

Brand India: Diverse Perceptions Unique Identity

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Abstract

India has a great legacy and is acknowledged to be one of the oldest economies in the world. In modern era, India can achieve distinction if Brand India is built well. Building sustainable business environment and making India a production center of the world is a herculean task. Corruption, bureaucracy, delays in clearance of business proposals, poverty and poor work culture, political interventions, socio-economic barriers, tax reforms and regionalism are some of the hurdles. However, India is self-assured to take advantage of its strengths and overcome these hurdles so that it can answer the call to Make in India and promote Brand India. The present study is an attempt to understand the gap that exist among Indian and foreign nationals. Poverty, Terrorism and Corruption are the main factors leading to the tarnishing of Brand India. On the other hand IT and ITes sector is the most promising factor for building Brand India. Also, India is viewed as Tourist Destination The study provides a road map to build a prominent and successful Brand India.

Introduction

The nation brand - how others see a country, is an important concept in today's world. Globalization means that countries compete with each other for the attention, respect and trust of potential consumers, investors' tourists, immigrants, the media and governments of other nations. A positive and strong nation brand provides a crucial competitive advantage. It is therefore very important for countries to understand how people around the world see them across key dimensions. Brand India is a phrase used to describe the campaign India has launched to make it the most happening place in the world of Business and Commerce. India is well known world over for its unique culture, amazing sights and hospitable people that made tourists come back to this country. India is country with Unity in Diversity. Branding involves creating mental structure and helping consumers organize their thoughts in a way that clarifies their decision-making, and thus in the process provide value to the Brand. The brand assures quality of a product in the minds of consumers as it enjoys their confidence. There is also the increasing realization to brand nations as tourists and investors have multiple choices before them.

Brand India is an idea whose time has come. One of those rare Big Ideas that means so much that everyone seems to have their own image in mind about it, yet no one can quite define it. India is a part of what is known as the BRIC countries, which include Brazil, Russia, and China along with India. They are considered to be the fastest-growing economies of the world. They have the biggest emerging markets.

Goldman Sachs argued that, since they are developing rapidly, by 2050 the combined economies of the BRICs could eclipse the combined economies of the current richest countries of the world. The “Incredible India” tourism campaign has made a mark globally. The first marketing initiative of its kind, Incredible India was conceptualized in 2002. The primary objective of this branding exercise was to create a distinctive identity for the country. This resulted in the iconic “Incredible! India” logo. The campaign successfully established India as a high-end tourist destination, generating a 16% increase in tourist traffic in the first year.

Some industry sectors played a key role in changing the perception of India, e.g., pharmaceuticals, medical tourism, manufacturing, e-learning, creative services, and retail. Levis has their second-largest store in the world and the largest in Asia, in Bangalore, which is bound to send a strong message. Look out for local brands with 'bottom-of-the-pyramid' propositions successfully combining cheap, useful and good value, like micro finance or one-sachet products. Indian Education sector is another USP adding to India's Brand Value. IIT's and IIM's are considered to be producing the best brains of the world and thus the companies around the world to make these brains a part of their group. There is potential to carefully exploit those 'soft and mystical' aspects of India, like yoga and Ayurveda, e.g., medical tourism and experience-based offerings.

Science and Technology is another aspect, which has brought India on global platform. Nuclear capabilities have never been questioned after Pokharan. Indian scientists have been on the forefront with breakthrough technologies and findings whether it is Biotechnology, Genetics or IT. ISRO i.e. Indian Space Research Organization made India explore the moon with Chandrayaan-2. Indian IT Industry needs no introduction. India is a country, which outsources IT solutions all over the world. Infosys, Wipro, TCS are the stalwart of the IT industry around the globe. On the downside, there are a number of challenges and threats, many being addressed slowly: poor infrastructure, inclusive growth, states developing at different speeds, and a reputation of corruption and red tape. Some of Brand India's strengths are its democratic system, the sheer number of consumers, human capital, and not the least, an emerging confidence and sense of opportunity of India taking its rightful place as a leader in the global economy.

Manish Gupta and P B Singh (2007) in their study on *The Making of Brand India* presented at International Marketing Conference on Marketing and Society, IIMK have said that India's image has improved a lot in last ten years and India has portrayed itself strongly around the globe. As per their study past few years have proved that India's dream of becoming a global brand is not too far but India's brand new image is a fragile one based on success of few sectors and the world known successful entrepreneurs. We cannot afford the

luxury of being complacent at any moment. India has to still work a lot to attain the stature that it is rightful due.

In India and beyond, country-level brand building has been getting substantial attention ever since Indian Prime Minister Narendra Modi's call to "Make in India" (DIPP, 2016). The initiative is intended to encourage national and multi-national companies to manufacture their products in India, thus renovating the country into a global design and manufacturing hub. Make in India has become "a rallying cry for India's innumerable stakeholders and partners" (DIPP, 2016) and is a key aspect of the country's future brand. Thus, it is quite relevant to understand India's image in the minds of the citizen of India and other nationals in the context of the present economic system. Even in 2011, Kurush Grant, Executive Director of ITC, recognized that "like all successful brands, India as a brand, too, should stand for being a great product in itself. Also, the country and its people have to understand what India symbolises" (Sarkar, 2011). India is a diverse country where people live at the greatest of extremes. Around 35 per cent of the urban population lives below the poverty line (SECC, 2015), and yet India is also an atomic power with high-end ballistic missiles and surgical strike capacity. At a projected rate of 7.5% and rising, India is the fastest growing economy in the world (Gil Sandar, 2015). It is indeed time to remake India's brand.

Boosters to Brand India

Several initiatives have been taken by the Government of India and non-governmental organizations that are anticipated to give a boost to efforts to build a strong Brand India; Clean India Mission (swachhbharat.mygov.in), Digital India (digitalindia.gov.in), Skill India (skillindia.gov.in), Make in India (makeinindia.com), Startup India (startupindia.gov.in). Also, an amplified focus on the following other activities can also play a role in catalyzing the current and future Brand India; Foreign policy, Foreign strategic alliances, Inviting foreign heads of state, Global MoUs and business relations, Resolving land issues with neighbours, Strategic balance in strategic strength, United Nations influence, Special government attention on brand building.

Significance of the Study

A review of the literature reveals that there are studies about *Brand India* and factors influencing the image of *Brand India*, but they do not throw lights on the gaps existing in the perception of Brand India by Indians and other nationalities abroad. In the fast growing world of globalization it becomes vital to know the gap between perceptions and expectations of people of India as well as people from outside India, which can become the basis for the improvement of the overall image of brand India and to develop promotional

campaigns in future. This study helps in understanding the position of Brand India and the probable gaps in how we perceive Brand India and how foreigners perceive it.

Objective of the Study

1. To study the concept of Brand India and what does it mean to us, to our country and to the world.
2. To study the transformation from India to “Brand India”.
3. Study of Gap in the perception of foreign residents and Indian residents about the factors, which has contributed to establish the image of “Brand India”.

Research Methodology and Data Collection

Part I

To study the concept of Brand India, what does Brand India mean to us, to the nation and to the world as a whole we have used the secondary source of information through Journals, magazines and Newspapers. Whereas to study how India has transformed into Brand India we have applied *Change management Model* of Nadlar & Tushman.

Part II

To analyze the important factor that has contributed in promoting the image of Brand India and to study the perception gap between Indians and people from other nationalities a research has been done with the help of structured questionnaire keeping in mind the objective of the study. Mean is used to calculate the gap between perceptions of Indians and people of other nationalities. Freidman test was used to analyze question where respondents were asked to rank the factors asked. The sample size of 300 respondents has been studied with 150 Indians and 150 foreigners. Convenience sampling was used to select these respondents from Delhi and NCR region.

Demographics

Gender	No. of Respondents	% of Respondents
Male	190	63.33
Female	110	36.67
Total	300	100

Nationality	No. of Respondents	% age of Respondents
Indian	150	50
Australia	10	3.33
Slovak	20	6.66
Germany	20	6.66
British	40	13.33
Swedish	10	3.33
Israel	30	10

France	10	3.33
American	10	3.33
Total	300	100
	No. Of	
Age Group	Respondents	% Of Respondents
18-30	120	40
31-40	80	26.67
41-50	40	13.33
>50	60	20
Total	300	100

Hypothesis

Keeping in mind the above objectives following null hypothesis were framed:

H₀(1): There is no gap between the perception of Indian and the perception of foreigners about the Brand India.

H₀(2): Sports and Entertainment are not major factors promoting India Globally.

H₀(3): India's future is not perceived as a *spiritual Hub*.

H₀(4): All factors taken into consideration for the study are uncorrelated with the population.

Analysis

Part I

From a 'developing nation' just two decades back, India, today, has emerged as one of the decisive nations shaping the contours of the world economy. Consistently charting a growth path over the last few years, Brand India is an idea whose time has truly arrived. Today, the triumph of Brand India is visible in almost all fields — with some aggressive cross-border acquisitions India has been rewriting the global business equations; India has established its leadership in IT and knowledge-based industries globally; and along with the rapidly declining age profile, it has the fastest growing population of workers and consumers.

“Brand India” For Me

Brand India signifies the young and youthful. India is like a youth, which overcomes the dearth of resources with their ambitions and zeal to demonstrate. Every Indian carries an India within itself.

“Brand India” For my Business

World has witnessed the transition of India. India is a fastest growing economy and has the biggest emerging market. This leads to the FDIs and FIIs coming to India. Major international brands and corporate have forayed into India either directly or through Mergers and acquisitions. Indian firms have embarked on the world stage leading to emergence of Indian Multinationals.

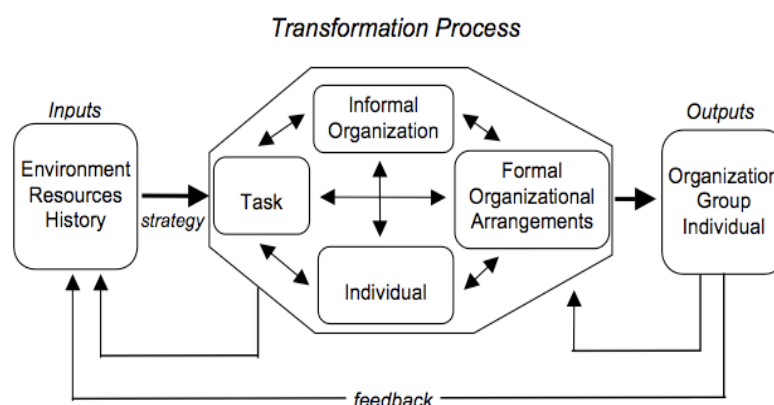
“Brand India” For the World

World’s largest democracy with “Unity in Diversity” is determined to dominate the world stage. A country with rich cultural and natural heritage. In 21st century world sees India not just as a major IT outsourcer but a medical and pharmaceutical front-runner, a research powerhouse, a rising manufacturing hub and an upcoming cultural trendsetter from its unique attires to the glitz and glamour of Bollywood.

Brand India: A Brand in Transition

India as a Brand has evolved as a strong brand since its independence and gone for various fundamental and structural changes in these years. Brand India still is in transition stage if we compare it with it’s other counterparts in which the nearest of all is Brand China. We have applied a Change Management Model by Nadlar & Tushman to see how Brand India has transformed in these years. In this model of the transformation process, the organization (i.e. Brand India) is composed of four components, or sub-systems, which are all dependent on each other. These are:

- **The work.** This is the actual day-to-day activity carried out by individuals. Process design, pressures on the individual and available rewards must all be considered under this element.
- **The people.** This is about the skills and characteristics of the people who work in an organization, their expectations and their backgrounds.
- **The formal organization.** This refers to the structure, systems and policies in place.
- **The informal organization.** This consists of all the unplanned, unwritten activities that emerge over time such as power, influence, values and norms.



This model proposes that effective management of change means attending to all four components, not just one or two components. If one changes one component, such as the type of work done in an organization, one needs to attend to the other three components too.

Nadlar and Tushman Model focuses on the transformation which India underwent from an under developing economy to a developing economy, but India managed the change very effectively and in a manner that it was able to connect as well as inspire the world.

The **inputs** were globalization, intense competition, slowed market growth. In order to deal with these the change took place in the formal organization.

In India the change took place in the **formal organization**. The efforts started very early in the form of green revolution in 1963, operation flood in 1970 but the biggest impact was when in July 1991 India launched its programs of reforms. This accelerated the growth in every sector of the economy ranging from Agriculture, Trade, Industry, Investment, Education, Finance, Tourism, Public sector and Taxation etc. The focus of liberalization has been on deregulation, greater openness, international competitiveness & global integration.

In the following components the change was attended in the following manner:

The people: India, which was known as a country of unskilled labourers, changed its image as Indian people proved themselves in the field of IT, and the Indian talent was unbeatable in this area. Moreover with the impact of media Indians were able to see a world beyond the Indian horizon and Indians were now able to connect to the world. The consumption pattern of the Indians changed because of the increase in the per capita income which is at present 1,11,782. Common man in India real realized the importance of education and this clubbed with the government initiatives increased the literacy rate to 71.96%. Hence molded them with the need of the hour and helped India establish itself as a developing country.

The work: Since the inception of the globalization the way in which Indians worked changed, everything is now tech enabled. With the commencement of the MNC's the job pattern changed. There was a shift from rural India to urban India as the employment opportunities were better so rural people aspired for an urban life, everything changed from their eating pattern to their thinking pattern which broadened the scope of development.

The informal organization: India coped up with the illiteracy problem which was a hindrance in the path of its development by launching campaigns like "each one teach one" etc. Various theatre groups organized nukkad natak to increase awareness and to cope up with the social evils, NGOs took charge for the betterment of the society, Companies too aided in the development by doing good for the society in the name of the CSR like ITC's e-chaupal helped Indian farmers to connect with the recent happenings.

Hence the way in which the people, work formal and informal organization were aligned helped India to establish itself as a developing economy and the **output** was India ranking among the top five developing

nations of the world which helped it to connect with the world and the other nations took inspiration from its growth.

Gap Analysis

To calculate the gap between the perception of foreigners towards factors promoting India with the perception of Indian for the same. The gap has been calculated by calculating the mean of the responses of both Indians and foreigners on the basis of *Culture, Tourism, Spiritual, Entertainment, Sports, Politics, Economy, Business and Technology, and Education*.

Dimensions	Perception of Foreigners	Perception of Indians	Gap Score
Culture	16.60	17.80	(1.20)
Tourism	19.13	20.33	(1.20)
Spiritual	15.73	17.45	(1.71)
Entertainment	14.27	15.81	(1.53)
Sports	19.53	24.81	(5.28)
Political	10.60	10.49	0.11
Economical	15.27	16.57	(1.31)
Business	11.07	13.70	(2.63)
Technology and Education	14.13	16.20	(2.07)
<i>Gap Analysis</i>			

All the factors mention in the table above have gaps between the perception of Foreigners and Indians except *Political* Factor where both Indians and Foreigners disagree that political leaders and Policies of Indian govt. are promoting India's image. The highest gap was seen in *Sports*, the main reason behind it is that the most popular sport in India is Cricket whereas there are only few cricket plying nations thus, cricket is not so popular in the world thus resulting in a huge gap of (5.28) followed by Technology & Education and Business where Indians agreed with the fact that nuclear deal is promoting Indian brand image where as foreigners took an opposite stand on the same fact. Similarly, according to them Indian Corporate houses and Indian business deals does not promote India as Brand in an effective manner resulting in a gap of (2.07) and (2.63) in *Technology & Education* and *Business* respectively. The other factors such as *Culture, Tourism, Spiritual, Entertainment, Economical* etc showed a negligible gap in a range of (1.20) – (1.71) which is also visible through factor analysis as factors extracted through factor analysis are moreover similar to the dimensions showing less gap.

Freidman Test

Freidman Test was applied to the question where respondents were asked to rank the factors as per their perception as follows –

Factors tarnishing image of Brand India

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
Poverty	300	2.41	1.340	1	7
Terrorist Attacks	300	3.15	1.551	1	6
Corruption	300	2.91	1.799	1	7
Conservatism & Superstition	300	4.92	1.566	1	7
Illiteracy	300	3.96	1.630	1	7
Lack of Civic Sense	300	4.80	1.979	1	7
Scams like Satyam Scam	300	5.85	1.500	1	7

Ranks	
	Mean Rank
Poverty	2.41
Terrorist Attacks	3.15
Corruption	2.91
Conservatism & Superstition	4.92
Illiteracy	3.96
Lack of Civic Sense	4.80
Scams like Satyam Scam	5.85

Test Statistics ^a	
N	300
Chi-Square	601.089
df	6
Asymp. Sig.	.000
a. Friedman Test	

Here *Poverty* has been given lowest rank i.e. 2.42 (Mean Rank) followed by 2.91 to corruption then terrorist attacks, then Illiteracy, Lack of civic sense, conservatism & superstition and at the last scams like satyam.

Factors Promoting India in most effective manner

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
Famous Personalities	300	2.15	1.237	1	5
Indian Premiere League	300	3.09	1.290	1	5
Incredible India Campaign	300	2.84	1.232	1	5
Movies Like Slumdog, Lagaan, Smile Pinky	300	3.33	1.324	1	5
NRI's	300	3.59	1.533	1	5

Ranks	
	Mean Rank
Famous Personalities	2.15
Indian Premiere League	3.09
Incredible India Campaign	2.84
Movies Like Slumdog, Lagaan, Smile Pinky	3.33
NRI's	3.59

Test Statistics^a	
N	300
Chi-Square	145.949
df	4
Asymp. Sig.	.000
a. Friedman Test	

Here famous personalities are ranked i.e. 2.15 (Mean Rank) followed by 2.84 to Incredible India campaign then IPL with 3.09 mean rank followed by movies like Slumdog and Lagaan etc and last but not the least are NRIs from India living abroad.

Where future of India Lies?

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
IT and ITes sector	300	2.41	1.478	1	5
As a Tourist Destination	300	2.92	1.147	1	5
Sports	300	4.26	.995	2	5
Spiritual Hub	300	3.17	1.216	1	5
A destination of Doing business. Business	300	2.23	1.220	1	5

Ranks	
	Mean Rank
IT and ITes sector	2.41
As a Tourist Destination	2.92
Sports	4.26
Spiritual Hub	3.17
A destination of Doing Business	2.23

Test Statistics ^a	
N	300
Chi-Square	308.144
df	4
Asymp. Sig.	.000
a. Friedman Test	

Here according to respondents India's future is as a destination for business as the mean rank is highest i.e. 2.23 (Mean Rank) followed by 2.41 to IT and ITes sector then as a tourist destination with 2.92 mean rank followed by as a spiritual Hub with mean rank of 3.17 and last but not the least is sports with 4.26 mean rank.

Conclusion

The above results show that there is wide gap in perception of Brand India on Sports. We as Indians perceive India as very high on sports whereas foreign nationals have a different opinion on this. Also, there is a significant gap in perception of Brand India on Business and Technology factors. Indian engineers are everywhere in the world, still we are perceived lower. There is a great agreement on Political front among people across the globe. Factors like Poverty, Terrorist Attack and Corruption is tarnishing the image of

Brand India. We as Indian should collectively come forward to break this perception. India, so called golden bird, can't be perceived as a county with Poverty. It's a duty of every Indian to participate and contribute in the nation's economy. Famous Personalities, Indian Premiere League and Incredible Indian Campaign have worked very well to build Brand India across the globe. Bollywood movies are getting nominated for Oscar is again a moment of pride for us. IT and ITes sector along with image as Tourist Destination are the future incentives for India. India with almost 65% youth population should move fast and firmly as it's the time to reap this demographic dividend.

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