i.e. ticket sales) and advertising.



You can't make a \$258 million film and not go for a mega marketing blitz!

THE INVISIBLE FACTOR

Great advertising may not add new features to your product, but it makes it desirable by changing peoples' perception about it. It's the invisible hand that steadily builds the product.

However, many a time, especially when business is not good, our instinct demands that we cut down the advertising budget.

It's important to make your product visible in order to make it a success

Business cycles come & go and research has proved that those with the determination and courage to maintain and even increase their

advertising budgets, no matter what comes their way – recession or boom – are in fact the ones who, in the long run, reap a major sales advantage.

Continuous advertising sustains market leadership and it's common sense that maintaining your position is much better than recovering lost ground. So don't stop advertising when the going gets tough. Remember, during the Great Depression, it was Kellogg that had the guts to increase its spending; and till today, its market leadership remains strong. Harley Davidson, Nike & Starbucks are some very popular global brands. They have reached 'cult' status. If you analyse them carefully, you realise that the one thing that they never compromised on was advertising. In fact, such players never lose out on opportunities regardless of how expensive the proposition is! From Vodafone to Airtel, big Indian players would **rather go for the kill during a peak season of cricketing excitement** than any other time of the year. There's a theory that the more you advertise, the less effective your ads become. When you are new, you create an impact, but as you become familiar, your ads lose their punch. So you cannot have the same budget – **you have to increase it to reach out to the consumers; or else, the competitor will overshadow you.** No wonder, the very top brands have remained at the top because they have been backed by large, ever-increasing advertising budgets.



You have to advertise at the right time and advertising during a mega cricket show can be a very expensive proposition! However, these are the big opportunities to nail your message across and to make a greater impact! Imagine your ads coming during a big knock from Sachin Tendulkar!

Marketing & advertising are matters of great vision & commitment; as the marketplace gets cluttered, these become very expensive commitments and only those who have deep pockets will sustain.

A great product is necessary to make a mark but the one who advertises the most, the one who creates the maximum noise, wins in the long run. So go ahead and be fearless, and go out there with determination, for if you need to win in the market, you need to make some noise...

Be seen, be heard... be bold, be there...

'GET OUT, GET NOTICED'... YET AGAIN

If you need to be visible to be successful, then the same applies to your brand too. You need to make sure that your products are 'visible'. The moot question is how do you make your brand visible. Branding, after all, is a pivotal task for any company – some work out extensive advertising campaigns, while some use expensive celebrities to attract attention. Some others, however, take a different path.

The right kind of celebrity endorsement can save millions! Marilyn Monroe famously quoted, "What do I wear in bed? Why, Chanel No. 5, of course." Chanel got nailed in the minds of a generation forever!

In 2005, **Nestle** entered into a partnership with Coca-Cola. According to an agreement, Nestle could sell its Nescafé products through the world's largest beverage makers' vending machines and sales outlets. Suddenly Nestlé's products were more visible and as expected, Nescafé's market share as well as sales revenues increased drastically in a few months.

Coca-Cola, on the other hand, used McDonald's to increase its visibility. If McDonald's sells Pepsi Cola instead of Coca-Cola, it would not take long for Pepsi to defeat Coke!

Lenovo too knew it had to be 'visible' to be seen as a successful company by the world. It went ahead and bought IBM's PC business in 2005 and changed its image instantly. Now it was perceived as a 'global brand' as opposed to a Chinese brand – because it used IBM's distribution network to make itself visible and hence available world over.



Marilyn Monroe famously quoted, "What do I wear in bed? Why, Chanel No. 5, of course." Chanel got nailed in the minds of a generation forever!

When Coca-Cola abandoned its Indian operations in the 1970's, Ramesh and Prakash Chauhan decided to fill the void by launching **Thums Up**, with the punch line 'Happy days are here again'. People loved it and the company soon set its cash registers ringing. Ironically, it was the same Thums Up that Coca-Cola acquired for a meager \$60 million to get a one up on competition. Buying Thums Up also meant buying its distribution network and overnight, Coca-Cola was visible everywhere in India. Not just this, Coca-Cola worked hard on its supply chain to cater to India's vast rural market. It increased its 'visibility' like no other beverage company had done before and the strategy paid off. Today, rural markets account for almost 80% of new Coke drinkers and 30% of its total volumes.

This is a trick that Coke learnt from its senior – **Hindustan Unilever Limited** – which entered India years ago and had mastered the art of being visible. In 2002, Sanjeev Gupta, Coca-Cola's Deputy President said, "We want to be the Hindustan Lever Limited of the Indian beverage business." Look carefully and you realise that it's HUL's fantastic distribution network that has prevented any competitor from even coming close to this FMCG giant in terms of overall market share. Great distribution means great visibility and great sales. It helps in the process of nailing the brand name in the minds of the customers better!

In fact, it is distribution that helped **ITC Foods** make its maiden profits in 2009. From being the tiniest company of the multi-million dollar group that was losing close to Rs.60 crores annually, it has indeed come a long way. With brands like **Bingo** and **Sunfeast** in its portfolio, the company's revenues that year were projected at Rs.2,200 crores. It has indeed been ITC's tremendous reach (through its extensive distribution network) that has given ITC Foods its competitive advantage. Bingo's marketing plan included ITC Foods' distribution of more than 4,00,000 brand display racks at all points of sale. The strategy created such a powerful impact that competitor Frito-Lay also had to come out with its racks.

When **Acer** entered into a partnership with Ferrari, it started putting Ferrari logos on its laptops. This made Acer laptops stand out and increased not just their visibility but also their brand value. They began to be perceived

as highly as Ferrari cars.

Yes, advertising gives a brand its visibility. But don't forget the powerful impact of distribution and partnership strategies. If you really want to overpower competition; along with aggressive advertising, also work aggressively work on being visible. The more you are seen, the more you will sell.

GET OUT – GET NOTICED... NOT JUST IN BUSINESS

If you want your career to go places – you need to have a similar approach. You need to market yourself. You must be your own best advocate – otherwise your hard work may actually go totally unnoticed. The more visible you are, the more likely that you will be remembered – especially during the time of a raise or a promotion. A recent study found that one of the reasons why women were not occupying more high level positions was that they did not understand the art-of-self-promotion. So sit up, and find ways to become visible, to make your brand visible. If you want to win, you need to get out – and get noticed!

The noisy, the aggressive, the strong hearted win !

However one cannot deny the advantage of...

BIG BUCKS

Want to break through the growing clutter of TV ads? Don't just make ads; make larger than life ad films and spend the big bucks!

Nicole Kidman is running gazelle-like, being pursued by paparazzi in a cityscape lined with billboards bearing her image. She ducks into a taxi to escape and orders the driver to drive. Little does she realize that a sultry Brazilian is seated beside her. Kidman escapes with him. He does not know who she is. She claims to be a dancer. After four days of a fairy tale-like life, she realizes she can't escape from reality and needs to go back. And so she does, leaving the Brazilian wistful, remembering only 'her kiss, her smile, her perfume.' The film finishes with a one minute rolling of credits.



A 180-second ad film of Chanel's No.5 perfume featuring Nicole Kidman cost £18 million

This film cost £18 million to produce. Its not a feature film... but a 180 seconds advert for Chanel's No.5 perfume. It's the very same perfume, which was made famous by Marilyn Monroe when she claimed that all she wore to bed was **Chanel No.5**. Today, however, with Britney's perfume being the fastest selling one, Chanel No.5 is considered to be a scent you buy in the airport for your grandma for her birthday. Chanel needed a face lift and Nicole Kidman loved the concept, for the ad showcased her as the 'most famous woman in the world.'

Is this the future of ad films? Many say yes. **According to a survey done by TiVo about the TV commercials that get fast-forwarded the least, the ones with special effects featured a lot on this list, especially the ads of movies with special effects.** No wonder then, ad films are getting slicker, more technically superior – and they are costing a lot.

If you need to keep the fingers of the viewers off the remote, you need to do a whole lot of interesting stuff. You can't just make a good ad film. You need to make one, which gets talked about and which people enjoy watching.

Way back in the early 1990's, **Lehar Pepsi** was launched in India. The ad featured Remo Fernandes and Juhi Chawla. It was a hit and became a much talked about ad, for this was the first of the Indian ads, which touched the Rs.1 crore mark! Today, Rs.1 crore has become commonplace. Be it Happydent, Thums Up, Mahindra Scorpio, Fevicol, Pepsi Gold and a whole lot of advertisements that were shown in 2006 – all cost about Rs.1 crore. If you want to be noticed, you need to spend Rs.1 crore minimum.



The line of difference between ad films and feature films is thinning. Lux soap commercials have involved top actresses over the years. Even Shahrukh Khan featured in one of them!

AD FILMS OR FEATURE FILMS?

Today, the line of difference between ad films and feature films is thinning. More and more actors are replacing models in the ad films. More and more film directors are becoming ad film makers. Of course, the budgets are sky-rocketing – some times getting even bigger than the budgets of the feature films. In fact, with so much moolah involved in ad films, more & more feature film companies have started making ad films to earn quick bucks.

Yash Raj Films now has a Yash Raj Ad cell, which wrapped up 20 commercials for Dabur Chyawanprash & Hajmola with Amitabh Bachchan.

There is so much of advertising & so much of clutter. The easiest way to break through is by using a celebrity & feature film makers have the easiest access to them. No wonder **Videocon** went to Santosh Sivan when they featured Shahrukh Khan in their ads. This is not a new trend; back in the 1960's, B. R. Chopra did the **Lux** soap ads, for it required film actresses.

One of the most expensive TV ads was of **Apple Macintosh**. It, too, was created by Ridley Scott, who directed movies like Gladiators, Hannibal, Blade Runner, Alien, et al. After all, a feature film's fate is decided every Friday, while ad films – if good – have a much larger life.

COST CONSIDERATION

You need people to notice your ad – you need to spend. When it **comes to creating an impact, no one is doing cost calculations today**. Brands

are ready to go all out just so that you give them a second glance. **ICICI** didn't hesitate to pay Big B Rs.10 crore, so that he could endorse their product. **Coke** and **Pepsi** for years have been using celebrities to keep their products on top. Other brands are learning this trick too.

To stay on top, you need very aggressive advertising. Ask Maruti, which lost some of its gloss and a virtual monopoly in the small car segment as other players entered the market.

Take the white goods market of refrigerators, washing machines, et al. With so many players in the market, if they don't market & advertise aggressively, there would be a huge inventory pile up. No wonder companies like Samsung, LG, Phillips – all popular brand names – still advertise so heavily. Cost is no concern here. They would do almost anything to stand out.

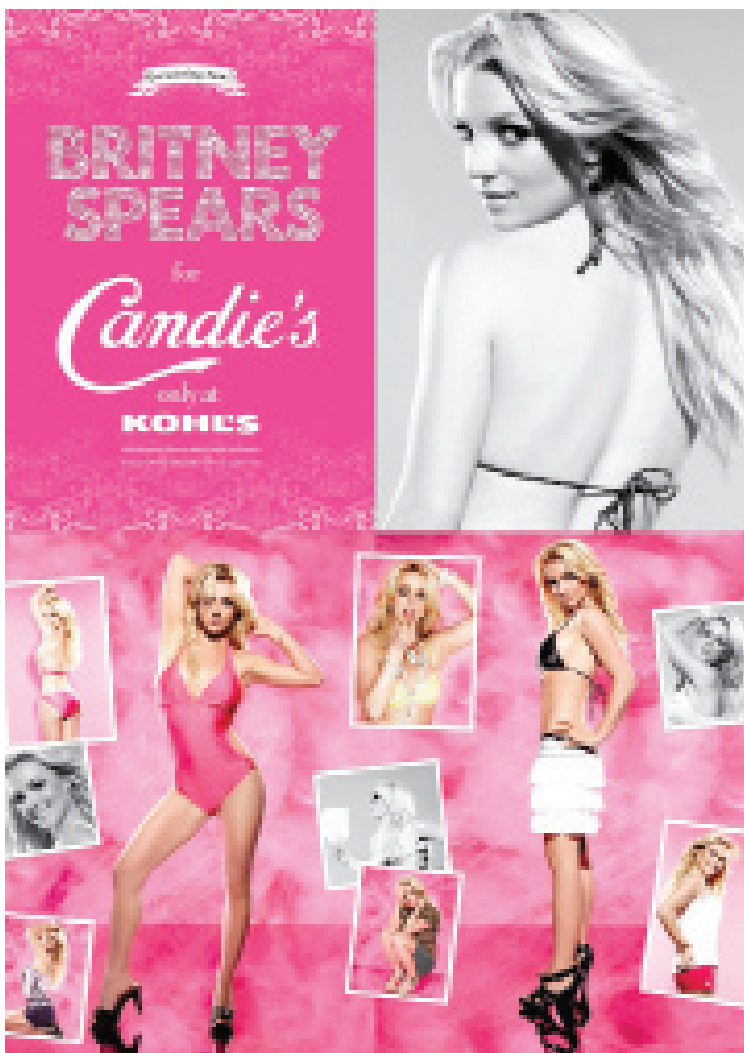
CELEBRITIES AND BRAND WARS

Yes, celebrities today are fighting it out for the brands. If Dena Bank roped in Juhi Chawla, then Bank of Rajasthan got the dream girl Hema Malini. Dabur, such a popular, old and trusted brand name of India, required Amitabh to help Chyawanprash fight aggressive players like Himalaya, Zandu et al.

Back in 2002, Pepsi agreed to pay the then pop princess Britney Spears \$8 millions for two ads. Popular faces are helping to make brands become popular too – even if it costs the moon. Yes, celebrities do clearly help in nailing the point home better!

WAR WITH TIVO

Some years back, Nokia and Pepsi tied up with a leading television producer to make a unique show with no commercials. Instead, they said, the advertising message would be incorporated into the show. It shows how advertisers are getting anxious about the rise of personal video recorders like TiVo, which make it easy for viewers to skip commercials. As TV set manufacturers and cable companies are increasingly building such recorders directly into their equipment, advertisers are forced to find ways to place their ads in such a way that they don't get forwarded. As in the above example, Pepsi & Nokia are ready to shell out \$1 million an hour to showcase



In the year 2002, PepsiCo paid a whopping \$8 million to Britney Spears for just 2 ads

their products/brand names on the TV show.

The Super Bowl's allure has increased – thanks to TiVo. This is because Super Bowl is live and least affected by TiVo. It would be one of the few shows, which millions of Americans would watch without zipping through commercials. A 30 second spot could cost anywhere around \$2.6 million! Nevertheless, companies are ready to pay. They would get a chance to show their best and most finely made ads – for people would actually be watching the ads for once. Those who would record the Super Bowl using TiVo would do so to forward the game & watch the ads at leisure.

Technology has made it a whole new world for advertisers. You need to

create ads that are entertaining enough to get people to stop fast-forwarding. As Steve Pacheco of FedEx put it very correctly, “The ads now need to be designed knowing that they might be watched more closely, more than once and on different platforms. The ad now needs to stand up to being seen live, played back on a DVR, viewed over the web or even downloaded on an iPod.”

You need to make sure that you give nothing but the best. Your ad needs to work harder and smarter now. It should not only deliver the message in a few seconds, but should be visually alluring too. Advertising is not just about creativity, it's also about big bucks.

FAR FROM REALITY

We associate certain images, certain feelings with certain messages and pictures! If the match is perfect, the brand gets nailed faster. And once nailed, it can make consumers behave irrationally too! A recent study was done on children aged between three and five. Each child was given two samples of food, one in McDonald's packaging and one in plain wrapping. The children found the food in McDonald's packaging up to six times more appetising than the one in plain packaging. The fact was that other than packaging, both samples were identical!

In another incident, a survey was conducted and respondents were asked to recall a particular brand. Almost all could remember the brand and most of them claimed that they even saw the product being advertised on television. The company was confused, as they had never advertised on television! In a yet another survey, the number of people who recalled seeing a particular ad in a prestigious publication exceeded its readership. Why do such things happen? The simple answer is – certain brands remain at the top of your mind and you think you saw them in places where they didn't exist. As for the McDonald's experiment, the image of McDonald's is so well nailed in the consumer psyche that anything in its packaging is perceived as tasty and better than other competitors.

As marketers, we have important lessons to learn from these outcomes. **The consumer sees your products, judges it and analyses it completely differently from the way marketers look at the brand and their strategies.**

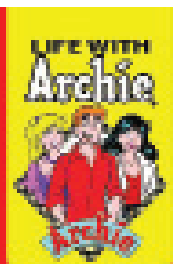
During food poisoning, diarrhoea et al, the doctor might advice you to consume Limca in small sips to replace body salt... the reality is that it is just another carbonated beverage. Sprite, 7 Up & Canada Dry will never be able to figure out why people preferred Limca over their product when all were identical.

Pepsi encountered the same confusion when in 1970s, it did a blind taste test. People were asked to choose which one they preferred, Coke or Pepsi (without showing the brand names). Most could not differentiate between Coke & Pepsi, and those who could, said that they thought Pepsi tasted better. Yet, when they were actually shown the brand names, 3 out of 4 preferred Coke.

We associate certain images, certain feelings with certain brands. If it's Archies, it's got to be fun and flirtatious. If it's Bond, its got to be action – it can't be romantic and mushy-mushy. So then is it true that **how we choose a particular brand, curiously, has nothing to do with conscious preference – rather it's about the subconscious?** Probably yes. Consumers have their own set of perceptions that successful marketers need to understand. Consider this: sachets costs more than regular sizes in terms of 'per ml' cost. Yet across the spectrum, consumers have readily paid a premium for these sachets, without even realising it.

Many a times, it's the popularity of a particular brand that gives it the real edge. In a survey carried out by Young & Rubicon, it was found that brands such as Kodak, Maruti, Pepsi, Amul and Raymond were topmost in consumer minds in terms of 'brand esteem'. The fact was that most of their opinions were based on popularity rather than the quality judgment of the brand.

Brand perception influences purchase decisions and advertising plays a very powerful role in building that perception. No wonder FMCG majors opt for high decibel advertising to reinforce the notion of



FIRST THE WEDDING NOW...

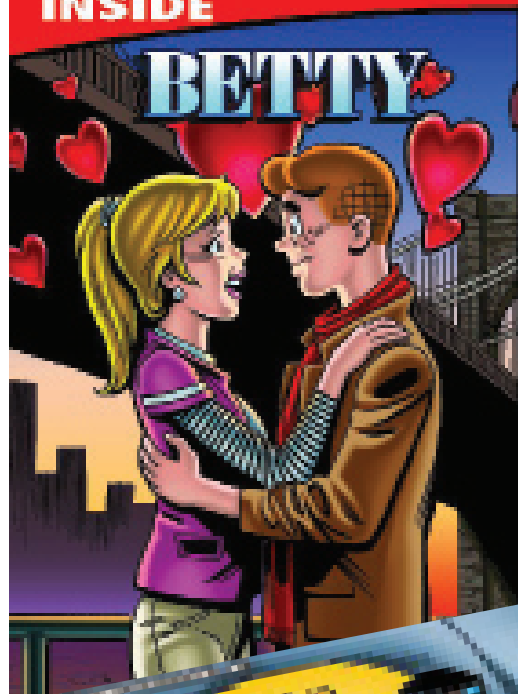
LIFE WITH Archie

THE MARRIED LIFE



FREE
PULLOUT
POSTERS
INSIDE

TWO NEW
STORIES •
TWO NEW
DESTINIES



Perceptions matter. If
its Archies, it's got to be
fun and flirtatious!

perceived superiority – and it seems to work. According to ORG-MARG, branded goods comprise of 65% of sales even in villages. In a nutshell, whatever the market (big or small, developed or not, rural or urban) if your brand is visible, it is assumed to be of a superior quality and is bought more than the competitor's brand.

NAILING THE MESSAGE OR MISMANAGING PERCEPTIONS?

Fire extinguishers were considered to be an industrial product till 'Real Value' launched its handheld portable fire extinguishers for the masses. Man's primordial 'fear of fire' was used brilliantly in the ads to make people go out and buy one.

Medimix in the 1960s was perceived as a medicated soap to stop itchiness and the salesman was dubbed as the 'itch-soap-man'. Today, it's one of the top 10 toilet soap brands in the country. Through continuous promotions & indirect advertising in Tamil films, the brand changed its image from a itch-soap to a beauty soap. This is very similar to what Lifebuoy has managed to accomplish. Launched as a soap which kills germs, the soap today competes with the top beauty soaps of India! It revamped its advertising totally and changed consumers perceptions about it.

In a survey, the respondents were asked to associate Bollywood superstar Amitabh Bachchan with any paint. About 80% associated him with Asian Paints. The reality was that he was endorsing Nerolac, whose biggest competitor was Asian Paints! In effect, people's perceptions can cause your marketing and advertising strategy to backfire. Years ago, when people were asked which brand of suiting Nawab Pataudi endorses, most said Raymond, when he actually endorsed Grasim! In fact, a lot of consumers cannot differentiate between Graviera, Gwalior and Grasim. Most perceive them as similar.

Just great advertisements are not enough to sell a brand. You need to find out how your brand looks from the customer's point of view or else all your advertising would be a waste of money. Anil Ambani realised that people viewed his brand as not very emotive, approachable or youthful; and hardly anyone remembered its punch line 'Growth is Life'. To get back into the

grove and connect better with its consumers, the company changed its colour coding to red & blue and the punch line to 'Think Bigger' in 2006. When people thought 'cheap air tickets', the first name 'nailed' in their minds was Air Deccan. Its 'Re. 1 ticket' campaign had created a deep impression in the mind of the consumers. Air Deccan began to be perceived as the 'Re.1' airline.

CONTROVERSIAL ADS NEED NOT ALWAYS MEAN HIGH SALES!

Another form of mismanaging perceptions is trying to create controversial



Two outrageous ads – one of them hurt sentiments by showing a nun and a priest trying to make love, while the other garnered positive attention due to its lightheartedness!!



This is perhaps the worst example of controversial advertising in the history of advertising

ads just for the effect. It can very often backfire, specially in today's time of the internet, where there are hounds waiting to attack you at your first mistake! If you want to be noticed and create something outrageous, it'd better be humorous and lighthearted!

"The best of products and marketing campaigns may fall flat when it comes to the customer. And this may be despite the best of market research backing them. But a marketer who understands the customer's mind can utilise the 4Ps strategy in a more optimal manner; leading to stupendous results."

SOME THINGS NEGATE CHANGE

Foreign banks may cry hoarse explaining the benefits of banking with them, but somehow Indian consumers trust public sector banks more. SBI dominates the mind space of most. It's a fact – only the very rich in India actually choose their bank – the rest generally walk into the nearest branch! The 'sting' in Dettol

ensured that consumers picked it up as compared to Savlon for they felt that it killed germs better. Safi with its bitter taste works miraculously to sustain the belief that it purifies blood. **Some things just don't change.**

However, sustained advertising sometimes helps, as it did for a whole lot of brands. People initially rejected Zero B's water purifier. It was too small to be effective.

Kellogs (through its ads) changed the perceptions of it being expensive and not filling and nutritious enough as compared to traditional Indian breakfast dishes.

Bottled water is big business in Europe. However, BBC concluded after a survey that people were actually buying the bottle – the image – not the water. According to experts, there was hardly any difference between tap and bottled water. Yet, most consumers felt that bottled water tastes clean! When Maggie was launched in India, housewives refused to accept that a nutritious meal could be prepared in just two minutes. Today Indians consume the maximum Maggie noodles in the world.

Success is more the art of managing consumer perceptions well. After all, many times, what they think is – far from reality!

The best of products and marketing campaigns may fall flat when it comes to the customer. And this may be despite the best of market research backing them. But a marketer who understands the customer's mind can utilise the 4Ps strategy in a more optimal manner by knowing how to nail the brand name into the consumer's DNA; leading to stupendous results.



When BA abandoned the flag design from its planes, many saw it as unpatriotic. Virgin quickly painted the flag on its planes and used BA's old slogan, 'Fly the Flag' to cash in

MARKETING GOES BEYOND

Today new launches are making the market place more interesting and competitive. Palm launched its glitzy mobile phone 'Pre' making Apple really shaky and nervous, and also wanting to sue Palm for copying the iPhone touchscreen. Microsoft has launched, rather relaunched its internet search engine with a new name Bing – planning to take Google headlong in the battle of the 'searches'. Yes, this time – innovation seems to be the key to survival. But will plain innovation be enough to make a product survive?

DID ANYONE MENTION PRODUCT?

A whole lot of new and interesting products are being launched in these times. In 2005, more than 1,56,000 new products were launched, which boils down to a new product being released every 3 to 4 minutes. Yet, when it comes to remembering brand names, we remember only some and use even fewer ones. The rest all disappear sooner or later. **Almost 80% of all the products launched fail.** Many a times, they are not necessarily bad – it's just that something fails to click in the minds of the consumers. Gone are the days when just offering a product of great quality was sufficient to ensure its success. It is the 'image' that conjures up in the minds of the consumers, which is most important today. We call this image – a 'Brand'.

Back in 1996, British Airways went through an expensive re-branding exercise. In a bid to get a new look, the company changed the tail-fin design of its planes. Instead of sporting the colours of its National Flag, the Company started using different images – to make the airlines look more international. The British hated it. They wanted Britain's flagship airline to look more British. Richard Branson didn't miss the opportunity. He sensed the dissatisfaction of the people and immediately painted Union Jacks on Virgin's aircrafts with the slogan – 'Fly the Flag'. BA was forced to return to its old design – if it wanted to stay in business.

A supermarket operator one day realized that his cheese was not selling well. He put out the cheese and invited customers to cut off slivers – as free samples. He sold one thousand pounds of cheese in a few hours.

In today's world, marketing is 'perception building'. You need to understand why people reach out for a product. Those who have used a Nokia phone would rarely switch to a Sony Ericsson. Not because the latter is bad but because they are so used to the way Nokia phones function.

As a marketer, your primary job today is not to look at what your product has to offer but rather what is it that will motivate your target audience to buy your product.

NAIL IT WITH THE RIGHT STORY?

Great brands always have a great story to tell. There is no better way to nail a message across than with a great story!! Let's hear some stories before



Brands that tell interesting stories are never forgotten. The story of Levi's started with a rivet

you figure out what's your story!

It started with a rivet. Born in Germany, this man migrated to US, settled in San Francisco and became a trader. Jacob Davis, a tailor, started buying cloth from him to stitch pants. One of his customers kept ripping his pockets on his pants & Jacob had a tough time repairing it time & again, till he came upon the idea of putting copper rivets at the stress points on the pocket corner. His 'riveted work pants' very quickly became a craze. Worried that someone would steal his idea, he called on his friend, the trader. Together they patented his invention. **For twenty years, Jacob and his friend Levi were the only company allowed to make riveted work pants. This is how the story of Levis 'jeans' started – with a rivet.**

In today's world too, it's 'riveting' stories that bring success. Every time you look at a Levis jeans, you remember the rivet story. Good stories stick on and make the brand name stick on too.

STORIES DON'T JUST SAVE LIVES

It is a good story & not a big budget that is required to win over customers & market share. Look at great brands, and you are bound to find an interesting story

There was a woman named Scheherazade who was one of the many slaves of the Sultan. The Sultan was known for beheading anyone who displeased him. The intelligent woman found a unique way to save her life... every night, she told him a story, but would stop

at the most exciting part and make the Sultan wait until the next evening to hear the end. For 1001 nights, she did this. It impressed the king so much that he not only granted her life, but also married her.

A great story is what is responsible for the survival of great brands too. We all love stories. We love to listen to them, narrate them & we all love great story tellers. Great stories never die – look at the Mahabharata and the Ramayana. Similarly, great brands built on great stories live on. 'Intel Inside' is one of the shortest, yet one of the most successful stories ever told. Not



Each Zoozoo advertisement of Vodafone tells a short funny story and never fails to capture our attention. If you can tell a story in 60 seconds, you can build a great brand

many know or understand the benefit of an Intel processor in their computer, yet it's these two words that make them feel confident that they have made the right choice. **According to some thinkers, what really turns a product into a 'brand' is intelligently targeted 'PR' (Public Relations).** You need to let out an interesting story to the media, for people to notice you. Later on, advertising can be used to sustain the brand & survive. One company that used it the best to its advantage was the UK-based 'Innocent' brand of smoothies. There was a 'story' woven into every 'P' of marketing, right from the name – well chosen, to represent that everything in the bottle was 'fresh and unadulterated' – to the packaging. Short on budget, they launched the drink from a stall put up in a little music festival in London. On top of their stall, they put up a sign, which read thus: **"Do you think we should give up our jobs to make these smoothies?"**, and put two bins labelled 'Yes' & 'No'. If you liked the smoothies, you had to put the empty bottles in the 'Yes' bin. At the end of the weekend, the 'Yes' bin was full. **The two friends resigned from their jobs, and Innocent was born.**

Not just the brand name, even the logo & the packaging was designed in such a manner as to tell the story of their company's philosophy. Their aim was to design the packaging so that it told a three word story i.e. the contents are 'home-made, natural and posh.' This helped them differentiate from the hundreds of 'fresh juice' brands crowding the marketplace. The space behind the logo on the bottle was used to put down a 'banana phone' number where you could call and let the company know what you thought about smoothies. You could even mail them. The unique way of telling the story via the packaging caught the fancy of consumers & shook up the beverage market. The company showed that it was a good story & not a big budget that was required to win over customers & market share. Look at great brands, and you are bound to find an interesting story. Coca-Cola has the story of its secret formula locked up in its headquarters in Atlanta.

KFC has stories of its 11 secret spices that make its chicken so 'finger lickin' good'. It's not because Harley Davidson is the best bike in the world that people are ready to wait for months to get their dream machine and willing to pay a premium for it. When they buy a Harley, they buy a little bit of its heritage, its history too! What's history but a great story told down the generations, which gives the brands that enigma, that power to stand out.

STORIES DON'T JUST BUILD MARKET SHARE

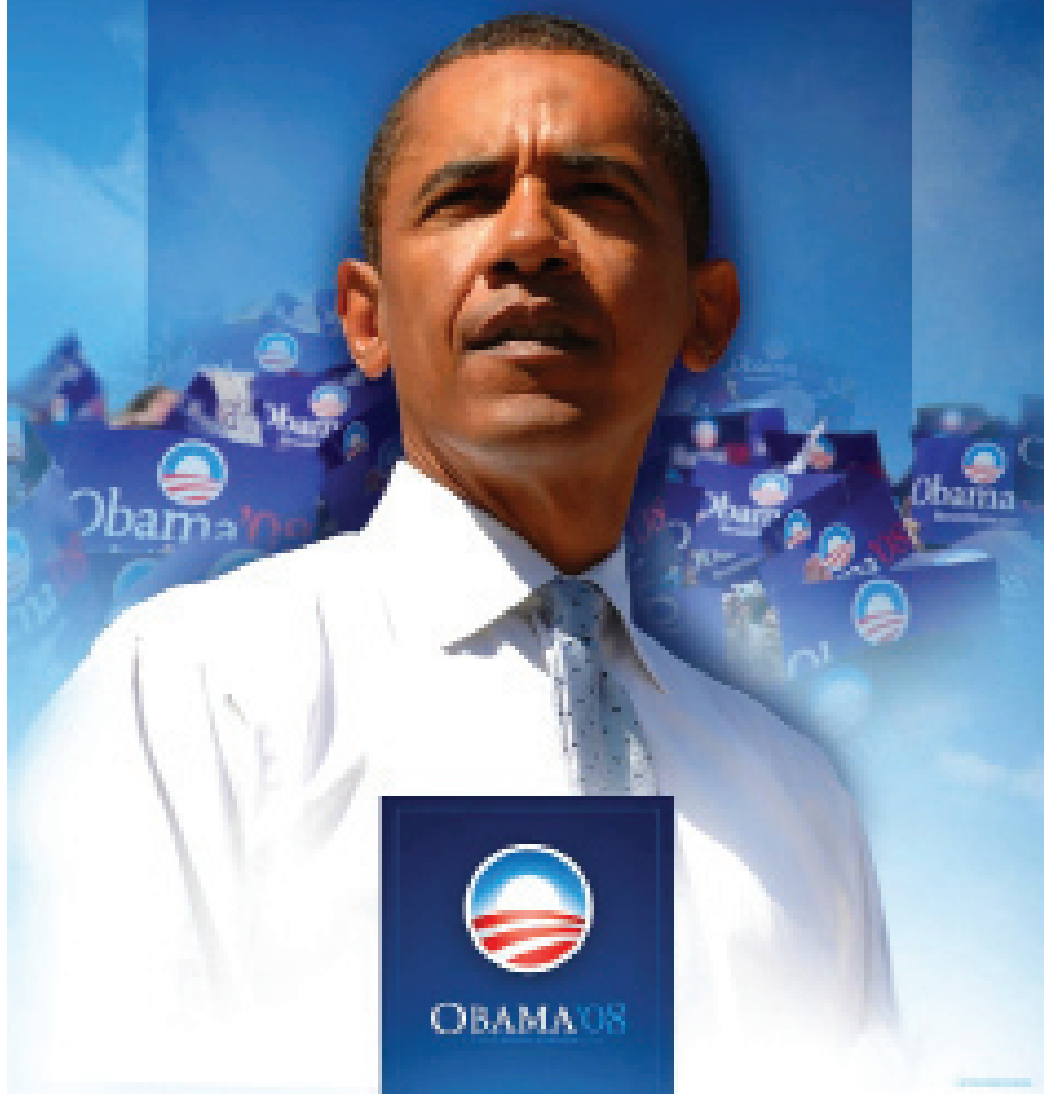
Think of your favourite advertisements & most of them would be those that tell a story, which does not necessarily brag about the products' attributes.

The Zoozoo ads are so watchable not because the characters are so cute, but also because each ad has a short story to tell.

"They laughed when I sat down at the Piano, but when I started to play..." is one of the most memorable headlines in advertising, Why? Because it told a story. Stories help build emotional connections with people. For years, Coors beer told the world about its "unrelenting commitment to brewing with only Rocky mountain water" through its advertisement. This created a perception in the minds of consumers that the beer must be crisp & great to taste because of the mountain water. If you can tell an interesting story in 60 seconds, you can build a great brand. FedEx, made a whole new

CHANGE

WE CAN BELIEVE IN



Barack Obama built his 'brand' on an interesting story of 'Change'. It was a story that everyone wanted to turn to reality and therefore they voted, 'Yes We Can'

business model on the basis of a simple story line “Wherever your destination in the United States, your parcel would reach by 10 am the next day”. People loved it & even used it in a movie. **As Julia Roberts jumps onto a FedEx truck to escape from her marriage in the movie ‘The Runaway Bride’, a spectator remarks, “Where’s she going?” His friend answers, “Wherever it is, she will reach by 10 am.”** Great stories live on. This is targeting the market with the right message at its best!! The Aesop’s fables were written in 300 B.C. and we still read them & enjoy them today. There are some stories that are always a hit. The ‘rags-to-riches’ stories, the ‘underdog’ stories and the ‘Cinderella’ stories always work. Look at Hollywood or Bollywood to see how year after year, such stories are churned out and continue to keep the cash registers jingling.

BEDTIME STORIES TO BRAND STORIES

As children, we found bedtime stories irresistible. As adult consumers, those are ‘Brand’ stories that intrigue us. Barack Obama, built his ‘brand’ on an interesting story of ‘Change’. America’s first black President – it was a story that every kid liked and wanted to turn to reality. Princess Diana was an interesting story of a simple girl turning into the ‘People’s Princess’. It is claimed that **Oprah Winfrey cooked up stories of her poverty-stricken childhood because they actually worked.** Everyone loves the rags-to-riches story.

In the 1890s, William Foster added spikes to the soles of his shoes to help athletes run faster. Soon, the best athletes were wearing them. The runners featured in the film Chariots of Fire wore them. **Which brand? If you guessed ‘Nike’, we just proved our point!** The brand was not Nike, it was Reebok. Nike came a full 70 years later. Phil Knight understood the power of a story & never failed to talk about one, be it the fact that **Nike was named after the Greek Goddess of victory (Reebok, too, was named after an ancient God)** or how he added a special waffle pattern to help athletes run faster. Reebok never used stories to build on its heritage. Nike did. A good brand comes not just with good quality, but good stories too. Similarly a good ad is no more about telling your USP (Unique Selling Proposition), but your ‘unique story proposition’. Be it a family, a society, a

country; everyone needs a good story teller to guide & motivate others & make the world a happy place. Stories stimulate imaginations & changes or help build perceptions. **They touch our deepest human emotions. Winston Churchill used his story of 'Hope'. Hitler was one of the greatest story tellers too!**

Stories build leaders & brands. Remember, the charm of camp fire nights were stories. So as you build your brand, ask yourself, "What's my story?". The power of a story lies in its words. So while scripting your story...

TARGET IT WITH THE RIGHT WORDS, PERSUASIVELY!!

When advertising started, there used to be someone who would write lines and then hand it over to someone else who put a picture or an illustration that matched those lines. Then came William Bernbach, a man who features at the number 1 position when it comes to drawing up a list of 'Top 100 people of the century in the field of advertising' for he changed the course of advertising history!

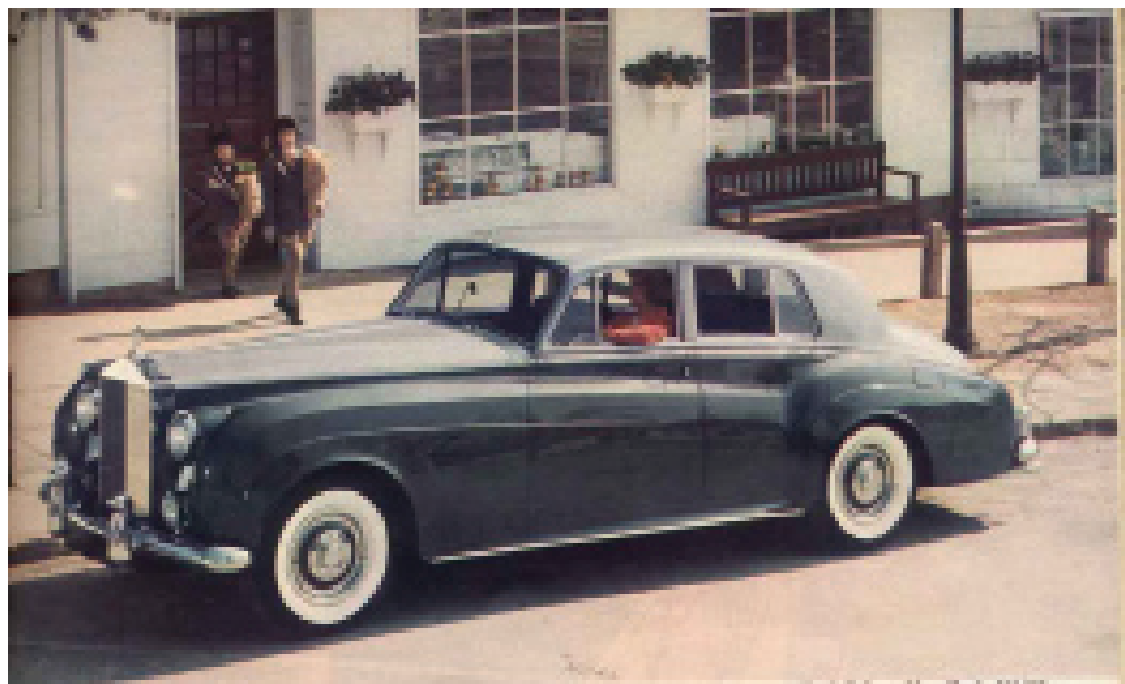
Bernbach was the first to take a bold step and change this business of making ads. **According to him "Advertising is the art of persuasion", and he cited an interesting study by 'AAAA' which claimed that 85 percent of all advertisements were ignored by consumers.** What was the use of businesses spending so much money when all it caused was boredom? One needed to persuade and persuade hard. This could be done only when every aspect of the advertisement spoke the same language. So he changed the process of making the advertisement. **Everyone knew the rules of advertising but they lost it all by working independently. He made sure that at every level of ad making, the artist and the writer worked together.** Now the artist could suggest a headline, the writer a visual and for the first time 'art and copy' were integrated as one. Everyone was in sync with each other's thoughts and the ads worked brilliantly. Now, 1 + 1 equaled 3. DDB's unique approach gave birth to many



Created on a very small budget this ad has become one of the many iconic ads made by the advertising guru William Bernbach.

masterpieces in the 1950's. A bargain department store in New York named Ohrbach's had a small media budget, but Bernbach and his agency created a masterpiece for them. His team, without once mentioning prices, made an advertisement, which gave a clear positioning to the store. **The advertisement showed a man carrying a woman under his arm with a caption that read, "Liberal Trade-In: bring in your wife and just a few dollars... We will give you a new woman."** Another in the series showed a well tailored woman

flanked by a man shattered into pieces with a caption that explained, "Clothes that make the woman without breaking the man". It was a beautiful and relevant combination of 'art' and 'copy'. It is not surprising then that in the list of the **Top 10 advertising campaigns of the century, the number 1 and number 10 ads are created by DDB.** No one else could get 2 of their ads into the top 10. At number 1, you have the Volkswagen ad with the headline 'Think small'. At number 10 is the very very famous advertisement of Avis, which had the most iconic headline, "We are no.2. We try harder." It was these few words that altered the fortunes of both the companies forever. Bernbach not only made sure his agency did good work, but he ensured that no 'good idea' got lost. A lot of people think up wonderful ideas but it's rare to find an ad man who can recognize a great idea created by others. **His creative philosophy was simple, "...indulging in graphic acrobatics and verbal gymnastics is not being creative". You need to create something, where every word, line & shadow makes the ad more persuasive.**



1933 Rolls-Royce Phantom II - \$11,000

"At 60 miles an hour the loudest noise in this new Rolls-Royce comes from the electric clock"

What makes Rolls-Royce the best car in the world? "There is really no magic about it—it is merely perfect attention to detail," says an eminent Rolls-Royce engineer.

1. "At 60 miles an hour the loudest noise comes from the electric clock," says the Technical Editor of your source. These matters were not much of a surprise—naturally.

2. Every Rolls-Royce engine is run for seven hours at full throttle before installation, and each car is run-down for hundreds of miles over varying road surfaces.

3. The Rolls-Royce is designed as an over-drive car. It is lighter faster than the largest domestic car.

4. The car has power steering, power brakes and automatic gear-shift. It is very easy to drive and to park. No chauffeur required.

5. The finished car spends a week in the final test shop. Being finished, there it is subjected to 90 separate checks. For example the engine is in a microscope to check for wear.

6. The Rolls-Royce is guaranteed for three

years. With a new network of dealers and parts-depots from Cairo to Canton, service is no problem.

7. The Rolls-Royce radiator has never changed, except that when the Henry Ford died in 1945 the wingpin RR was changed Ford's to Mark.

8. The radiator is given five coats of primer paint, and hand rubbed between each coat. Before any actual finishing paint goes on.

9. By moving a switch on the steering column, you can adjust the shock absorbers to any road condition.

10. A picnic table, mounted in front of the seat, slides out from under the dash. This seat varies out behind the front seat.

11. You can get such optional extras as an Espresso coffee-making machine, a shaving machine, a hot, hot and cold water for washing, an electric stove or a telephone.

12. There are three separate systems of power brakes, run hydraulically and run mechanically. Designed to use vacuum will run about the same. The Rolls-Royce is a very strong—and also a very steady car. It retains accuracy at eighty-five. Top speed is in excess of 100 m.p.h.

13. The Bentley is made by Rolls-Royce. Its cars for the continent, they are identical except ring manufactured by the same engineers in the same works. People who had difficulty about driving a Rolls-Royce can't have Bentley.

14. The Rolls-Royce (that used in this advertisement) is a principal piece of equipment.

If you would like the wonderful experience of driving a Rolls-Royce or Bentley, write to telephone in one of the dealers listed on the opposite page.

Rolls-Royce Inc., 10 Rockefeller Plaza, New York 20, N. Y., L2616 5-1149.

March 1970

This is one of the most memorable headlines ever written by David Ogilvy. He was a great believer of headlines and felt that unless the headline sold your product, 90% of your money was wasted

PERSUASION – THE ONLY GAME THAT MATTERS

In life, what matters most is the power of persuasion and its words, rather the right words that most often determine whether an ad will work well or not. Yes, years ago, Confucius did say, **"A picture is worth a thousand words."** But in the business of advertising, a picture without words does not work. After all, have you ever seen an advertisement without text? But you would definitely have seen ads without pictures. In fact great geniuses like Claude Hopkins went to the extent of stating that "illustrations were a waste of space". May be this was true 60-70 years ago when clutter was less, but what we should not forget is a picture alone – however wonderful – can never sell a product. The advertising greats never forgot this. Raymond Rubicam made sure his agency Young and Rubicam made well written ads. He used to say, "The way we sell is to get read first." In order to do that, he ensured that every fact about the product being advertised was well researched. He was the first to make research a part of the creative process. Like Rubicam, David Ogilvy, too, was a firm believer in research for he believed in the power of words to convince a consumer to buy a product. **It was the 'headline', which could make or break your advertisement. According to him, "5 times as many people read the headline as compared to those who read the body copy. So unless your headline sells your product, you have wasted 90 percent of your money!"**



Great punch lines quickly become a part of our daily lingo. They can make or break your advertisement.

Be it print or television ads, long after you have seen them, it's the 'words' that linger on in your memory. **Great punch lines sometimes even become a part of our daily lingo. 'Hum Santro waale hai', or 'utterly butterly' keep popping in conversations like many more such punch lines. 'Daag achche hai' made kids' lives more fun, with Daddies explaining to Mummies about the joys of childhood & the**

stains that accompanied it. Mummies smiled and answered, “Don’t worry, Mummy ka magic chalega.”

WORDS ARE ALL WE HAVE

Yes, the one who can master the art of juggling words and getting the right mix is the master persuader and the best salesman. It is not important if your words are technically correct or the sentence grammatically perfect; but the words should work for the brand and make it memorable. The language that you speak is also important. Ford Ikon became the ‘Josh’ machine in India, Coca-Cola associated itself with ‘Thanda’, which colloquially means a cold drink in India. The Times of India’s award winning advertisement, ‘A Day in the life of Chennai’, used words like ‘Naaka Mukka’, which worked fabulously, for it meant ‘tongue nose’ – a Tamil expression urging people to let their hair down.

Well worded expressions are always winners. Energizer batteries used the strap line, ‘Never let their toys die’. Pillsbury Frosting stated, ‘Spreads as good as it tastes’. Even before one used the product, the words already helped you visualize the benefits of it. No wonder they could beat competition.

DHAN TE NAN

Some words, which otherwise would be termed as gibberish, seem to have worked well for a lot of situations. **‘Hoodibaba’ worked well for Bajaj Caliber. The product may have not done well, but ‘Wakaw’ immediately brings to mind Coke’s product Vanilla Coke. Apart from Hrithik Roshan, it was the ‘mast’ punch line of Tata Sky, ‘Isko laga dala toh life jhinga lala’**, which made the brand name popular. These words catch the attention, which is the primary purpose of an advertisement. Budweiser used the same trick with its ‘Whassup!’ award winning ad campaign. Sometimes, gibberish really works – think Dhan te nan – the foot tapping number from the movie Kaminey. You must be able to think of a Dhan te nan headline or punch line for your advertisement to rock.

SEEDHI BAAT, NO BAKWAS



Sprite's marketing strategy targeted just one benefit to the consumer, "Sprite bujhaye only pyaas, baaki all bakwaas"

How to get your roommate to clean the room? How to survive the boring talks of your girlfriend? How to stare at other women, in front of your girlfriend? Find all your answers at the '**University of Freshology**'. These new advertisements of Sprite, which ask you to 'first drink, then think', are bringing a smile on many faces! The new advertisements take a fresh look at Sprite, while keeping the 'Brand Image' the same. From the beginning, Sprite has believed in one thought – unlike other innumerable products/brands that

promised you impossible benefits, Sprite offered you only freshness. From the time it was launched in India in 1999 with the tagline, "**Sprite bujhaye only pyaas, baki all bakwaas**", it has stuck to its image of being the no-nonsense- just-thirst-quencher brand. This time too, its advertisements are interesting and well, obviously refreshing.

POWER OF WORDS

They are really more powerful than a bomb if handled well. The right words can spark a revolution and can make people even give up their lives for you. Many a time, they even change the world. **When Mother Teresa said, "If you can't feed a hundred people, then feed just one,"** she changed the perspectives of a lot of people who wondered how helping just one person could change the world. She showed them how, with her words. **Martin Luther King spoke about apartheid & its indignities and people cried after they heard his famous speech, "I have a dream".** He even told people to speak up when they saw injustice; and for that he said, "In the end, we will remember not the words of our enemies, but the silence of our friends." In his own humorous way, **Woody Allen echoed our anxiety about death, when he said, "It's not that I'm afraid to die. I just don't want to be there when it happens."**

It's more often than not that great words make an advertisement more memorable – sometimes witty, sometimes crisp, sometimes direct,

sometimes funny, never boring, but always simple and easy to remember. Consider these – **‘Wikipedia, the free encyclopedia’**, or **‘Because, you’re worth it – L’Oréal’**, or **‘Let your fingers do the walking – Yellow Pages’**. These short and very simple sentences defined the whole business, the benefits of buying or using the brand and stuck to our memory like glue! In fact, some great advertising punch-lines have consisted of only two words. Here are some, **‘Connecting People – Nokia’**, **‘Life’s Good – LG’**, **‘Hello Moto – Motorola’**, **‘Live Unboring – Ikea’**, **‘Intel Inside – Intel’**. In fact, it took just two words to unite our country against the British – ‘Quit India’! Sometimes, even one word did the trick. Budweiser’s ‘Wassup’ tagline made the brand look young and super cool! Some ad jingles and slogans became so famous and were etched so firmly in people’s memory that they were used to make a point by famous people to prove their point. When Burger King came out with its tagline ‘Where’s the beef?’ indicating that its burgers were beefier and hence better than the competitor’s, where you hardly spotted the beef; the three words became a rage. Even some presidential candidates quoted them to show their superiority over their competitors. ‘Just Do It’ is again one of those very famous taglines that has been used by all of us during our conversations. It not just became a part of our lingo, but catapulted Nike to great heights, making it a Power Brand! A survey showed that 45% of Britons regularly use the line from Guinness commercials, ‘Good things come to those who wait’. It’s amazing; the impact that advertisements have on our lives, our thoughts and our speech. Some 80% people have claimed to use advertising slogans in their day to day conversations. Time to



‘Neighbour’s envy, owner’s pride’ was the slogan that built the Onida brand

think which ones you use most frequently! **That's the power of advertising and 'I'm lovin' it'. After all, it's advertising that's 'The Real Thing'.** IBM was the big daddy of computing. Back in 1914, its tagline 'Think' became a big hit. Then, a few decades later, came Apple with its tagline, 'Think Different', to show the world that the rules of the game were different now and the world of computing had a new Godfather!

WORDS – LIVE FOREVER

A great slogan or tagline comes with no expiry date. It lives on almost forever. **'Utterly... butterfly...'** You know which brand I am referring to. **'Thanda matlab...'** Again, I don't need to complete the slogan. A great tagline is sometimes all you need to increase your sales and to beat your competitors. After all, with so much choice, the consumer most of the time buys on impulse and those are his emotions many a time that help him decide when he is confused with too many choices. The right combination



of words helps create those positive feelings. Onida's slogan **'Neighbour's envy, owner's pride'** made you feel proud about owning it (wish they would bring back the slogan again in their ad campaigns). **LIC's slogan 'Jeevan ke saath bhi, jeevan ke**

A famous dialogue from Sholay, now living forever on T-Shirts!

baad bhi, gently and in a non-threatening manner told you about the benefits of a life insurance policy.

Words live on, even after the people who spoke them are gone. In fact, sometimes your last words become the image that people remember you with. **The last words Karl Marx spoke were, “Go on, get out. Last words are for fools who haven’t said enough.”** William Wallace, the Scottish Patriot, screamed, **“Freedom” even as he was tortured to death**, according to Braveheart, the film based on his life. In fact, some words have made films immortal. **From Scarlett O’Hara’s very famous last words in the film Gone with the Wind** (“After all, tomorrow is another day”) to Amjad Khan in Sholay (“Kitne aadmi the”), words live on in our memories & remain a part of our daily language almost forever!

WORDS – DON’T MESS WITH THEM

Just as words have the power to make fortunes, they can destroy them too.



Our greatest heroes have given us the greatest and unforgettable quotes and words of wisdom. Brand slogans should also be as effective and memorable in order to stand out and shine brighter than competitors

Verbal slips and gaffes can prove to be disastrous. One person who was very famous for this was George Bush. In fact, his gaffes are so famous & so many that they can be published as a book of “Bushisms”. One of his famous gaffes is, **“We are concerned about AIDS inside our White House – make no mistake about it.”** Take another one – it’s even better than the previous one, “Our enemies are innovative and resourceful, and so are we. They never stop thinking about new ways to harm our country and our people, and neither do we.”

The one who has a command over his words truly leads. Every word that **Gandhi** spoke was a treasure house of wisdom. He knew and understood freedom and the power of the mind, and expressed it like no other. He said, **“You can chain me, you can torture me, you can even destroy this body, but you will never imprison my mind.”** His words broke the spirit of the British. **Rabindranath’s** words strengthened the spirits of the freedom fighters as they repeated his lines, **“Where the mind is without fear and the head is held high, ...into that heaven of freedom, my father, let my country awake.”** Our greatest heroes gave us the greatest quotes & words of wisdom. Our greatest brands have the best worded slogans and taglines. If you want to inspire, lead, conquer the world or the markets, the first thing you need to do is develop a mastery over the words you speak. From children, to workers, to consumers, everybody loves ‘Seedhi baat, no bakwaas’!

HAVE FUN

Think creative, think out of the box... sure, but a dash of humour always increases the effectiveness of campaigns. When Spiderman 2 was about to be released in India, Contract ad agency created a campaign that shocked and amused male cine goers. They saw a urinal placed high up, near the ceiling – one that only Spiderman could use! Next to it was a small poster that read, **‘Coming soon Spiderman 2’!**

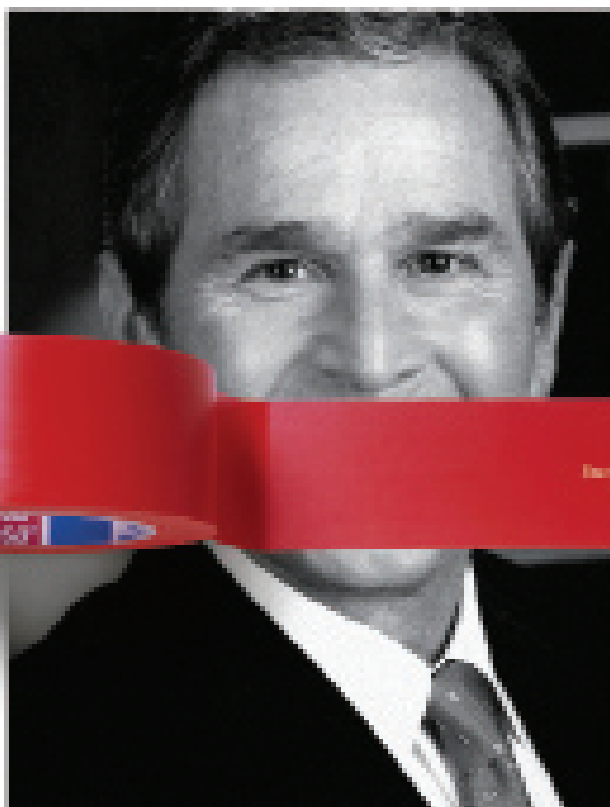
A security glass company wanted to demonstrate the strength of its shatter-resistant coating. They treated a bus shelter's Adshel with the coating and filled it up with bank notes worth three million dollars (apparently). Almost every passerby ended up either kicking or punching

My washin' is speshully sweet and clean-'cause I uses Surf!

Surf
NO-RINSE
NEW FORMULA WASHES SOBS OUT OF IT!
Guaranteed! SWEETEST CLEAN WASH EVER

WIN IN SURF'S
\$100,000 Li'l Abner Contest

Have deliberate fun with jumbled up words, but don't go the George Bush way! Else...



Everyone needs a good idea.

"Are you going to tell that speaker with duct tape?" (He the former "Don't mess with" speaker.)
 (He's the one who's talking about the speaker with duct tape.)

...someone will feel like putting a tape on your mouth and making a marketing killing!!

the glass. Some even returned with their families. The company had spent hardly 6,000 Canadian dollars, yet countless magazines and newspapers around the world covered this story.

HOW DO I KNOW WHAT WILL WORK?

Yes, that's the million dollar question. The answer to it is not easy; sometimes, the quickest answer people give to this question is – do market research.

Ford Motor Company once did a research and asked Americans what features they wanted the most in their cars. Keeping all the points in mind, the company came up with the 'American car'. It flopped.

In the 1970's, Pepsi introduced the 'Pepsi challenge' where consumers were blind-folded and asked to taste the two colas and give their preference. Most of the participants preferred Pepsi. Pepsi used these research findings and announced to the world that the "Pepsi generation" had arrived and Pepsi was the choice of the young and happening. A totally shaken up Coke decided to change hurriedly to keep up with the times and worked on a new flavour. The test-marketing brought a positive response from the market and **in 1985, the New**

Coke was launched. What seemed like a flawless move turned out to be the worst blunder in the history of Coca-Cola. Sometimes, consumer research fails to reveal the true emotions and passions of the people. Coca-Cola was the 'Real thing' and no one wanted a 'New'

flavour. They loved the 'Old' and Coca-Cola had to bring back its original flavour. The moral of the story is – marketing is a battle of perceptions, not products. So 'listen' carefully. Sometimes, a product may succeed even though research reveals no demand for it. Steve Jobs never, never does any market research; yet the man and his innovations have changed the

No amount of market research would have let Akio Morita predict the thundering success of the Walkman. A clever marketer is one who knows just when to rely on his gut feel

world. No amount of market research could have revealed the need for a home-computer when Steve Jobs started creating it. Consumers had no idea that a mobile phone could be made to look like an iPhone. No amount of market research would have let Akio Morita predict the thundering success of the "Walkman". Yet, all these inventions created history, or rather changed history!

A clever marketer is one who knows when to rely on his gut feel.

A clever marketer is one who has his hand on the pulse of the consumer. He understands and believes that a brand is defined as "a bundle of audience perceptions about a product or service". Gone are the days when just making a good quality product would ensure sales, and gone are the days when you could beat competitors on the basis of just an ad, correct price and good distribution. Today, you need to have the ability to understand the consumer's mind and plan your 4Ps – price, product, place, promotion – accordingly.

After all, marketing today goes beyond the understanding of the 4Ps. It also requires an understanding of the consumer's mind. The consumer decides differently when he buys, be it a car or a candy.

BUG TO THE NANO : FASCINATING JOURNEY OF CARS!

In 1931, Dr. Porsche designed a small car in Stuttgart, Germany. Hitler had ordered the best cars to be made ready for the 1938 car exhibition in Berlin. He specified that the cars be small, inexpensive and fast – suitable for the new roads being built in Germany. It was over seven decades ago that the car appeared on German roads. This car was later launched in America, which was recovering from the war and rebuilding its consumer society. This car from Germany, which looked like an orthopaedic boot designed by Hitler, could not have come to America at a worse time. No one wanted anything associated with Hitler. Then the 'Pied Piper of creativity' appeared, and did miracles for the car. This man knew that the people were ready & waiting for something to get excited about. Someone needed to show them



Think small.

Beetle was the world's most popular car in 1960. It was the first car to be designed by a woman, and it was the first car to be designed by a woman. It was the first car to be designed by a woman.

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Beetle used a simple headline of two words 'Think Small' to create wave

how. He created an advertisement for the car, which is considered by many as the best in the history of advertising. While all other cars were showcased in lush settings with beautiful models, here stood a tiny car – unadorned, untouched – in black and white. A simple headline of two words 'Think Small' and the Beetle became the new symbol of a whole generation. The man – William Bernbach – had created an icon.

A few years back, when Ratan Tata unveiled the Nano and gave the world its first Rs.1 lakh car, he once again fired the imagination of the automotive industry the world over. "A promise is a promise," said Ratan Tata, at the launch of the world's cheapest car. However, a great car is more than just price and features. It's all about creating an impact. Yes, the 'Nano' with its unbelievable pricing has succeeded in creating a buzz, but great advertising and positioning is what is going to help it sustain in this extremely competitive arena. A whole lot of small and mid-size car manufacturers are already queuing up with their wares on Indian shores. Those here are reworking their prices too. Maruti 800 has already brought its basic version down to Rs.1.8 lakh (ex-showroom price). The Beetle, Volkswagen's iconic car hit the Indian roads too, sometime in 2009. We do hope that the Nano has some great ideas stashed up, to help it stay ahead.

MARKETING MIRACLE

Yes, it was a marketing and advertising miracle that made the Beetle a symbol of the 1960's 'flower generation'. It used the same theme (albeit after a little modification) to relaunch the car in the 1970's and 80's. 'Ugly, but it gets you there' won the Beetle a 15% market share. O&M devised a marketing strategy on the concept, 'Isn't that what you'd expect from a VW', and created a powerful branding around the VW family.

In March 1998, when Volkswagen started marketing the New Beetle, its advertising campaign aimed at helping people connect to the happier past of the 1960's. The commercial entitled 'Soul' promised, 'If you sold your soul in the 80's, here's your chance to buy it back' and the commercial

entitled 'Flower' simply declared, 'Less flower, more power'. It was a heavy dose of nostalgia, which worked well for the Beetle.

Car buying has got a lot to do with perception and image. Car makers are working hard to portray the right image of their cars and make them more compatible and more 'today'. Toyota, for long, has been known as the dependable one. It now wants to shake-off that image & become more sporty and sexy. Honda's conservatism doesn't seem to work well anymore. It's trying to become more adventurous. Jaguar needed new designing or else it would have become a nostalgic brand. Mercedes is trying hard but it still lacks the glamour of a Bentley. Times are changing and automakers need to change too, if they want to remain in the race. They need to create interesting and different positioning strategies and give an image -makeover to their brands. After all...

PERCEPTION – THE KEY TO SUCCESS

It's all about communicating – and communicating well. The one car that seems to have mastered the art is Ford. According to a survey done in America, 16% of teenagers wanted a Ford for their first car – the highest percentage compared to other makes. They may have ranked a Merc or a Lexus as the best, but Ford had very successfully convinced them and their parents that this was the most solid, reliable & above all affordable car for the teenagers. Through its focused advertising, it has nailed this proposition very well into their minds.

Perceptions play an important role in influencing customer purchase behaviour. Korea's Hyundai entered the US market with cars that were plagued with problems. Chinese cars, too, face the same problem of being perceived as not being up to the mark in terms of safety & reliability. However, a sole Chinese auto-maker displayed his silver sedan bang outside the main showroom of Detroit's Auto Show, sending a signal to the world that Chinese cars are as good as the best in the market. Chrysler is perceived as a company that makes great looking vehicles, but is behind

competition in terms of technology & quality. To change this, it changed its tagline to 'Engineered Beautifully', with the television commercials showing all the technological innovations.

The Camry, on the other hand, has been the best selling sedan in the United States for the past eight or nine years. It's perceived as the most reliable car, making every car manufacturer aim directly at it. GM has come out with a drastically restyled Chevrolet Malibu, pitching it directly against Camry. Honda & Chrysler, too, are making sedans to attack Camry's market, but the 'reliability' attribute of the Camry is so firmly nailed in the minds of the consumers that other players have not been able to make a dent in its market share.

Advertising can change perceptions, create new perceptions and the one who advertises intelligently scores. Not surprising then, that Toyota, the market leader, accounts for 30% of the total ad-spend by vehicle manufacturers, and in return, rules 25% of the new car market. Performance and features are surely strong selling points, but you can't ever doubt the impact of advertising.

NEW WAYS, NEW TIMES

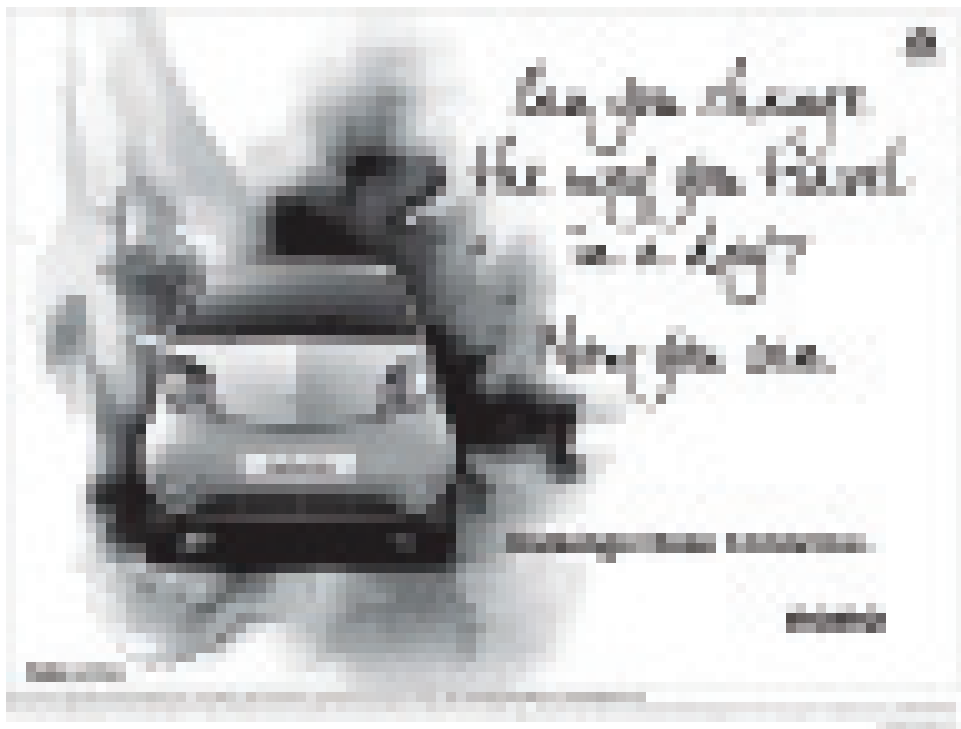
Times are changing, consumers and their buying habits and patterns are changing too. With a plethora of new models in the market, the generic benefits like fuel efficiency, et al hardly claim to be distinguishing factors between car models. **It's advertising that provides the differentiation and positions the cars.** The 'Josh Machine' gave Ford Ikon a unique positioning. Santro entered the market by positioning itself as the family car. Then it evolved into the 'Sunshine Car'. It used the 'Sunshine-Bollywood-stars' Shahrukh Khan & Preity Zinta to make the car look more young & glamorous. Maruti's 'Count on us' slogan gave it the tag of 'Mr. Dependable'.

Not just advertisements, you need to constantly innovate your marketing strategies to stay in-sync with the times. Mahindra & Mahindra unveiled its four-wheel drive vehicle, the Quadro, which could be booked on the Internet. Targeted at the up-market, young-at-heart clientele, the Quadro could be

customised on the net, where one could select accessories, et al.

Movies for long have worked wonderfully in building and promoting car brands. Remember movies like Love Bug, and the more recent one Herbie: Fully Loaded, which had the Beetle as the hero of the films, making it more popular & likeable? The movie Road helped re-launch Tata Safari. Ta Ra Rum Pum was probably a movie made to promote brands. Goodyear, General Motors and Castrol all starred in the forgettable film. So marketing of cars is getting more & more exciting.

A car today is a way of expressing who you are and advertisements today play a very important role in helping build the right image. The spanking new 'Nano' needs to build its image very carefully. This is one of the strongest factors that will decide its success or failure in the long run. **Don't forget, it's advertising that made the most hated car in Germany a craze in the US.** Being pushed as the 'People's car' by Hitler in Germany associated strong negative connotations that lasted more than half a century, while it became iconic and the Love Bug, the Herbie of America.



Tata will have to build the image of its revolutionary car Nano very carefully

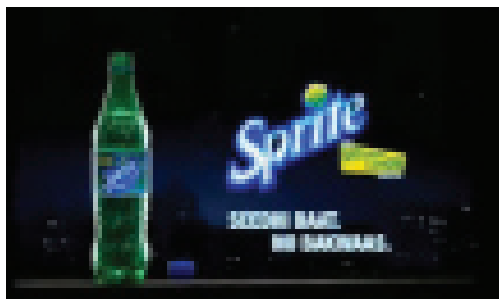
It's advertising that made this ugly duckling survive, even after being pitted against sleek & compact Japanese, European & American cars.

You need to associate your car with the right emotions, the right sentiments. Whatever be the era or the generation, advertising has built and will continue to build brands – right from the Bug to the Nano.

You need to be an aggressive listener and a keen observer to really be able to identify the new trends sprouting up and change your strategies accordingly. SO the golden rule is...

ADVERTISING IS DEAD, THINK 360°

"Every movie looks good in a trailer – Seedhi Baat, No Bakwas, Clear Hai?!" That's a hoarding you might come across in front of movie theatres. Or at a bus shelter, you might be greeted with a hoarding, which you couldn't help but agree to... "Just when the conversation gets interesting, her bus arrives – Seedhi Baat, No Bakwas, Clear Hai?!" You might have guessed the brand in question by now. Yes... Sprite. The brand, over the years, has become synonymous with the old adage, "Honesty is the best policy." The brand is using a host of mediums to reach out with its message of a no-nonsense attitude to the youth. To break through the clutter of messages, it's going to customise its message according to the locations. Not just outdoor hoardings, the brand would be using the digital platforms too. It would create a "Sprite-itude" zone, an interactive online site, where apart



Sprite ads have been a tribute to honesty!

from a host of fun activities, users could even judge their Sprite-itude, i. e. they could find out by filling a questionnaire whether they were individuals who set their own rules or found it easier to follow others. All this and much more is being done to supplement

the advertising campaign and the new TV commercials conceptualised by Ogilvy & Mather.

What Sprite did, Coca-Cola, its parent brand, had done earlier. It used its superhit punch-line 'Sabka Thanda Ek' from its commercial, starring Aamir Khan, and built a one-stop interactive online destination www.myenjoyzone.com.

When the business paper Business Standard wanted to promote its Hindi edition, not only did it use print and TV campaigns, but a whole lot of on-ground events and various "below-the-line" activities to communicate its message, "Behtar business woh jo aapki bhaasha mein ho!" Today, the way to build brands is changing... and very fast.

YOU CAN REACH ANYBODY... THAT'S THE EASY PART

Till a few years ago, marketers worked hard to find ways to make their message reach target consumers. Today, the game has changed. According to Wenda Millar, former Chief Sales Officer of Yahoo! Inc., **"You can reach anybody today. The challenge is to be able to 'connect' with the consumers."** As a result, marketers today cannot depend on just one form of communication – be it TV, print, outdoors, or digital. They need to think 360 degrees. According to a recent report published by the American Association of Advertising Agencies (AAAA), developing integrated marketing communications is the number one concern for senior marketing executives. It started as a media planning tool, but today it has taken a whole new dimension. Thinking 360 degrees is a way of not just reaching, but surrounding your target audience and convincing them through innovative ways to buy your product or service. It is a way of understanding every form of media (new and old), its strengths and weaknesses and using it to leverage the maximum benefits for your brand. Today, it is in fact the way to build brands.

If you could name the model of the sports car that Saif drives in the movie Ta Ra Rum Pum, you could win yourself a Chevrolet Aveo! This was a part of a 360 degree marketing initiative of Goodyear to promote its tubeless tyres. It also set up 'Goodyear Corners', which were actually shop-in-shops,

where their representatives gave potential consumers information about the product and helped them purchase it too. Basically, they wanted to remove the perception of tyre stores being 'dirty places to visit'. A 'women on wheels' event was conducted on International Women's Day. An online club called 'Goodyear my turf' and a toll-free number helping you use the service 'Goodyear Wheel Assist' were some of the other initiatives. Of course, it advertised too, borrowing visuals from Ta Ra Rum Pum in addition to a radio contest. A total 360 degree effort!

UTV launched its Hindi general entertainment channel with a fundoo initiative called. 'Bingo Bindaas Go to Space Contest'! You had to watch Bindaas every evening at 8:00 pm and answer the questions flashed on the television

To influence the consumer today, you need to communicate to him from various different touch points. Conventional advertising is out

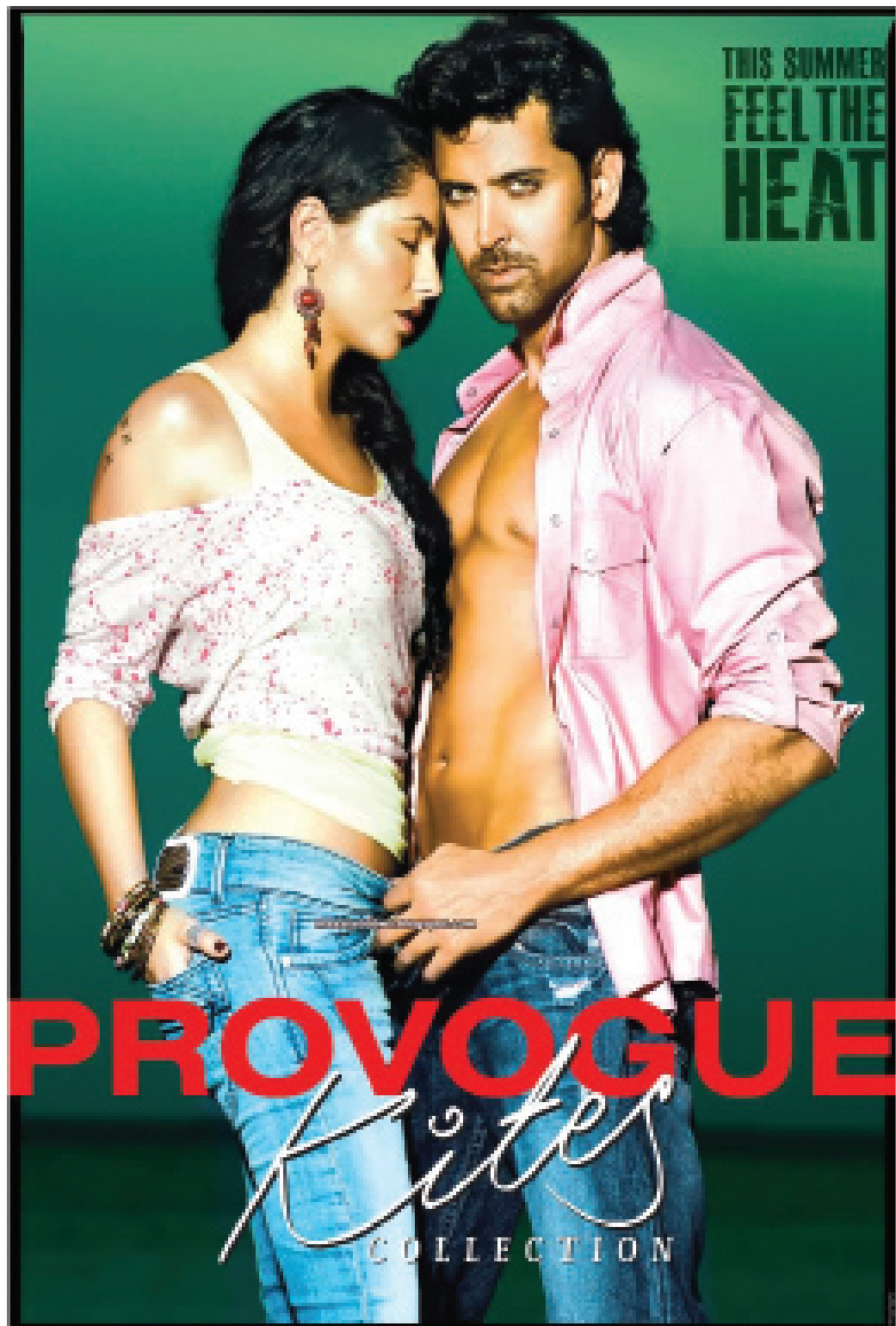
screen. If you got lucky, you could go to space! The campaign got them more viewership than an isolated TV campaign could ever have.

Mahindra & Mahindra used a total 360 degree marketing communications plan for

promoting its second hand car outlet named FirstChoice. They integrated TV commercials with SMS to help create a buzz. You could SMS any purchase or service-related query. They expected 1200 to 1500 SMSes a day. In fact, the company received as many as 15,000 SMSes a day. Integration is always more effective.

THE NEW-AGENCY BUSINESS

Agencies need to reinvent themselves. They have to learn to think beyond the 30-second spots (TV commercials) if they really want to nail the message in an effective manner. According to BBC World Ad Avoidance Study, an average TV viewer sees 438 ads a week. Hence **just advertising, however good, isn't sufficient to build a brand**. According to Tateo Mataka, Dentsu Chairman & CEO, "The business model in which the agency's sole function is to create advertising and buy media is no longer viable."



One has to be constantly on the look out for new possibilities. Provoque used the Hrithik Roshan's film 'Kites' effectively to promote the brand.

According to him, the agency and the client need to share risks & rewards equally, which is exactly what Dentsu did with the brand Cup Noodles. They decided to promote the Cup with anime (animated) advertising. They then created comic books, and even episodes, which were sold on DVDs, which soon became best sellers and helped earn additional revenues for Dentsu & the client.

Plain advertising or plain vanilla PR ain't working any more. Think about it, some 40% of O&M's Rs.1,000 crore billing comes from the non-ad business. Lintas set up IMAG (Integrated Marketing Action Group) to provide clients with a single window to integrate all marketing efforts. Provogue used the Hrithik Roshan film 'Kites' to promote its brand effectively. When ICICI wanted to promote its children's growth bond, it decided to go in for a direct mailer. A 1% response would be considered a success. Its agency iContract however decided to organise a drawing competition on "What is your dream career?" for children. The parents of the children, a few days after the competition, received a letter which read, for instance, like this: "Did you know that Aditya wants to be a pilot!" and then explained to them how ICICI could help their child achieve his dreams. Around 20% parents responded; ICICI spent Rs.6 lakhs, but generated Rs.2.8 crores.

A great creative guy is not enough today. Clients need a person who understands their brand, has a full grasp over all the media options available and is capable of designing a plan, which best fits them. They no more want just an ad, or an event or a DM or PR. They tell the agency to do whatever it takes to make their brand grow.

NAIL IT FOR SURE... BUT ETHICALLY

In 2005, when customer Jeff Jarvis wrote about his problems with Dell in his blog, little did he know that he was changing the way people would decide how to buy. Thousands joined him in his blog and made Michael Dell realise that customer service was a problem, which resulted in the launch of Direct2Dell. With blogs, social networking sites, et al gaining

prominence, people are making more informed decisions. To influence the consumer today, you need to communicate to him from various different touch points. Even before watching a movie, people check out reviews, blogs and websites.

Conventional advertising is out. BMW created films of its cars' stunning driving experience with the help of a series of directors; and then it put these films on its website. The young internet-cum-BlackBerry addicts lapped it up & loved the idea. It created a buzz that no advertising could have created. Apple created a buzz and built awareness around its iPods with minimal mass media advertising. You need to work on total branding solutions to stay in business. Clutter is increasing, commissions are decreasing, you need to rethink your strategies... for plain advertising is dead.

IT'S TIME WE STARTED ADVERTISING RESPONSIBLY

Tobacco companies have successfully used basic and simple marketing tactics for years; even if it meant irreversible damage to society. It's high time we beat them in their own game.

It's interesting that rotting teeth, lungs infected with cancer and a slew of other horrendous and horrifying images are adorning cigarette packets in India from June 2009. Another interesting

Cigarette companies thrive on 'Image Culture' and use it to the hilt to sell their wares

development occurred in Washington a few days back. A federal appeals court upheld a landmark 2006 ruling on May 22 that cigarette makers for decades have been lying about the dangers of smoking. "In a 93-page opinion, a three-judge panel cleared the way for new restrictions on how cigarette companies market and sell their products," stated the Washington Post. What is it that makes marketing and selling of cigarettes so different

that it required a 93-page letter to help reduce their effect, if not stop it totally? What is that these companies have been doing that's so harmful to our society. What weapons do they use & what's their game plan?



Strand Cigarettes claimed, "You're never alone with a Strand" to appeal to the youngsters

POWER OF PERSUASION

Advertising and marketing are nothing but means of persuading consumers to buy the desired brand or product and it's the tobacco industry that seems to have mastered the art over the years. For, according to some surveys, around two thousand teenagers begin to smoke each day, inspite of the fact that smoking is the number one killer in preventable deaths in a nation. Yet it's persuasive marketing & advertising that ensures that thousands still bite the bait and buy these harmful products. This happens because cigarette companies thrive on "Image Culture" and use it to the hilt to sell their wares.

IMAGES MARKETING – THE FIRST WEAPON

The television was invented in the 1930's, and for many years, no one thought it had any use. They had the radio for their entertainment and if it tired them out, they all went to the movies. Who needed television – no one! What needed television – the economy. It needed the television to tell the world about life in a consumer society. It needed to show "Images" of success, progress & happiness. Those are the cigarette companies who learnt this lesson the best and used these images to camouflage the potent dangers of their products. It chose its target audience cautiously and bombarded them with judiciously selected images. The target that was the



A women was successful if she smoked Virginia Slims. The women in the ads basically tried to give the hidden message.. look at me.. If you are smoking bthen you are happening and will remain slim.. This is the way to be independent and take care of yourself.. else you might find someone else who looks like me - taking care of your man!



best, the easiest and the fastest to convince was the “gullible teenagers”. A study revealed that what each teenager feared most was being labeled ‘uncool’ and hence they started the ‘marketing of cool’. This strategy proved to be most successful, for, according to the 1981 internal document of Philip Morris (largest cigarette company in the world), “Today’s teenager is tomorrow’s potential regular customer, and the overwhelming majority of smokers first begin to smoke while still in their teens. The smoking patterns of teenagers are particularly important to Philip Morris.” With the mission & vision statement clear, cigarette companies started targeting the vulnerable minds of teenagers through marketing schemes & campaigns. They bombarded them with images of ‘cool’. Tobacco companies used themes that appealed to young minds; images of fun, action & excitement. Now you could look macho if you had a Marlboro in your hands. Strand Cigarette claimed, “You’re never alone with a Strand”. “I’d walk a mile for Camel,” vowed many cigarette addicts. A woman was successful if she held a Virginia Slims between her beautiful fingers for, “You’ve come a long way” (read achieved success) if you smoked Virginia Slims. Sex appeal; cartoon characters, movie star status – every conceivable tool was used for years by tobacco companies to convince people that if you smoked, you had a life. Every claim of happiness was backed by a stunningly beautiful picture – that made every onlooker want a life like that. Worse still, it made smoking look like a fun activity – not a product that could kill.

REPETITION – THE SECOND WEAPON

The power of advertising lies in the power of repetition and the advertising industry has used this weapon to hijack the minds of young & old alike for years. Advertisers spend billions of dollars planting slogans in our minds. No wonder when it comes to safety, the first car one thinks of is Volvo. ‘Just do it’ said in any context always brings to mind ‘Nike’. Advertising man and author Kenneth Goode wrote, “The greatest of all advertising tricks is that of persistently pounding away at the same suggestion while still keeping

the appearance of freshness of idea.” So while the message remained the same, the tobacco companies used a variety of carefully picked images to drive home the point – that it was ‘cool’ to smoke.

According to recent estimates, tobacco companies were spending close to 34 million dollars everyday on advertising. Talk of repetition – they were using every conceivable form of media to reach out to their target audience and repeatedly convince them into believing the ‘cool’ quotient of their product. A survey conducted in 2002 revealed that 86% of childhood smokers favour Camel, Marlboro and Newport cigarettes – the most heavily advertised brands. The mantra was simple – double your advertising revenue if you want to double your sales. In the nineties, Joe Camel Company increased their ad campaign budget from \$27 million to \$43 million, capturing market shares of over 50% of youth smokers. Interestingly though, their share in the adult market remained practically unchanged. Those are the children who fall prey to these tactics – they are the softest target. According to Naomi Klein’s famous book No Logo, “... poor neighbourhoods have a disproportionately high number of billboards selling tobacco and hard liquor products... the ads always feature models sailing, skiing, playing golf, making these addictive products particularly glamorous to kids stuck in the ghetto longing for escape.”

THE LURE OF FREE – THE THIRD WEAPON

In 1998, when several laws were passed in America curbing the vast reach of these companies, they changed their game plan. Being restricted from showing their ads in various places – tobacco companies had to cut down their ad spending drastically. The money they saved thus was used in giving free cigarettes and price discounts to retailers – making the problem even more serious. Not only were the cigarettes displayed prominently in stores, but now they were more affordable. That glamorous life you saw in the ads could be yours – at a lesser cost. The list of freebies kept increasing. So now tobacco companies included T-shirts, CD player & bags as promotional

items. So even if you did not buy the product, you still used the 'brand' and were aware of it. Even though one saw less of advertisements, one never failed to see the 'brand names'.

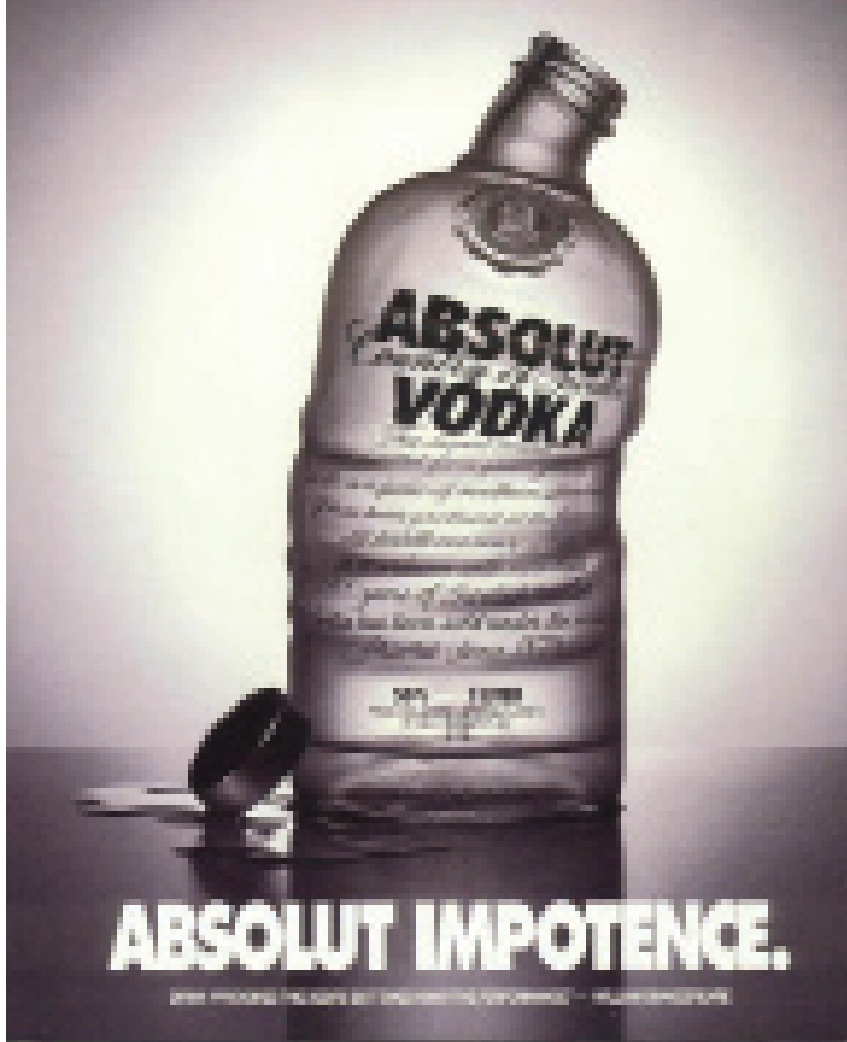
BEATING THEM IN THEIR OWN GAME

Joe Camel uses the cartoon image of Camel to make its products look harmless and sometimes even look like it's suitable for children. A research done by American Federal Trade Commission found that 86% of kids aged 10 to 17 recognized the character Joe Camel. Shocking! With so much spending power and such strong image marketing, is there any way one can beat these tobacco companies?

Absolutely. If "images" is what they were playing with all these years, then these same images were used by some to portray the true meaning behind these glamorous ads. So "Adbusters", the Canadian magazine, altered the images and slogans of popular advertisements to show the correct pictures. Absolut Vodka and its series of advertisements changed to Absolut Death. 'Ultra Cool' became 'Utter Fool'. It did make you laugh & smile, but it drove home the point too.

With most of the products being more or less similar, today those are "images" that make or change people's perceptions. GM filed for bankruptcy in 2009, which changed people's perceptions about the company & its products. On June 3, 2009, the company was ready with its ads; educating people about its future plans. The 60-second spot promised viewers leaner, greener & faster cars. After all, it claimed, "This it not about going out of business; this is about getting down to business." If it really wanted to survive, it certainly needed a positive image.

In this game of images, putting those horrendous & scary pictures on cigarette packets might work. Some may shout themselves hoarse that this was too much intrusion by the government, but it's time we did something about it. May be, the adult smokers might not get affected much, but the



Adbusters, the Canadian magazine, altered the images of Absolut Vodka ads in order to portray it as Absolut Death

young could be deterred from getting addicted.

Advertisers & marketers hold tremendous power in their hands and we made sure that power was in the right hands. It's time we took to task people who misuse this power. It's time we started advertising responsibly. Today, consumers do have the power to bring down businesses to their knees. Today, more than ever before, people can be united easily – thanks to the Internet and free flow of information. People, especially youngsters, are getting more and more informed. These customers are the ones who initiate most of the boycotts and make them successful. They boycotted Adidas for using Kangaroo skin in the boots. These informed & educated people

urged everyone to boycott Gap if it did not stop its unethical practices. They accused Starbucks of selling overpriced coffee and not giving back to the farmers who grew the coffee in poor & starved countries like Ethiopia their due. These are the people who are asking for a boycott of Barclays for financing the Narmada Dam in India, which would flood one of India's most productive agricultural regions and forcibly displace two million people.

The consumer is changing. Traditional purchasing behaviour is changing. He is no more looking for just a good bargain, but is concerned about how the product is made too. Ethical consumerism is on the rise and a boycott is his most powerful weapon. It's easy to organise a unified protest aided by the internet. Boycotts in the past have changed history forever... and they can do so now as well... may be even more easily with the help of the virtual army.

So business houses need to be careful, for today's consumer can really hurt their finances, profits, share prices and peace of mind. He has the power to hit where it hurts.

IN A NUTSHELL

You need to 'Nail the ideas of your product, the brand personality and the punch line into the mind of the consumer so that he reaches out for your brand and not the competitor's.

To 'nail it' effectively, you need to understand consumer perceptions very well. To do that, you need to be an aggressive observer with a keen eye to pick up new trends and change your marketing and branding plans quickly. Finally, it takes more than plain advertising to really 'nail it'. You need to think 360 degrees.

CHAPTER 7

SELL IT!!!

A great sales team is the driving force behind each successful organization. Selling is the prime focus of each and every marketing activity. If an activity does not result in a sale eventually, then it's a waste of time. Many a time, as marketers, we lose focus and that's when we start to fail. So many advertisers get so involved and lost in the creative part of the business that they forget to ask themselves this one vital question: Will this make the customer reach out for my product instead of the competitor's? Keep the focus and you can actually say, "T-H-O-R-N-S to Competitors"!

One question that is always asked by my students pertains to the difference between marketing and selling. Well, the answer is simple. Selling is the process of monetizing your marketing efforts. Your targeting might have

been spot on, you may have hit the competition where it hurts, you might be completely obsessed with your customer, ready to reinvent time and again and also may have nailed your brand name deep into the psyche of your customers; still, when the customer comes to buy your product, a bad sales team can totally destroy all your efforts. And the final goal of this entire process is selling! You can mess up this process in so many ways! When the customer comes to buy your product, it needs to be available at that time, else he is most likely to pick up someone else's product and leave. While many computers were as well known, **the fact that Dell was selling them door to door obviously affected the sales of other competitors who had done the first five things perfectly well. That's why 'selling' is the most important aspect in this process of giving T-H-O-R-N-S!** There are too many products which make it big just because they are available at the right place at the right time, despite them not having invested enough in the first five processes. At times, it's the most cost effective way of building a brand. One of the best ways to go about building a brand is by going to the customer when he is not coming to you! If the product is good, nothing beats the feet on street model. Xerox' success story is as much about brand building as about going to the customer with its famed sales team! The more the feet on street – i.e. number of sales people going from customer to customer – the more the sales! And yet, one must remember that this is not a substitute for the other five aspects of brand building that we have spoken about till now. You can be successful in taking on a big brand by going door to door. But when the big brand also goes door to door, chances are that it will beat you hands down! However nothing to beat a combination of all the six , i.e. T-H-O-R-N-S!

While selling, the most important concern is how to get the price you want, for anything can be sold at a throwaway price. The art of selling is, however, going to the market and getting the price you want out of the customer! There are a few things we must remember!

We must never discount our product! Discounting can often make selling easy but it doesn't last long!

Sales is about making the customer realize the strengths of your

product where price is the last factor to be discussed. If the customer believes in the product, price will never be an issue! The process of selling costly products, especially B2C, is also a factor of your negotiation skills and how much you invest in training your people on those skills! Untrained sales people will go and quickly come to price discounts, which actually may sow the seeds of doubt in the mind of the customer. He is more likely to think of the product as something without much depth. The more you are ready to discount, the more discount the customer is probably going to ask for. However, if the customer realizes that this is the best option for him, he'll be ready to pay an even higher price.

Sales is about the relationship you are able to strike with your customer instead of negotiating on price! For a relationship, a customer will do anything. If you have been able to strike a rapport with the customer – for which, first of all, you necessarily need to hone up your communication skills and make that really exceptional – half of the sale is done. If you have strategically been able to remember the name of the customer's son or dog and use it smartly to show that you care, he will feel embarrassed to push you for a discount! You don't ask for a discount from the guy who remembers the last time when he met you, your name and in addition, your son's name. And lesser so from a salesperson who doesn't stop there and goes on to ask about your son's illness. They say nothing is more important to the customer than his name. Given that, imagine how important would be his son's name.

Sales is so much about making the customer realise that you are more interested about his wellbeing than his money! A customer who is interested in cars would love to get mails from you on interesting and unique aspects about auto brands which will add to his knowledge and help him perhaps show off in front of his friends or colleague. A customer who is doing a research on China, would love to get an email with a link on the latest article on China from The Economist – especially if it is fast enough to reach him before he has read it in his personal copy! Once he thinks highly of your interest in his wellbeing, the sell (much like the word kill) is just a step away. And again, price will not be a factor!

Yes, however tough it may sound, even during recession the best guys don't easily discount!!!

PAISA VASOOL

Recession does lead to a windfall for marketers who thrive on affordability. But that does not mean companies should go for panic discounting, as it harms brands in the long run. Better options are available to improve your product demand...

"Four bucks is dumb. Now serving espresso," smirks a billboard in Seattle USA. This was McDonald's way of advertising for its coffee. In early 2008, McDonald's had started unsnobbycoffee.com to promote the launch of its espresso drinks. McDonald's was doing all it could to steal business from Starbucks (its advertising agency claimed that 'Four bucks' rhymes with 'Starbucks' was purely coincidental! Instead, it was more to do with the pricing). At Starbucks, a cup of coffee costs \$4, while you could buy a cup at McDonald's at one fourth the price. McDonald's and Starbucks have been at war for long in a quest to grab market share. So McDonald's started serving coffee and Starbucks started serving breakfast sandwiches. However, there was a slight difference – after trying to outdo each other, we found Starbucks in the process of closing down up to 600 locations, while McDonald's just couldn't stop smiling at its balance sheet.

It's surprising how some companies are thriving in times like these while their competitors are wilting away. Big retailers like Abercrombie & Fitch, Barney's, Neiman Marcus, and even Saks Fifth Avenue say they have been hit by the worst holiday season in almost 40 years. Meanwhile, things couldn't be better for Walmart, as millions of consumers continued to flock into Walmart to buy its low priced, quality goods. According to Lee Scott its former CEO, founder Sam Walton built the company to thrive during downturns – something it surely has been doing pretty well this time round. What is it that's made these companies and many more like them 'recession resistant'?

THE CONSUMER IS CHANGING

The consumer is cash-starved. He needs to save money and given the first opportunity, would switch to cheaper brands. He is holding off big purchases but he still needs the basic necessities like clothes and medicines. He still doesn't mind spending on a toy which will light up the face of his child and sometimes he does indulge into guilty pleasures of a rich, dark chocolate, a glass of wine or a puff of a cigarette. According to Mintel International, the US cigarette and tobacco market would have grown by 28% to \$132 billion from 2008 to 2011.

Overall, impulse purchases are seeing a decline. People are asking for discounts even during the peak season. Retailers of all types, be they car makers or home builders, are stuck with huge inventories. For survival, they are slashing prices. Microsoft has cut the prices of its Xbox 360 Pro – its best selling version, to put pressure on rivals Nintendo and Sony. Intel has slashed prices by up to 40% on its Quad-Core Chips. Top-end designers of luxury goods and apparels are giving discounts as high as 70% to lure customers back into their outlets. Think about it; till just about a year ago, luxury stores couldn't keep up with the wealthy's appetite for extravagance.

From Jaguar to Apple, everybody seems to be cutting prices and it seems to be boom time for auctioneers and discounters. Gilt Groupe is a company that sends members e-mail alerts about a sale from a specific designer – and many big names like Valentino etc. are turning to it for help. Portero.com, an auctioning website is also doing brisk business by auctioning Chanel bags, Tourneau Watches et al.

The Christmas of 2009 created records when prices were cut the maximum by many retailers to woo the customers back. This traditionally is that time of the year when sales used to be maximum., yet, this time it was different. So then, is price discounting the only solution? Not really.

GET YOUR STRATEGY RIGHT

Extreme discounting is not good as it erodes the value of the brand in the long run. If you really have to reduce prices, do it by taking away certain

valued features from the discounted product. Your brand value will not erode – and when times are better, the consumer will be willing to pay higher prices for those valued features which he could not afford earlier. Also, you need to get your advertising and marketing strategies in order so as to change the perceptions of the consumer. He needs to feel that his money is well spent. Consider this – amongst all the airlines in India, Indigo seems to have no plans of reducing fares; rather, it's all set to expand and add new destinations.

P&G executives have declared that they would not have any major price rollbacks. Rather, P&G would work on increasing productivity and becoming more efficient. Not just that, its brands Tide, Dawn liquid dish cleaner etc. would be marketed as 'value-for-money' options. In other words, you could get more washes with P&G products, as compared to lower priced options.

Agreed the purse-strings have been tightened, the budgets reduced but remember that the consumer has not lost his intelligence! The consumer is looking for a deal, which promises him his money's worth; and all those who succeed in doing this would find no problems in attracting the consumers back. This is where correct marketing and advertising strategies are going to play a vital role. You need to show the customer that when he is buying your product or brand, he is getting a 'good deal', which is not necessarily the cheapest deal. There are various ways of doing this. Hyundai is one company that has done this very intelligently. It has positioned itself not as a low-cost product or a luxury brand but as a "value brand"; and to prove its point, it offers great prices, and great warranties. This reinforces the value proposition.

Another product that's become a surprise super hit in the US is Snuggly. It's a blanket with sleeves. It is an example of a product that gives full value for money. When it was introduced, a lot of analysts and bloggers condemned it sharply and called it a product for "overweight, depressed and lonely couch potatoes." Strangely, it turned out to be a product which helped you keep warm indoors without having to turn up the heating (thus saving people those precious green bucks) and its sleeves gave you the freedom

to move your hands as compared to a traditional blanket or shawl. Moreover you could use it outdoors and indoors. It was total value for money – consumers loved it and lapped it up. Also, people loved its ads.

Today, its advertisements showing cosy family scenes are working much better. So the next time you plan your ad campaign, don't forget the psychology of the customer. Anything that is warm, friendly, familiar, and comes with a feeling of security is working wonders. So go back and re-shoot your ads. Do not get into panic discounting; rather, think of how you can convince the consumer that he is getting his money's worth – and he will be yours. Today, the consumer is spending only where he feels it's full paisa vasool.

The consumer loves the proposition of 'value for money', but panic discounting can really send the wrong signals. Price is a potent weapon... Handle it with caution!

THREE STORIES TO ILLUSTRATE

1ST STORY:

100 students at MIT's Sloan School of Management were shown an advertisement of the magazine – The Economist. It was a subscription ad, urging readers to pick the type of subscription they wanted to buy or renew. Three offers were on display:- 1st Offer: Internet subscription for \$59, 2nd Offer: Print subscription for \$125 and 3rd Offer: Print and Internet subscription for \$125

Out of the 100 students, 16 students opted for the first offer, zero students for the second, and 84 students went for the third offer. Now no one in their right minds would even remotely think of going for the second offer when at the same price, you got a bigger and better bargain when you selected the third offer.

So the researcher Dan Ariely decided to do away with the 2nd offer (after all no one went for it in the first round). This time again, 100 students were

asked to fill up the subscription form. The results spoke a different story; 68 students chose the first offer of \$59 for Internet only, while only 32 chose the \$125 subscription, which offered the combination of print and Internet. While it appeared to be the most lucrative option the first time, what was it that made the third option look so lackluster the second time around?

2ND STORY

It was a basement-run operation when it started. Today, it's grown into a huge business with branches spread all over the world. The company is

As humans we always compare, especially when we are not sure of what we want (and most of the times, with so many choices around adding to the confusion, we are not sure, not clear which is the best)

Amway Corporation and has used a technique whose power is indisputable. It calls this BUG. Before you draw up any conclusions, the BUG is nothing but a collection of Amway products – the furniture polish, detergent, shampoo, deodorizers etc. all put together in a specially designed tray. Each salesman is trained and instructed that he has to necessarily leave this

BUG in the prospects house for 24-72 hours, without charging her anything or putting her under any obligation to buy. She was just expected to try the product. When the salesperson returned to collect the free samples (BUGs), most of the customers bought at least one product. The BUG, true to its name, was working like magic. What was it that suddenly made the same products so good, that all sales shot up so fast?

3RD STORY

An owner of a jewellery store found that she was unable to sell a collection of turquoise jewellery. She tried as hard as she could, but nothing worked. As a last resort, during the peak tourist season, she asked her saleswoman to put a note on the turquoise jewellery section announcing, "Everything at ½ (half) price". As expected, everything was sold within a few days. However, the shocking part was that the saleswoman had not heard her

correctly and instead of putting a note mentioning that everything was at “1/2 the price”, she had put them up at “2x” i.e. double the price. Why did it all sell?



MIND GAMES

In the first story of

The word “Free” almost always works!!!

The Economist subscription, the 2nd option of \$125 for print subscription was included (even though it sounded totally illogical at first glance) to send 84 out of 100 people to reach out for the 3rd option. The 3rd option seemed like a ‘steal’ when compared to the second. The 2nd option acted as a decoy – for when the decoy was removed, the choices changed completely. As humans, we always compare – especially when we are not sure of what we want (and most of the times, with so many choices around adding to the confusion, we are not sure about which is the best). This superbly intelligent advertisement of The Economist gently pressured us to go for the more expensive option by making it look most lucrative in comparison!

In the 2nd story of Amway’s sudden increase in sales, the success had nothing to do with improved quality of the product, or price change, but rather the use of a “trick” to which mankind has succumbed, since time immemorial. **It’s the magnetic power of the word ‘FREE’. Yes, ‘anything free’ is always welcome.** Amway combined ‘free’ with ‘reciprocity’. The reciprocity rule, says Robert Cialdini, binds us into doing something in return for a gift received by another. Amway’s ‘free trial’ put many customers under obligation to buy – at least one product.

In the 3rd story, the unintentional high pricing worked wonders on the minds of the buyers. High priced jewellery is always associated with high quality. So just when the owner of the jewellery shop thought that a reduction in

price would rid her of these products which refused to sell, it was the obnoxiously high price that did the trick.

SELL BY USING THE NEW MANTRA OF MARKETING BY THE MOB – THE POWER OF “YOU”!

“Team sunegi, duniya dekhegi” was your chance to tell Mumbai Indians how to play. And if that was not enough, then for a cricket crazy nation there was more. You could help Kolkata Knight Riders by actually coaching them, for this time, Shahrukh asked for your suggestions and made you a coach of his team. ‘Main bhi coach’, summed up the Indian mentality where everybody sitting in front of their TV sets knew the exact ‘winning mantra’ for each match. This time, a lot of IPL teams asked you, and rewarded you too for your suggestions. Why?

“YOU” – THE NEW ADVERTISING GURU

The chocolate bar ‘Picnic’ seemed to have run-out of an ad agency, when in February 2010, it invited consumers to create their own advertisements, where they had to film themselves attempting to eat a Picnic in 30 seconds flat. The best films would be the new commercials for the brand and would be aired on TV. Seeing the super success of involving the crowds, Australia's bankrupt radio station FBi 94.5 FM asked its listeners to come out with innovative ways for asking music-loving billionaire Richard Branson to save the radio station. People came up with the most creative ideas... from baking 5,000 cupcakes with Branson's face, to one enthusiast even swimming up to Branson's private island to ask for his help. Branson finally called up the radio station and gave a donation. A great campaign, especially when you consider the fact that the client was already bankrupt!

The mob can do magic to your sales, if you hit the right spot. In 2006, **Doritos** asked people to make their own ads of the chips, upload it on the Doritos website – the most voted for ad was to be aired during the Super Bowl, with the winner taking away \$10,000. By 2009, the prize money went



Involve the viewer into your marketing plans. It's the easiest way to get their full attention

up to \$1 million. But that's not the point – because for the first time in 10 years, the king of beers, Anheuser-Busch was dethroned as the king of Super Bowl commercials by the Doritos ad, made by an amateur on a measly \$2000 budget. This decimated the supposition that only a big ad agency could have the best ideas. **It proved that a great idea can come from anywhere. The bottomline – just don't forget the mob.**

In February 2009, **Bingo** asked people to create games, quizzes et al, around the theme 'Bingo har angle se mmmm...' It got the wackiest of responses right from someone making a creative featuring George Bush saying, "M sending Bingo Chilli Dhamaka to Iraq" (as "people in Iraq don't need bombs, they need Bingo Chilli Dhamaka") to a blind man seeing with his mind's eye how 'yumm' the chips were.

Lays went a step further. Forget an advertisement, now you could create your own flavour and win Rs.50 lakh along with 1% of the product's revenue. 'Be a little dillogical' – well, nobody was complaining even though the award seemed illogical or rather too good to be true!

"YOU" – THE NEW PRODUCT DEVELOPER

Lays did it in India; **Kettle chips** did it in the US, and it was all about asking you to become a flavour artist and win prizes too.

Adidas asked users to express their individuality and design their own shoe with the help of an expert. **Lego** provided its users with a software to help people design the Lego of their dreams. It proved the coolest way of capturing the complete attention and imagination of prospective customers



Nestle used the 'me & meri Maggi' campaign to connect with customers

and involving them totally with one's brand, at almost no extra cost.

P&G realized this when its then CEO, A.G. Lafley, found that he was running out of ideas and it was getting impossible to keep up with the demands of consumers.

P&G's 'Connect + Develop' was launched to request customers to chip in.

Its '**Pringles Prints**', where interesting things were printed directly on the chips, was launched at almost no cost and in no time. Through 'Connect', P&G discovered a small bakery in Italy which could do the job for them. This proved cheaper and faster than developing the process in-house.

Netflix, the online movie rental company, has a software that helps identify what kind of movies its customers like and subsequently recommends similar films to them. If the customers like the recommendations, it would only mean more business for Netflix. It launched a contest where anyone who could increase the efficiency of its existing software by 10% would get \$1 million. The plan worked and the winning team took away the moolah. The strategy was so effective that they plan a repeat this year too, and again, for just a million dollars!

This seems to be the time for doing business 'with' real people. Not just 'with', sometimes products are designed 'of' the people too. **Burger King** in Brazil took the tagline 'Have it your way' to a whole new level, when they decided to install a secret camera, which took customers' pictures and printed them on the wrappers of their burgers! The crowd loved it completely!

Me and meri Maggi – that's how Nestlé decided to celebrate 25 years of Maggi, with who else but 'you'. Maggi is nothing without its consumers (as is true for every brand), and everybody has a 'Maggi story' to tell. So now, you could share your 'Maggi moments' and your recipe with the world and get famous too. Your picture would be printed on the package. No celebrities,

but the consumer is important, for it's a loyal crowd that builds a big brand. Clearly, this brand is proof that **today, business is being redefined as – ‘for’ the people, ‘by’ the people, ‘of ‘ the people.**

“YOU” – THE NEW COMPANY

Crowd-sourcing seems to be a profitable model for businesses. **Innocentive** is a company that has made a whole new business out of this. It uses the global brainpower to develop new products, new commercials, new virals – whatever. A global brainstorming to solve your problems – can you beat that? Every solution has a reward and big corporations (P&G used Innocentive to launch Pringles Prints) are asking Innocentive for help. The Rockefeller Foundation wanted a low-cost water treatment system and offered \$15,000 to the winner. So if you have an idea, share it and earn too! New products have a notoriously high rate of failure, for many times, companies fail to understand customers. **Trend Hunters** is a new business that helps you spot trends, and the latest trend it has spotted is ‘Next Besting’ – how people are choosing almost as good budget-friendly options over expensive ones. So, if you want to feel the pulse of the crowd, you may want to visit Trend Hunters.

The most talked about thing on the Internet called **YouTube** is the best example of consumer generated content. Even IPL's viewership increased, for now you could see the matches on YouTube. Soon, you would have set-top boxes, which would stream digital content to your big TV, Satellite TV! Beware, YouTube could render you redundant soon!

“YOU”... ALL THE WAY!

The common man is a bigger hit than a celebrity. Look at TV – the most popular shows are the **Reality Shows** with ‘real’ people and not ‘paid actors’. People believe movie reviews given by the commoner more than those given by the critics. Magazines are asking readers to send-in their pictures and their stories, and these are more popular than those delivered by trained journalists

In May 2008, 50,000 citizens in **Estonia**, on a single day, cleaned up the city. It was something that would have taken the government 3 years and

22 million euros! Some motivated individuals used the power of the mob and did it. This year the people of Portugal did the same. Forget business, how about doing it for our own country? After all, we all know, whenever you've got a knotty problem that you can't solve, you know what to do – call the mob! **However, remember the consumer is not a moron and he can get back to you and prove that...**

SALES IS IMPORTANT... ETHICS MORE SO

Corporate espionage is an expensive and dangerous proposition. But that has not deterred the leaders of Global Inc. to get their hands dirty. They say, all is fair in war, business and politics. But is it?

A strange story leaked into the British press in the 90s about Richard Branson. It said that the garbage man refused to collect trash at a Branson owned nightclub because it included HIV infected needles. The story was baseless. However, it was not some gossip column that came out with this story. It was a well planned strategic move involving senior corporate executives of Virgin's competitor, British Airways. Lord King, the British Airways Chairman, conducted a smear campaign against Branson – one of Britain's wealthiest and best known entrepreneurs. BA's PR Consultant, Brian Basham had been intentionally undermining Branson and his company's reputation in the press – why? Well although Virgin was small, yet, it posed a potential threat to the huge national carrier, BA, especially on key routes between London, United States and Asia. As a result, BA indulged in all kinds of espionage to destroy Virgin. It even went to the extent of spreading rumours about the unsafe conditions of the flights and how Branson did not allow his wife to fly Virgin due to safety concerns. In the end, in one of the most humiliating, most bitter and protracted libel actions in aviation history, BA finally apologised to Virgin and even agreed to pay damages to the tune of £3 million.

At one point of time, Oracle had accused SAP of a grand scale corporate theft, of downloading and gaining illegal access to its computerised data,

thus helping SAP undercut Oracle's prices. Oracle won \$1.3 billion from SAP in a 2010 trial – the largest jury awarded compensation for 2010.

Sales is surely important, but ethics more so.

STOP

Obesity laden burgers, cancer causing cigarettes, liver damaging alcohol, pesticide infected cold drinks... advertising is unethically selling everything! It's time we protested! Angrily!

We are so busy working, earning a living, spending, buying things, that many a time, we lose focus of the big picture. We see advertisements and confuse dreams with reality. Sometimes, these dream merchants instead of selling products manipulate us into wanting things we don't really need. Sometimes they seduce us to buy things which are bad for us. More often than once, we find ourselves succumbing to dreams that these advertisers sell. Let's take a few minutes to think – is it ethical?

ALL THAT GLITTERS IS NOT GOLD

Increasing competition, increasing clutter in the advertising space and increasing pressure, forces companies to do almost anything, even make false claims just to sell. The softest

targets and the easiest to convince are children – they may not have the purchasing power, but their persuasion power beats it all.

Young adults watch the glitzy ads of cold drinks and guzzle down the images and the drinks – loaded with pesticides

Back in 1979, it sold its first product, and since then, it has never looked back. The brand has created marketing history. Almost every country today sells McDonald's Happy Meal. It started as a 'Star Trek Meal' – the first-ever toy promotion of a film. Today, the popularity of the Happy Meal toys even helps one judge the success or failure of the film at the box office. McDonald's spends two billion



Almost all brands failed to pass the pesticide test, yet advertised themselves as safe drinks

dollars on advertising alone – most of it targeted at children. Yet, the not so happy fact is that its products are extremely high in fat/sugar/salt – prime reasons for child obesity and bad health. A multinational analysis revealed that food advertisements comprised the major part of all advertising and 95% of them were of foods high in sugar/salt etc. – all very harmful for children. Isn't it time advertisers stopped using their commercial tactics on children?

Young adults watch the glitzy ads of cold drinks and guzzle down the images and the drinks – loaded with pesticides. The cold drinks sector in India is a big money-spinner, and its popularity has been growing among children and teenagers. It's shocking, but the fact is 'Thanda Matlab – Toxic Potion!'

Of the 34 brands of drinking water collected by a leading research and testing agency, none passed the purity test. From Bisleri to Aquafina to even the lesser known brands like Volga and Paras, all had high doses of pesticides. Yet, they are advertised as healthy and hygienic drinks. They are everywhere! Look around – in cinemas, department stores, malls, parlours, restaurants, fitness centres. Today, a travel by car or train means – first, pack your mineral water. The fact is that pesticides are so harmful they can cause cancer and even damage the central nervous system. Yet, the ads want us to believe that there is Boond Boond Mein Vishwas!

MARKETERS OR DEVIL'S ADVOCATE?

It's not that these companies are unaware of the damages and harmful effects of their products. They are as aware as tobacco companies are about the nicotine content in cigarettes. The 1999 film, *The Insider*, showed it all, when one of the employees of the company Philip Homes acted as a



World over, celebrities are used to try and sell alcohol with the gullible youth being the primary focus.

whistleblower and, on a popular TV show called 60 Minutes, spilled the beans. It showed that tobacco companies intentionally targeted children and concealed the addictive nature of cigarettes. Thanks to him, Minnesota



Despite alcohol ads being banned in India, they do sponsor shows and awards

became the first state in USA to file an antitrust and consumer fraud lawsuit against the tobacco industry forcing the industry to pay \$6.1 billion as settlement charges – which is a helluva lot of money! Come to think of it, for years, the American Tobacco Company argued that “cigarette smoking is not injurious to health!”

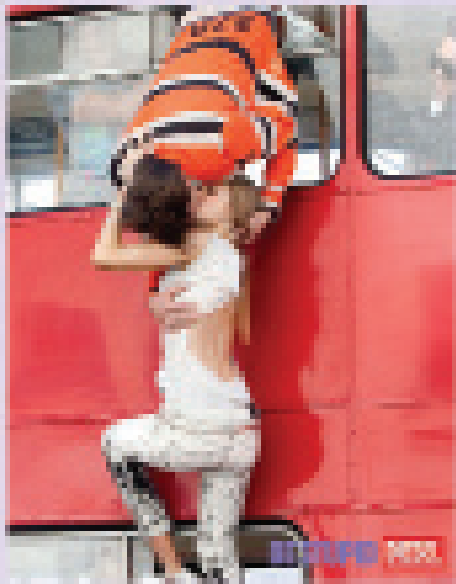
Tobacco and alcohol advertising are banned in India. Then how do you justify the ‘Red and White Bravery Awards’ or the ‘Manikchand Filmfare Awards’? Teacher’s Whisky advertises for ‘Teacher’s Achievement Awards’, and Bacardi advertises its ‘Bacardi Blast Album’. Is such surrogate advertising right when the fact is that tobacco is the second major common cause of death and children start alcohol consumption at an age as early as 14 years?

‘Choice’ was advertised as a birth control pill with iron; however, it contained ingredients, which categorised it as a Scheduled H drug to be given only on prescription. A few years back, Wings Pharmaceuticals flooded news channels with advertisements of a drug called ‘Diclowin Plus’, promoting it as an effective medicine for pain relief. However, what it hid from consumers was the fact that if the medicine was taken without a doctor’s prescription (and guidance), it could trigger off peptic ulcers, blood disorders, and ironically, even headaches.

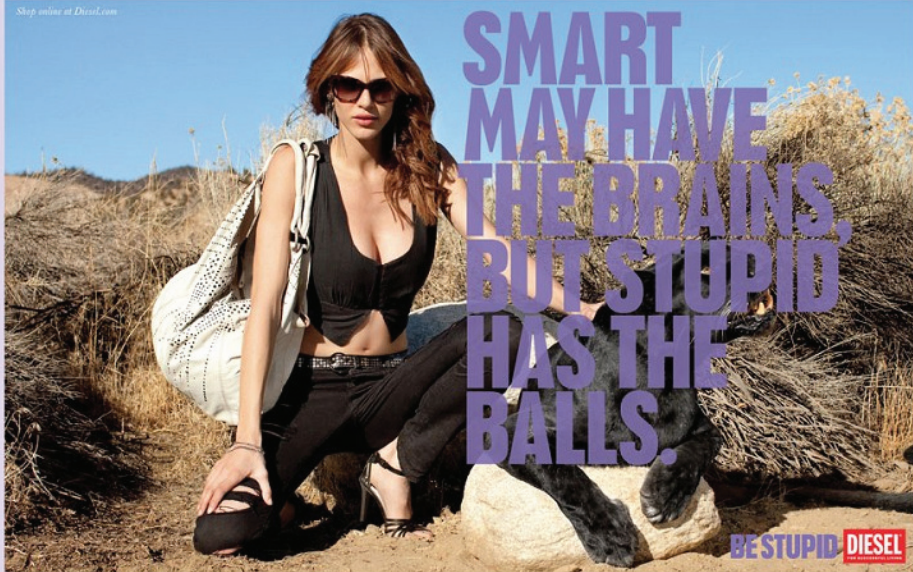
LIGHT AT THE END OF THE TUNNEL

It’s time companies tried selling with a sense of responsibility towards the society. The good news is that today, the consumer is becoming more and more aware. As David Ogilvy said, and we repeat, “The customer is not a moron... She is your wife!” Today, it pays to be ethical; and consumers are awarding ethical companies by both remaining loyal, and sometimes even paying a premium for their products or services. Not just this, they are even punishing unethical companies by staging public boycotts and avoiding

SMART
LISTENS TO
THE HEAD.
STUPID
LISTENS TO
THE HEART.



Shop online at Diesel.com



One of the most famous ad campaigns of recent times, asked the youth to be 'Stupid'. However Diesel was not seen as promoting anything stupid or dangerous to sell more, because of the sheer fun appeal of the campaign!

their products. Today, the consumer wants to be sure that the product he is purchasing doesn't harm the environment and the company is fair to the people who helped in making it.

When local bottlers of Coca-Cola in Columbia used illegal paramilitary groups to intimidate, threaten and kill its workers, people the world over

decided to boycott Coke. Students in British universities removed Coke from their campuses, gathered signatures against the 'killer Coke', and caused the closure of many bottling plants. Adidas too had to face the heat when consumers came to know that the company killed kangaroos to use their skin for manufacturing Adidas sneakers. Back in India, Pizza Hut claimed in its ads, "Our dough is fresh and not made in a factory like others!" – which was a false claim, and the ads were subsequently withdrawn. Sunfeast biscuits in their advertisements depicted a boy becoming taller instantly after consuming the biscuits – conveying the message that biscuits were responsible for physical growth. The Advertising Council (ASCI) found it misleading and asked Sunfeast to withdraw the ad.

As we have already said, customers have the power to purchase and to boycott products that are unethically made or marketed. As Sam Walton stated, "The customer has all the answers... and all the money." We, as individuals, in our role as consumers, have the power to choose. True advertising provides us choices, but as ethical consumers, we can decide what to buy and what not to. Erin Brockovich, a single unemployed mother whom no one took seriously, upturned the fortunes of The Pacific Gas & Electric Company and almost single-handedly brought the company down for polluting the city's water supply. So go on, take charge – choose the right products, and for everything unethical, just say – STOP!

With great power comes great responsibility. Use your powers wisely. Sales is important, but ethics more so. The ethical seller, sells more in the long run.

IN A NUTSHELL

One needs to keep a close watch on competitors to survive. Corporate espionage is not the way. Real winners find ethical ways to stay ahead. Be it getting information about competitors, or be it advertising, a great marketer is one, who does not just understand the tricks of the trade to sell his product, but is also the one who doesn't use 'dirty tricks' to win. For in the long run, it pays to be ethical.

POSTFACE
BY ARINDAM CHAUDHURI

S TATUTORY WARNING!!

The principles outlined in T-H-O-R-N-S will for certain give you success in the market place, however it might not be completely conducive to your personal happiness.

HAPPINESS IN AN ADVERTISING DRIVEN SOCIETY.

This chapter of the book was essential for me to write to do justice to myself. So just like I wrote a preface to the preface, this is my postface. And yes, Rajita does endorse these views but it doesn't really form a part of the

philosophy of T-H-O-R-N-S, so here it comes as what I have termed as a postface!

This book was from the entrepreneurial side of mine, where I have tried to master the art of living in a fiscal bottomline driven and ruthless capitalist society. And quite frankly, I have always enjoyed the process, the fruits and the fun of competing! When you live with the sharks, you better learn how to swim faster than them, or else they will eat you alive! And this is the reality that we live in. So this book was about the art of **Swimming with the sharks without being eaten alive** – as the lovely book by **Harvey Mackay** was named.

However, the other side to me is not totally utopian. As an economist who preaches what I have termed as **Happy Capitalism**, I have warned people not to fall prey to the practices of this competitive capitalist world for over a decade! I have always maintained that the **market is a great slave but a pathetic master... I have spoken of a way so that we live in this primarily capitalist world – which comes naturally to mankind – yet strike the right balance in order to maximize our happiness. For happiness, I have always believed, is the only reason for our existence, and we chase success and money also because we believe that's one of the ways to be happier.** It is a must for readers to note that blind practice and belief in the principles of T-H-O-R-N-S to competition may certainly give you business success and read fantastic, but it is not necessarily conducive to a happy life and a balance has to be struck with the core belief that winning the competition is not the end all of life – personally or professionally. This game of winning the competition has its positive sides as well as its negative sides. **If the world has not seen another recession of the kind in the 1930's, we have marketers and advertising agencies to thank.** They often don't know the great service they unknowingly, often in their semi drunk state, do! Marketers keep the money rotating in the system. They convince people to come out and buy. And therefore, they keep the economic cycle rotating! For it's only when what we produce gets sold that producers produce more. Else the recessionary cycle starts. Products don't get sold, we produce lesser and



A few of the famous logos changed by anti-consumerism activists!

fire people, there is lesser money in the markets, they buy lesser and thus we produce lesser and the cycle continues. Marketing brains – often magically – seduce people out into the markets and make them buy – a pre-requisite for a capitalist system.

This is exactly where lies the dilemma! Happiness is about satisfaction and contentment. And the market system, while promising you an illusion of happiness, is in a constant endeavor to make you discontent and dissatisfied **by selling you the idea of owning a product as happiness**. Often, the idea seems to be **Work, Buy, Consume, Die! Markets thrive on the manipulation of the attitudes and behaviour of the consumers and by altering the definition of what is worth emulating in life**. That's how the principles of T-H-O-R-N-S will, in a way, help people do better. Top authors will say that the job of a great marketer is to identify needs and satisfy them, with a rider that needs always exist and they can't be created. The truth is that by definition, a need is state of felt deprivation, and it can

be created by making you feel deprived – of a shoe, a washing machine or a car – and that is what the advertiser does constantly.

Not just that... **A true top notch intellectual advertiser doesn't even focus on making you satisfied...** He focuses on making you temporarily satisfied from the word go, with a new plan to make you dissatisfied just some time after you have bought his product and are feeling satisfied. **Nokia** milked this strategy to the core till it ruled. I believe, and my experience as a Nokia loyalist says that it would hype up a product in the market by keeping it deliberately short of one basic feature. Immediately after we bought that product, it would come up with another model highlighting the feature it didn't include, but not speaking of a feature, which it has deliberately dropped from the new model. And this game continued till it could fool no more. Of course, in this case, the consumers got bored not just of Nokia models but of Nokia as a brand on the whole, leading to their decline in sales globally – an aspect that marketers must be cautious of while dumping



Buy me

I'll change

your life

The Selfridges punch line!

more and more products on their consumers. It shouldn't happen that instead of your new product, the law of diminishing marginal utility starts applying on your brand itself. Also, other competitors gave equally good and better products and exposed Nokias lack of focus on real product improvement after one point. Such acts can continue only till your product is supreme in quality – which as we have emphasized time and again in the book is of supreme importance and a basic condition for the principles of T-H-O-R-N-S to succeed.

What Nokia did almost on a quarterly basis for years is what others do on a half yearly, annual or bi-annual basis. Throw away your old washing machine and bring home the new washing machine! This looks better since it is front loading and top loading systems are outdated! If you keep falling into these traps as a consumer, your life will be an endless chase. By chasing one product after the other just to remain up to date, you will only remain dissatisfied or at best jump from one individual momentary satisfaction to another. That is the job of the marketer, for he can't sell his products to a satisfied man! **A satisfied man is a consumers worst nightmare! He dreads to think about such a man while he talks about bringing out an ad, which will satisfy your needs** though that's utter garbage! Yet it's totally necessary for business and economies to run. His message is clearly – as one of my favourite and most successful department stores in London **SELFRIDGES** says – **BUY ME AND I WILL CHANGE YOUR LIFE** – at least that's the illusion he wants to create.

The onus is on us as consumers. Are we going to allow them to treat us like a dustbin and become their product dumping ground or will we strike the right balance and spend some time with our children at the wonderful cost of not buying the latest model of another colour TV, if the last one is till working fine, and looking almost new? The marketer will always use the economic law of diminishing marginal utility to his advantage. That's why I say that economists will necessarily make great marketing guys if they want to. **Diminishing Marginal Utility** is that psychological law due to which we pay hugely for the first glass of water but with every additional glass of water, we are ready to pay much lesser; because it says, the more we have

of something the less we want to have more of it. That's why, after the initial excitement of buying a new car, with every passing day – though it might still work as fine – our excitement dies down and we again start falling prey to a new motorcar's advertisement! And an intelligent marketer only tries to see to it that the law of diminishing marginal utility around the product he has just sold you works faster than human nature would have allowed it to, so that you come back to buy his product again!!! In this statement lies the biggest advice from my side to every marketing man and the key to avoid being prey to the marketing man's strategies as a consumer and chose happiness from relationships, books and other finer aspects of life. Instead of products, relationships have a law of **increasing marginal utility** working than diminishing!

Anyway, we come back to our topic. As marketers, apart from chasing our profits and therefore being socially responsible, we must also remember that what we do necessarily have a negative impact on the society. Often, the more we win, the more we lose! That is, the more we win in terms of a business, the more we lose in terms of the society. Therefore, at least the knowledge of the societal effects of an excessively advertising & marketing driven-society is of extreme importance to not just consumers but even to us, the marketers.

In America today, estimates say a sixth of its total GDP is spent on marketing and advertising. Most of it is tax-exempt, so that people pay for the privilege of being subjected to manipulation of their attitudes and behaviour. Even four-year-olds check out with each other what brand names they patronize. They go up to other kids and twist and turn up their collars to check out brand names. For toddlers and children below the age of five, the fashion house **GAP** finds that its colourful and well-designed clothes don't sell as much as a dull grey-coloured T-shirt with GAP written boldly on the chest does. After all, what's the use of buying a branded product if nobody gets to know about the brand name even if it is for your three-year-old impressionable child! So much for the illusion of being individual masters of life that the free market system is known to propagate! In his book **Profit Over People**, **Noam Chomsky** points out that a **majority of Americans**



Kids clearly prefer a boring grey T-shirt as long as **GAP** is written in bold!

themselves haven't benefitted from market capitalism. Americans today live off the money that they will be earning in future, thanks to the credit card syndrome and the attractive instalment schemes offered to the gullible consumer, overcome by this need to have more. A generation of credit card defaulters is growing up in countries like India as well. An endless number of young boys are falling prey to this trap and start their career as shameless thieves, who proudly announce their intention of defaulting. The others start their careers on loans. These people had better be warned! As Martin Luther King said, **"The means by which we live have outdistanced the ends for which we live. Our scientific power has outrun our spiritual power. We have guided missiles and misguided men."**

Credit card companies hire musclemen to recover the assets taken on



No exaggeration.. it's a typical scene on American streets!

instalments. The entire system is repelling. The average American today has a negative saving, thanks to this compelling urge to finish the earth's resources as soon as possible. There are economic problems too. The entire system of credit works till that point where all the citizens of a nation finish spending their future income today. As I wrote in my book **The Great Indian Dream** years before the 2008 recession happened, "The American economy is surviving by selling things on their future income. Imagine a society where the credit economy becomes so aggressive that all its citizens have exhausted their next 15 years' earnings buying products, homes or cars today. The credit-run economy will start stagnating soon with replacement credit only for those who complete their instalments."

That's exactly what is leading to stagnation around the world. The American drama unfolds interesting scenes. The working class, about 80% of the economy, has nothing to do after work. There are four things that sell primarily. At least these are the only four industries that have seen advertising in American newspapers and television in a decent way – **fast food, clothes, cars and insurance**. Fast food is making average Americans unattractive and obese. Department stores with their round-the-year sales are trying to help them look attractive and hide obesity. Car companies are giving them some action to look forward to in life and insurance companies are selling the fear of death (often due to obesity and lifestyle-related reasons) and making money. Incidentally, even these businesses were started nearly three and a half decades ago. With the exception of the IT boom, entrepreneurship seems out of reach for a common man because of the high costs involved in setting up new businesses. One look at average department stores on Fifth Avenue in New York is good enough to reveal that they are working on variable costs with the cost of infrastructure being impossible to recover. You don't need to be an economist or management expert to guess this. That is one reason why new businesses are not coming up. Infrastructure costs are becoming unrecoverable and only those with a given infrastructure are able to survive. Since they are not selling, the market mechanism also doesn't work! People in small towns everywhere in Europe and America complain that large national retailers and shopping

malls have killed their small businesses and their communities. In the name of free enterprise, monopolies are established and competition (even quality) are compromised. **Market capitalism is helping a few rich to get richer, creating protectionism whenever required only for the benefit of the world's elite.** The recent attempts of trying to pass a bill in America to preventing American companies from setting up call centres in India is a case in point! Bringing Versace and Armani suits to department stores in New Delhi while the rest of India languishes in poverty is not the social justice we had longed for. **Selling Louis Vuitton and Dior for the urban rich is more of Hypnotic Poison (as a Dior perfume is called) than symbolic of development in India! Years ago, Mao Tse Tung said that power flows from the barrel of the gun.** We would have loved this world to be a better place. The truth, however, is that in the post-Cold War era, America continues to impose its ideology and diktats on the rest of the world still primarily from the barrel of the gun.

Having critically analysed the problems of market and global capitalism in a brief, let me say that it is not as if **I do not understand some of the merits of these systems and their cohesion with human nature.** Ideologies can often fire your passion enough to override natural human tendencies for a while, as it happened in the erstwhile communist nations. When you are being ruthlessly exploited and live in endless poverty, you do tend to feel closely related to your brethren and revolutions invariably follow: With growing prosperity and enough food to eat, this passion starts dwindling to a point where all you want to get is more recognition for your contribution. **Competition and one-upmanship begins to rule your lives. That is the reason that capitalism appeals to human kind and socialism in the long runs looks oppressive.** It is certainly in human nature to welcome prosperity and better standards of living and yearn for luxuries in life and why not? When people around you live almost as well as you do, these natural human tendencies can be allowed to flourish. But in these days of globalization, prosperity, too, should be globalized. Till then, a large majority of the have-nots and a few amongst the haves like us will continue to have utter contempt for the present system of market capitalism.

A dramatic advertisement for Dior Hypnotic Poison perfume. A woman with dark hair and light-colored eyes is the central figure, looking intensely at the viewer. A large snake is coiled around her neck and shoulders. In the lower-left foreground, a bottle of Hypnotic Poison perfume is surrounded by red roses. The background is dark and moody.

Dior

The Scent of a Lizard

HYPNOTIC
POISON

Globalization or as the ad
says, hypnotic poison?

Like the most Poison

John F. Kennedy had said on the price increase proposed by US Steel, “My father always told me that all businessmen were sons of bitches, I never believed it till now”.

However, we must realise that market capitalism works very hard at keeping you tied down to the lower order needs by altering the speed of the law of diminishing marginal utility through manipulative advertising. It doesn't let us grow up the hierarchy of needs and experience happiness derived out of love and feelings. The needs theory of Maslow is called the Hierarchy of Needs, mainly because each need is placed in accordance with the happiness and satisfaction derived from it. In fact, Maslow himself called the two bottom most needs of physiological and security as **lower order needs** and the rest – social, self esteem and self-actualization – as the **higher order needs**. The lower order needs are common to human beings and all animals. Thus, I call them the animalistic needs of human beings. It is the satisfaction of the higher order needs and the ability to satisfy them better that makes human beings different from animals. The way we eat food or crave security is quite similar to animals. It is our ability to express love for our fellow beings by showing compassion, consideration and sensitivity that distinguishes us from animals. We are also blessed with better skills to satisfy our self-actualization needs. In an ideal society, where the members of a community are happy, it is easy to perceive that the human beings who make up the community have the scope for satisfying their higher order needs. It is the satisfaction of the higher order needs that brings long-lasting happiness to man. On the contrary, if human beings are to spend a major part of their lives in slogging for acquiring the mere basic necessities of life like food, health and education, when do they even think about higher order needs? They can do so only when the state takes the responsibility of providing employment, health, education and equity. In the way that market capitalism is being practised now, none of the lower order needs of the weaker sections are fulfilled. This is precisely why, as businessmen, throughout our lives, we are often busy satisfying our lower order animalistic needs. The more we want aggression in this market economy, the more time we are forced to spend

satisfying these animalistic needs. At the age of eighty, we often look like a human being & talk like a human being but have never really spent quantity time (read as enough time, the opposite of quality time) to satisfy our human instincts and we don't even realize when we became like animals. With all due respect to the animal lovers of this world (there are thousands of fashionable people for animal societies in this world today, but rarely does one hear about 'people for people' societies), our responses often at the age of eighty are actually as inconsequential as the bark of a street dog or the grunt of a pig in a neighbourhood drain. We become a **dry-eyed money-making machine** at best and we hardly have anything to gain from humanity because we have never ever experienced humanity.

Isn't it gross injustice to mankind if human beings are forced to live in societies which leave them to wallow in their miseries and stay tied down to fend for their lower order needs all their lives? A businessman, in his constant chase for material gains, often has no time for his children. Ask him why he has no time for his children and he has a market savvy answer, like one of my friends said, **"I spend QUALITY time with my children – about five and a half minutes a day – and I don't believe in interfering in their independence by imposing myself. After all, they have to be independent human beings!"** He is extremely well travelled, but ask him if he has ever managed to visit the Louvre in Paris to marvel at the amazing Renaissance paintings, he moans about the lack of time. And in a way we marketers are a lot to blame. **We create a society where people are respected by what they have and rarely by the content of their character, so everything is lost.** Maslow's hierarchy of needs is actually a hierarchy of happiness. Satisfaction of the higher order non-material needs helps you **TO BE** while the material, lower order needs keep you in the state of **HAVING**. Thus, in market capitalism, we are always forced to be in the state of having and rarely in the state of being. If I go to Geneva for a holiday, I come back with twenty reels of photographs because I want to permanently possess the happiness that I experienced. Instead of trying to be in the state of happiness, enjoying the beauty of nature and trying to be one with it in the time I am there, I try to bring it back with me

and possess the beauty forever. What actually happens is something different though. Moments of happiness keep occurring in life – first girlfriend, first kiss, first trip to Switzerland, first marriage, first child, first award – they all keep flashing. And the albums keep growing in numbers. As for happiness . . . well . . . when someone comes to visit you soon after your marriage, you are still enthusiastic (foolish) enough to bring the ten odd albums and force them to go through all of them assuming that your friends have nothing else to do. After a few weeks even you are scared of bringing out those boulders of memory from the stack. If somebody asks you to describe the state of mind you were in during those beautiful moments, you are unable to recall them because instead of being in the state of happiness, you were busy trying to capture the happiness for posterity. Now you neither remember the happiness nor want to have a look at those captured moments. Man's refusal to be in the state of happiness is therefore resulting in short-lived happiness (broken marriages, et al).

In this branded world, everything has to be possessed. If you possess revolutionary instincts, even those can be used for making higher profits, thanks to the **revolutionary soda company's consumable drink called 'Che', named after the great Latin American revolutionary** who was the symbol of non-capitalistic pursuits. Similar things seem to be happening with education too! Being educated is not important. Having education is. Thus when I am almost 40 years of age today, having passed out of school some twenty-two years ago, the first question I am asked (by a new acquaintance) is which school did I pass out from. If I say Delhi Public School (a branded private school in Delhi), I am looked upon as someone who has had a good education (even though I might have been a failure throughout my school life). If I say that I passed out from Government School Number 15, then high society doesn't know how to pursue the conversation further. "You must have been a brilliant student", is the response you get. Thus, young children at their most formative and impressionable years grow up with either a superiority complex about their education (in case they are from a 'branded' school) or an inferiority complex about their education in case they are not from one. Psychology tells us

that for a balanced and healthy mind, both these complexes are harmful. But then who said that society cares about a balanced human being? **Even something like knowledge (of medicines as well as computers) is kept under patent laws for irrationally long periods, often up to 150 years.** The reason is that someone is attempting to make profits from something that can help society grow and live in good health, even if it's at the cost of people dying since they can't afford those expensive medicines. It's worth mentioning that in Sub-Saharan African countries, AIDS has brought down life expectancy

from 65 years to 31 years in Botswana, 52 years to 26 years in Zimbabwe, 62 years to 43 years in South Africa and 55 years to 38 years in Kenya. (Source: Human Development Report 2002, page 27.) Yet the patent regime on AIDS medicines continues. No wonder that today, we have the **ANTI-COPYRIGHT MOVEMENT CALLED THE 'COPYLEFT'.**

Let me give a nice example to explain my perspective better. One day, I was wondering why my father refused to part with his old Ambassador car while I love changing cars every two years. My friends told me that this is called the generation gap. I thought the reason for what I do was pretty apparent – the law of diminishing marginal utility at work at its best. On thinking deeply, I remembered my father's inhibitions about discarding my grandfather's old transistor and his first ever watch. Anything old with memories was tough for my father to part with. This got me thinking and I realized that he was operating in a different world, a world governed by the



Che soda!

LAW OF INCREASING MARGINAL UTILITY. Being educated (he believes that education is the best safety net for everyone and the best gift a government can ever give its people) and holding a decent job, he rarely spends his time in satisfying lower order needs. Majority of his time is spent reading books, poems, appreciating paintings, spending time with his mother, wife and children, and often listening to music or watching **The Sound of Music, My Fair Lady or Sholay** (a popular Indian movie of his generation) for the nth time. He is the market and the ad man's worst nightmare. You guessed it right. He is a satisfied man. The guy who spoils the consumerist's party! He spends time satisfying his human needs in a human manner. The interesting quality of satisfying human needs is that it lets you experience the law of increasing marginal utility unlike the law of diminishing marginal utility, where the more you have of something, the less you want to have more of it. Take, for instance, **Mother Teresa**. The more smiles she saw on a poor man's face, the more she wanted to see more of them and in the process, ended up spending her entire life for the cause of the poor in a land far away from her home. And look at **Rabindranath Tagore** – the more poetry he wrote, the more he wanted to write more of it. **Beethoven** – the more music he composed and the more he played the piano, the more he wanted to play more of it. Ask anyone who manages to satisfy his higher order needs of love; the more he sees his father, the more he wants to see more of him. The more time my father spends with his mother, the more he wants to spend more time with her and wishes that she lives forever. The more any loving parent looks at his child, the more he wants to see more of her. That's the beauty of spending time in satisfying non-materialistic higher order needs. You must be wondering what this has to do with retaining the old watch. **When you spend the majority of your time in satisfying needs, which provide increasing marginal utility, you start superimposing the same on materialistic lower order needs.** Thus used to a certain kind of life, my father superimposes the same on products. So the more he sees his old wrist watch, the more he wants to see more of it. The more he sees his old Ambassador car, the more he wants to see more of it. For him, it's the same as how people in the midst of fast-paced market capitalism superimpose the law of diminishing

marginal utility on everything, including human needs.

It is common in the Western world where dry-eyed people (people who find it embarrassing to cry and give vent to human emotions in the company of others) thrive and believe that happiness can be derived from products and not from meaningful relationships and other human needs. So the more an average American sees his parents, (often) the less he wants to see more of them. He prefers to dump them in an old age home. Therefore, a President of America might say that the more he sees his wife, the less he wants to see more of her, and the more he wants to see his secretary Monica. It's no wonder that the divorce rate is high in America. In fact, the more that Americans see their children, the less they want to see more of them. So when the child reaches the age of eighteen, it is celebration time for parents. The children are expected to fend for themselves after that (and bring home the Christmas cake on December 25 each year from then on). The problem with market capitalism and the advertising and aggressive marketing-driven society is that it promotes products as substitutes for emotion. If you want to express your love for your wife, you have to gift her an eighteen-carat diamond ring. If you want to demonstrate to your child your love for him, you have to give him loads of gifts. After all, when you don't spend quantity time with your child, how else can you show your love? The result of this quality time is, of course, extremely shocking. My friends' children in America have a room full of toy cars, helicopters, computer games, stuffed toys, guns, and what not. **Do they love their parents? Not really. For they interpret love as getting more and more.**

Often, by the age of fourteen, they have saturated their hunger for toys. Now they want the real thing – a real car. American laws are very strict. Parents can be convicted for giving their children cars before the right age. This is the first time when the child wants something but he doesn't



get it. Parents have no other way of showing love since the child is accustomed to getting playthings as an expression of love. So by the age of fourteen, most children are convinced that their parents don't love them, so there is no reason for them to love their parents either. **In the beginner's book of psychology called Abnormal Psychology, there are research reports, which show that amongst the reasons behind juvenile crime in the US, what features prominently is car theft.** Happiness is getting things by hook or by crook. When parents don't give, children steal! So much for giving and giving and 'more' giving – an almost certain way of sowing the seeds of a thief in your child! Of course, on the rise now is the irritation amongst the free market schoolchildren at not getting real guns in the market. So they somehow manage to steal their dads' guns and go to school with them, often killing tens of other innocent students in growing incidents of shoot-outs carried out by school students.

When I was in the eighth standard, I drafted my first love letter ten times and tore it up each time. Finally, after consulting five books on love quotations and a few of Shakespeare's classics and ten more torn letters later, I managed to arrive at the final draft, which I thought I would dare to give her. When I was in the tenth standard, there was a shop in my neighbourhood selling a few greeting cards. I went there, picked up a card and attached it to a letter, which was the fruit of my hard work. By the time I was in the twelfth standard, a company called **Archies** had been opened and I had a choice of more than twenty cards, which expressed love better than I could ever have done. Often, I would take more than one card and a letter to my girlfriend. By the time I graduated I saw such shops full of young boys and girls picking up dozens of cards at one go. The letter concept went missing. The new generation was giving five to six cards at one go in one envelope in their hope to get and experience love. If you wanted to write a letter in order to try and express your innermost feelings, there were card companies who came and told you, **"Stupid . . . we employ hundreds of people in our factories to produce emotions for you. . . why do you waste time trying to do the same? Come over to our shop and buy emotions (cards)."**



show
appreciation

This holiday season, tell your family and friends how much they mean to you. Showcase the most memorable gifts or wrapped in an envelope.



RECOMMENDED GREETING
WITH MUSIC MP3



CHINA WITH SOUND MP3

50%



RECOMMENDED GREETING

expressions

from
Hallmark

A card.
It's the biggest little
thing you can do.

Greeting cards ads... buy emotions from us!

When a human being ceases to draw out expressions of love from his heart and is able to replace emotions with gifts bought with money, love loses its meaning; relationships lose their value. Human beings become vending machines – press a button and out comes a card for every occasion with the right words; of course, borrowed! Flowers are delivered by a five-star hotel florist on the anniversary because the husband is stuck in a board meeting or a diamond ring is home ordered by a husband who is miles away on the wife's birthday, and home delivered by a jeweller. These are all accepted domino effects of market capitalism. We need to realize that happiness is not an object that comes free with consumer goods. In fact, unrestrained satisfaction of all needs is neither conducive to human welfare nor to mother earth. Resources are drying up faster than they are being replaced in our urge to have 'more' today. The unconcerned and selfish human race is planning to leave nothing for the future generation. The idea that is sold mercilessly is to consume 'more' even if it is beyond your means. The message is clear – be a **shopaholic**, it will make you happy!!

Around forty years ago, people in the West used to laugh for about thirty minutes in a day. Today they don't laugh. They just chuckle, that too for just six minutes a day, according to a survey done by a Swedish foundation on 'laughter'. No wonder that they have become dry-eyed. Many Americans are aware of the rut that they are getting into. According to another research, around 23% of the top level people in corporate America who changed their jobs in the year 2001, deliberately opted for a downshift in their lifestyle in order to get more time for things that they loved to do, like spending more time with family, playing the piano, playing golf; all these provide increasing marginal utility. **That is why I speak of Happy Capitalism.**

If Happy Capitalism is about a happy and satisfied human being, then the system should deal with the advertising machinery in modern-day market capitalism differently. While creativity and the positive aspects of advertising should be retained, consumers should be educated about overzealous sellers eager to con an unwitting consumer. And that is the reason why I have included this chapter. It is my effort to keep things balanced in this world of a few necessary evils. **David Ogilvy**, founder of O&M Advertising



That's the way we like you!!!

agency, in his book *Confessions of an Advertising Man* says, **“As a private person, I have a passion for landscapes, and I have never seen one improved by a billboard. Where every prospect pleases, man is at his vilest when he erects a billboard. When I retire from Madison Avenue, I am going to start a secret society of masked vigilantes who will travel around the world on silent motor bicycles, chopping down posters at the dark of the moon. How many juries will convict us when we are caught in these acts of beneficent citizenship?”**

The world of advertising changes our values and perception about things worth admiring and emulating in life. We are made to believe that a person who owns a Mercedes car is to be admired, irrespective of the quality of the human being he is. Women are sold the pathetic idea that freedom and feminism mean having a cigarette in hand or drinking alcohol. Advertising stereotypes women as sex objects and uses their appeal mindlessly, without any respect or dignity – the trend now is to use them for social causes, as naked as possible, championed by organisations like PETA. Health problems are exploited to sell solutions and products, which are not always beneficial. While Nike may not be accessible to all in poor countries or poor people in rich countries, the Nike ads are. Discontent and greed for such products, which almost always symbolize a happy life, creep into the lives of these people who cannot afford them. Children are manipulated to believe that they should always have one better than their peers. **John Kenneth Galbraith had said, “Every corner of the public psyche is canvassed by some of the most talented citizens to see if the desire for some merchandise product can be cultivated.”**

To have a new and different world, we also need new and different policies. We need to think about policies of taxes on advertisements to promote restraint in the consumption level. People must be encouraged to focus on activities that will increase marginal utility. There should be stringent laws to monitor advertisements to check that they do not target children or border on obscenity, exploit superstition or absurdity. **A typical American today spends more than a thousand hours in his lifetime watching some 1,50,000 advertisements!** If this is what the future holds in store



Becoming a donor is probably your
only chance to get inside her.



We can use women in any form, as long as it is for social causes!

for us, we need to understand that advertising will become a key guiding factor in deciding human behaviour in a society. Mankind will benefit immensely and markets will sustain for long with a steady pace of growth, if the unending chase for more is given up by greedy market-driven capitalism and it rather opts to support a more human, need-based and happier capitalistic society. We obviously won't see it happening soon, since T-H-O-R-N-S to competition will help you win over this battle, but being educated is always a safeguard against excess that this system can push us into. After all, the punch line of **SELFRIDGES** says, "**I SHOP THEREFORE I AM**". This is exactly what we must remember to not fall for. I am because I read. I am because I love. I am because I empathize. I am because I spend time with my children and parents. I also incidentally try to live well without compromising on any of these things!! Go ahead and now give **T-H-O-R-N-S TO COMPETITION!!!**



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