



MADE BY INDIA AND MADE FOR THE WORLD

A Business Strategy Paper for Creating International Organizations that are based out of India with potential to create valuable future global brands over the next decade (2020-2030)

ABSTRACT

India is the fifth largest economy in the world with an annual GDP of 2.8 Trillion USD and also the second most populous country after China, yet not one single Indian brand appears in the list of top 100 global brands by value. India will have to deploy 10-12 million workforce per year in the next five years. While young workforce could be its demographic strength, it is inevitable that the country and its corporates will need to work together to embark upon an aggressive program of import substitution as well as export promotion to become a 5 trillion USD economy by 2025. Aggressive foreign exchange earning strategies will have to be deployed in both manufacturing and services sectors if India has to avoid social problems resulting out of a possible high unemployment rate in the country in future. This research paper analyses reasons for success of the top 100 International organizations and their top brands by value across 24 industry sectors where India has demonstrated business strengths and has potential to create Internationally dominant Indian companies and equally valuable global brands. The paper identifies core winning business strategies and tactics used by these organizations which unfailingly create internationally dominant organizations that continuously generate invaluable global brands thereby creating high value for their stakeholders and employment wherever they go.

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Building International Organizations that are Indian and the ones that create Global Brands

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Research Paper Summary

India has sufficient strength in numerous sectors where with a little strategic push and government's support, Indian organizations can pole-vault to creating a global business leadership position. They can create highly valuable global brands that are immensely respected internationally and augment foreign exchange earnings through exports as well as revenue streams arising out of Joint ventures abroad in the future deglobalized world where most of the countries will be looking for self-reliance and job creation. India needs to ensure that incremental export led production takes place over the next decade if it is to become a 5 trillion USD economy.

The study conducted across 24 sectors of leading global brands was revealed four common strategies that were conclusively responsible for consistent wealth and respect creation resulting in high valuation of the global brands under purview. These strategies could be summarized as follows:

1. Adherence to high Values, Ethics and Corporate Governance by the parent organization
2. Innovation Leadership in Product Design as well as all other Business Processes
3. Strategic Cost Leadership in Product Design and across all other Business Processes
4. Service Excellence to all Stakeholders associated with the product and business

The findings of the study were then validated with the help of two surveys; one with the consumers and employees through a questionnaire to get an external evaluation. Second, with employees, who gave an internal view and analysis of the tactics of these multinational organizations. Together, this research reveals a very valuable set of insights of tactics that can be adopted within the above four strategies to build a multinational Indian organization that can sustainably create multiple global brands in the next few decades.

The study would have been incomplete without a comprehensive analysis of future business trends that are likely to disrupt global businesses and the steps Indian government needs to take to create an ecosystem that breeds innovation and encourages manufacturing innovative products through commitment to R&D. A detailed analysis of what the Indian government needs to do for creating a conducive ecosystem that produces innovative global brands is also included.

It can be concluded that in the short-term India must attend to the structural faults in its policies relating to land and labor reforms, education, industry-academia collaboration for innovation, infrastructure development, higher cost of capital for industry as compared to the rest of the world, high cost of land and attract FDI in manufacturing to accomplish the position of a manufacturing hub for the world.

Industry on its part needs to augment productivity, assimilate imported technologies and innovate further through R&D to develop better and cheaper products for rest of the world. Industry also needs to become more ambitious in augmenting exports from India while simultaneously exploring import substitution projects in order that India could become more resilient economy and rupee can become less volatile thereby augmenting dollar returns for the foreign investors in India.

The study of 24 sectors revealed several Indian organizations and their brands which are considered to be ready for globalization. In an era of emerging deglobalization, Indian organizations will be forced to embark upon a win-win strategy across different international trading blocks that promote free movement of technology, raw materials, capital and skilled manpower rather than the free movement of goods as it existed in the past. A paradigm shift in an Indian entrepreneurial mindset is needed in future to create multi-locational manufacturing in future which is in sync with the needs of the new deglobalized world.

The names of sectors and Indian organizations that can contribute in the global brands creation exercise of the country in the short term have also been identified in this paper. Strategies to be deployed are mentioned above, but the detailed tactics within each strategy that created other global brands are outlined as research findings in this paper. A suggested Indian sector-wise globalization strategy is recommended at the end.

In the long term of course, India will have to completely overhaul its education system and create an ecosystem that produces thinkers and innovators who are capable of disrupting the businesses through ongoing innovation and are responsible to conceive and design future products and technologies that will change the way we live just the way USA, Japan, Germany, South Korea, Taiwan and even the Chinese do.

In the long term, Indian organizations will also have to embrace the culture of ambitious global business expansions and global brands creation as a way of life. Only then can we succeed in creating 10-12 million jobs every year for the working youth joining our work force every year. The global consumption will continue to grow in Asia and Africa and therefore these regions will gain importance for Indian companies more than ever in the past. More multi-locational manufacturing that creates jobs across continents is likely to be the popular trend in future for global wealth creation.

A Research Paper on Building International Organizations that are Indian and the ones that create Global Brands

A Possible Strategy for Indian Organizations to Create Products that are Global Market Leaders

Background

India is second largest country based on population and fifth largest in terms of its economic size. Yet, a study of top 100 global brands in the year 2019¹, reveals that none of the Indian companies were present in top 100 global brands' list. Many of the Indian brands are competing with these International brands in the Indian market.

How can Indian companies get included in this list of top Global brands? What is it that Indian business leaders need to do to create organisations and brands that lead global markets and create high value for the shareholders and generate higher employment for the countries they operate in?

Objective

The objective of this paper is to analyse core strategies which build organisations that generated leadership in a business of a product or product category or a service globally. To study the resulting ecosystem factors within these organisations that have been responsible for creating products or services on a sustained basis that helped them become billion dollar brands resulting in enormous value creation for their shareholders. Their products or services are consumed by a large global population today.

An attempt is made to first select the Indian sectors and companies that have potential to create value at global level. Strategies adopted for successful globalisation by the leading International brands and corresponding organisations in the selected sectors over the past are carefully studied. The paper then attempts to simplify these strategies across the industry sectors to arrive at a few universal principles that have immense potential to create successful global brands and Multinational organizations that create high value for the shareholders. These principles are universal and can be adopted by any organisation for creating high value global brands

Additionally, this paper also outlines necessary steps that Indian business leaders and the Indian government need to take in the short term; and in the long term, to create high value global brands that are truly Indian.

Need for this research paper?

India has been one of the fastest growing economies in the world. India will overtake China as the world's most populous country by the year 2027². India is home to a quarter of the world's poor and poverty continues to be the central issue. There are 18 million Indians living outside India; most of whom are affluent and were responsible for sending remittances close to 80 billion USD in 2018, making the country the leading recipient of funds from overseas diaspora. While India is fostering start-ups and innovation there is a need to do more. India is also the world's third largest emitter of CO₂ and quickly needs to move to cleaner energy alternatives. India also faces a huge air-water-solid-waste challenge as currently, nine out of the ten most air polluted cities are in India⁴.

More than half of India's total population is of working age, giving it a unique demographic advantage. In order to ensure that this unique advantage is leveraged upon, India needs to grow substantially to create jobs for its working population for which it will have to grow its manufacturing sector and become a manufacturing hub for the world in future. It is estimated that by 2022, over half of the Indian workforce will require re-skilling in order to meet the talent demand of future work force³.

The median age of Indian population by the year 2030 will be 31 as compared to 42 in China and 40 in the USA. However, India has to deal with the fact that a majority of its fresh workforce is unemployable and will need re-skilling prior to employment. Also- the industry has to grow faster to create sufficient jobs and this will not be possible unless India starts an aggressive "Make for the World" campaign by attracting FDI in its manufacturing sector and also focusing on exports. India exports almost 19% of its GDP and imports 24% of its GDP. It will have to aggressively embark upon execution of both export augmentation with import substitution strategies simultaneously if it has to create sufficient employment opportunities for its working population. Failing to create enough employment is not an option for India as high unemployment would lead to other socio-economic problems. Due to current pandemic situation, most of the global players are relocating their manufacturing out of China and India should use this opportunity to attract FDI and create employment. For this reason, too an export led production is a highly desirable.

India has so far been a domestic consumption led story but going forward it will have to create the much-needed jobs by also focusing on the world demand. India will be gaining 10-12 million working age population every year in the next decade that will require jobs⁴. Indian companies will therefore need to create more global brands than they have ever done in the past and hence the relevance of this paper.

India's Potential to Create Global Brands

International consumer needs have undergone a substantial change in the last decade. Technology has changed the way we live today. A lot of businesses have integrated technology in a big way and the value creation has shifted to new sunrise sectors like IT and Computing, e-commerce, Telecom and Logistics apart from the traditional sectors like Automobiles, Food and Beverages, Consumer

Products, Apparels, Banking, Electronics, Baby Products, Healthcare. Together all these sectors are currently dominating top 100 positions of most expensive global brands.

Only Tata Group, LIC, Reliance Industries, Infosys, SBI, HDFC, Mahindra and Mahindra, Indian Oil, HCL and Airtel are the Indian brands that will perhaps figure at the bottom of this list of top 100 global brands in terms of valuation. In addition to the above there are several other Indian players too that seem to be ready for globalization. These were identified with potential to become successful global business leaders. They were analyzed within their industry sectors. Three top companies based on their 2020 valuations⁷ were identified in each of these industry sectors as those having immense potential for becoming leading global brands that can be of Indian origin.

Creation of Indian Global brands- A recommended approach: Succeeding in international markets other than your home market requires a certain amount of preparedness and financial strength. With a little strategic push these organizations certainly have potential to become highly valued top global business leaders with presence across continents. A steadfast determination on part of the managements along with a bit of support from the Indian Government can see these organizations create highly valuable global brands in future. Based on above considerations, three lists were created for the purpose of this paper as follows:

- A- List of Indian organizations that are already robust and have high valuations
- B- List of Indian organizations and their brands that have already accomplished a respectable success in global markets and
- C- List of Indian sectors and organizations where India has been historically strong

These sectors and the corresponding top Indian organizations based on their 2020 valuations in these sectors that are ready to become future Indian MNCs or leading global Indian brands are identified here under. Further, each of these sectors were bench-marked against a top international brand based on its valuation. Top reasons for the feat of successful international non-Indian brand were identified and analyzed. Let us call it List A, which is only indicative and by no means exhaustive. The sectors and companies identified as follows:

1. Top 3 Most Valuable Indian Banking Brands - SBI (6.4 Billion USD), HDFC Bank (5.9 Billion USD), ICICI Bank (2.9 Billion USD)
These Indian brands are benchmarked against other leading global brands like HSBC and Citi for understanding successful strategies for globalization
2. Top 3 Most Valuable Indian IT Services Brands - TCS (13.5 Billion USD), Infosys (7.1 Billion USD), HCL (4.9 Billion USD)
These Indian brands are benchmarked against other leading global brands like Accenture and Oracle for understanding successful strategies for globalization. What will it take for India to create a Google or Microsoft?
3. Top 3 Most Valuable Indian Automobile Brands - Maruti Suzuki (2.8 Billion USD), Bajaj (1.8 Billion USD), Hero (1.6 Billion USD)
These Indian brands are benchmarked against other leading global brands like Toyota and Honda for understanding successful strategies for globalization

4. Top 3 Most Valuable Indian Hotel Brands – Taj (300 Million USD), ITC Hotels (106 Million USD), Oberoi (87 Million USD)
These Indian brands are benchmarked against other leading global brands like Hilton, Hyatt and Marriott for understanding successful strategies for globalization
5. Top 3 Most Valuable Indian Media Brands – Zee (762 Million USD), Sun TV (301 Million USD), Tata Sky (294 Million USD), to watch in future is Reliance Jio with great potential
These Indian brands are benchmarked against other leading global brands like Netflix and Disney for understanding successful strategies for globalization
6. Top 3 Most Valuable Indian Oil and Gas Brands – Indian Oil (5 Billion USD), ONGC (2.9 Billion USD), Bharat Petroleum (2.8 Billion USD)
These Indian brands are benchmarked against other leading global brands like BP, Shell and ExxonMobil for understanding strategies for globalization
7. Top 3 Most Valuable Indian Food and Beverage Brands – Amul (3.1 Billion USD), Britannia (1.1 Billion USD), Nandini (601 Million USD)
These Indian brands are benchmarked against other leading global brands like Nestle, Kellogg's and Danone for understanding successful strategies for globalization
8. Top 3 Most Valuable Indian Pharma Brands – Piramal (473 Million USD), Sun Pharma (334 Million USD), Aurobindo (225 Million USD)
These Indian brands are benchmarked against other leading global brands like Novartis, GSK and Pfizer for understanding successful strategies for globalization
9. Top 3 Most Valuable Indian Home Care Brands – Asian Paints (1.9 Billion USD), Berger (414 Million USD), Kansai Nerolac (367 Million USD)
These Indian brands are benchmarked against other leading global brands like PPG and AkzoNobel for understanding successful strategies for globalization
10. Top 3 Most Valuable Indian Building Materials Brands – Ultratech (723 Million USD), ACC (444 Million USD), Ambuja Cement (355 Million USD)
These Indian brands are benchmarked against other leading global brand like Lafarge Holcim for understanding successful strategies for globalization
11. Top 3 Most Valuable Indian Metals and Mining Brands – Tata Steel (1.3 Billion USD), Vedanta (786 Million USD), JSW (719 Million USD)
These Indian brands are benchmarked against other leading global brand like Arcelor Mittal for understanding successful strategies for globalization

Apart from above, several other Indian sectors with global business potential and existing global exposure were also selected as follows (valuation not known but they are ranked in top 100 Indian brands). Let us call it List B which is as follows:

1. Indian Apparel and Accessories Brands – Tanishq, Aditya Birla (Peter England, Louis Phillippe, Van Heusen, Allen Solly), Munich Polo, Park Avenue, Zodiac, Spykar, AND, Flying Machine, and Raymonds for Apparels, Franco Lione, Monte Carlo for Shoes, Damilano Leather and Hidesign for accessories

These Indian brands are benchmarked against other leading global brands like Hermes and Dior for understanding successful strategies for globalization

2. Telecom – Airtel, Jio

These Indian brands are benchmarked against other leading global brand like Vodafone for understanding successful strategies for globalization

3. Engineering and Construction – L&T, Godrej, Voltas

These Indian brands are benchmarked against other leading global brand like GE for understanding successful strategies for globalization

4. Alcoholic Drinks – Kingfisher, Old Monk, Royal Stag, McDowell's, Amrut

These Indian brands are benchmarked against other leading global brands like Budweiser, Heineken and Jack Daniels for understanding successful strategies for globalization

5. Tyres – Apollo, MRF, JK

These Indian brands are benchmarked against other leading global brands like Bridgestone and Michelin for understanding successful strategies for globalization

6. E- Retail – Flipkart, Snapdeal

These Indian brands are benchmarked against other leading global brands like Amazon and eBay for understanding successful strategies for globalization

7. Airlines – Indigo, Spicejet

These Indian brands are benchmarked against other leading global brands like Singapore Airlines and Qatar Airways for understanding successful strategies for globalization

8. Fruit Juice Concentrates (Real and Fresh Gold) and Fresh Vegetables (ITC)

These Indian brands are benchmarked against other leading global brands from Unilever for understanding successful strategies for globalization

9. Ready to Eat Foods : Copper Chimney, Naturals Ice cream, Tasty Bite, MTR

These Indian brands are benchmarked against other leading global brands like McDonalds, Pizza Hut, and packed foods from Unilever for understanding successful strategies for globalization

10. Electronics- Blue Star, Voltas, Godrej, Lloyd, Havells, Usha, Videocon, KenStar, Godrej

These Indian brands are benchmarked against other leading global brands like Samsung and Panasonic for understanding successful strategies for globalization

11. Personal Care based on Ayurveda : Patanjali with all its brands, Godrej with all its brands, Himalaya with all its brands, Dabur with all its brands, Nirma with all its brands

These Indian brands are benchmarked against other leading global brands from Unilever and P&G for understanding successful strategies for globalization

The top ten large scale industries in India are Tea, Jute, Cement, Sugar, Paper, Engineering, Food Processing, IT and Electronics, Software and Automobile. Sectors like Engineering, Cement, IT and

Software, Automobiles and Food Processing have already been included in the two lists above. However, sectors like Tea, Sugar, Jute and Paper have also potential for globalization and hence the following companies have been included in the list C:

12. Tea - Tata Tea, Godrej Tea (Darjeeling), Wagh bakri Chai, Hasmukh Rai & Co (Society Tea)
These Indian brands are benchmarked against other leading global brands from Unilever like Lipton, Taj Mahal for understanding successful strategies for globalization
13. Sugar – Shree Renuka Sugars Ltd, Bajaj Hindusthan Sugar Ltd and many others
These Indian brands are benchmarked against other leading manufacturers like Cosan, Biosev from Brazil and Nordzucker AG from Germany, for understanding successful strategies for globalization
14. Paper – JK Paper, West Coast paper Andhra Paper and many others
These Indian brands are benchmarked against other leading manufacturers like International Paper USA and Nine Dragons Paper from China for understanding successful strategies for globalization

India has been traditionally strong in the services sector. The five top employers in the next decade are expected to be Information and Technology, Telecom, Healthcare, Infrastructure and Retail apart from traditional sectors like Banking and Insurance. Accordingly, due weightage has been given in selecting the services businesses that have potential to become global brands. SBI, HDFC, LIC, GIC, PayTM, Infosys, TCS, Wipro, Reliance Jio, Flipkart, Reliance Retail are few examples that appear in this list.

Manufacturing sector has also evolved over the years and has successfully been competing with the global brands within India. Some of these organizations are ready to take this competition to the global level. Patanjali, Royal Enfield, Bajaj, Hero, Amul, Dr Reddy's, Biocon, Hetero Drugs, Sun Pharma, Cipla, Cadila, M&M, L&T, ACC, Tata Steel, Tata Motors, HCL Technologies, Hindalco, ITC, Asian Paints are few examples that appear in this list.

Indian Technology Start-ups Potential

However, going forward a lot of new sunrise industries are on the horizon. AI, AR, VR, Data Analytics, Robotics, Biotechnology, Nanotechnology where new start-ups from India can play a role. Our new start-ups in above sectors could surprise us with their global plans. Experience also shows that some of the top brands of today in the technology space were built very quickly in the past. If we are able to create a robust ecosystem where India becomes the next breeding ground for production of international organizations that build global brands, then we can expect a lot of new players from the Indian start-up space also joining the list of top India based global brands.

In total, the number of Indian sectors included in our study including the technology-based start-ups as mentioned above turns out to be 26.

Global Business Leadership Defined

It is important to define global business leadership. When should we say that a particular organization is a global business leader?

For the purpose of this paper we say that an organization is a global business leader in case if it has succeeded in sustained wealth creation for the shareholders and is highly respected for its products and services as well as overall contribution to the society. At least 30 percent of revenue must come from outside of the brand's home country and the brand must have significant presence in Asia, Europe, North America and some presence in other emerging markets.

In short, if any organization has been creating both "RESPECT" and "WEALTH" on a sustained basis (at least 10 years) then it is considered as a brand that can be considered to be amongst one of the business leaders in its business segment.

Research Methodology

An attempt has been made to study at least one leading global brand in each of the industry sectors where India is strong. The strategies followed by the organizations behind these global brands have been studied in details and the study is then backed up by field research. The assumption is that it will be easier to implement recommended strategies in the short term in sectors where India is already strong. It will be easier and faster to create globally dominant businesses in these sectors.

An analyses of future global business environment and likely future trends in the next decade and their corresponding impact on Indian businesses is also captured. A long-term plan is prepared thereafter for sectors where India has strength and has potential to exploit newer global opportunities in the next decade.

Based on the study of international sectors selected for the study as above, where leading International brands have created immense respect and brand valuation globally and where India is also strong; a list of strategies and tactics followed by existing successful global brands was prepared. These strategies and tactics were found to be common across Banking, IT and Computing, Automobiles, Hotels, Media, Oil and Gas, Food and Beverage, Pharmaceuticals, Home Care Products, Building and Construction Materials, Metals and Mining, Telecom, Apparels and Accessories, Engineering, Alcoholic Drinks, Tyres, e-Retail, Airlines, Processed and Ready to eat food, Fruit concentrates and fresh vegetables (the 26 sectors studied).

List of Multinational Organizations and Brands included for this study: HSBC/ Citi, Google/ Microsoft/ Accenture, Toyota/ Honda, Hilton/ Hyatt/ Marriott, Netflix/ Disney, BP/Exxon Mobil, Novartis/ GSK/ Pfizer, PPG/ AkzoNobel, Lafarge Holcim, Arcelor Mittal, Hermes/ Dior, Vodafone, GE, Budweiser/ Heineken/ Jack Daniels/ Bridgestone/ Michelin, Amazon/ e-Bay, Unilever/ P&G, McDonalds/ Pizza hut, Cosan/ Biosev, International Paper/ 9 Dragons Paper.

Extensive desk research based on published information in public domain e.g. web search, YouTube company videos was carried out and outstanding organizational qualities were noted.

Based on this information across different brands a compilation of common strategies and tactics were made in the form of a list.

These strategies and tactics were considered to be potentially responsible for the success of the global brands used for benchmarking and they could be grouped mainly under the four headings as follows:

- 1- Values and Ethics: These were found to be the main foundations for both the organizations and their brands for the respect created by them across continents.
- 2- Innovation Leadership: Innovation was found to be a way of thinking and part of organizational culture spilling beyond just the product or service design.
- 3- Strategic Costs' Leadership: A very strict control on costs through multiple processes spilling beyond production was observed to be part of the culture.
- 4- Stakeholder Service Excellence: Excellence in service was found to be embedded in the organizational culture. It began internally with employees first, followed by suppliers and finally the customers, consumers and shareholders. The organizations were found to be extremely focused on an outstanding consumer experience.

It was observed that the organizations clearly had an external as well as internal set of tactics within the above four broad strategies. It was therefore considered necessary to interview both the employees as well as consumers of the brands and organizations behind them in order to validate the findings of desk research.

Accordingly, two different sets of questionnaires were prepared to test if the observations and findings of the desk research were true. These questionnaires are presented at Annexure 2 and all the questions were designed to verify or disprove the desk research findings.

Thereafter, a questionnaire was prepared, and interviews were conducted from senior employees of these successful global organizations that are present in India to validate the desk research. This questionnaire is enclosed at Annexure 2.

Approach to Create a Globalization Strategy Paper for Indian Organizations

After studying the strategies adopted by leading multinational organizations, an attempt is made to analyze the most important global business trends that are likely to impact Indian as well as global businesses over the next decade.

Overall, there are 26 sectors identified where India has strong organizations with potential to create huge foreign exchange earnings and create global presence while simultaneously creating employment for Indian as well as foreign work force.

The paper attempts to create both short term and long-term recommendations for Indian companies as well as the government, based on the strategies derived from the desk and field research for creating leading global brands that are Indian in future. The underlying goal is obviously to augment

foreign exchange earnings for the country through direct or indirect exports thereby generating employment for the Indian working population and building of a highly resilient economy in future.

Limitations of this Study

The study is based on desk research and assumes that the material available about the brands in public domain by way of articles, YouTube videos of several business leaders are accurate in content. The study relies heavily on statements issued by these organizations from time-to-time in public media as well as the websites of the brands as well as different advertisements by these brands. The supportive business architecture that creates the products and services has also been studied based on information in the public domain and inferences made based on such information. The validation is also done based on the assumption that respondents are honestly submitting their reactions to questions asked. At the end nevertheless, the conclusions appear to be robust and do culminate into a fail-safe strategy for global brand building.

Findings of desk-research that were also validated through field investigation

Based on this extensive analysis based on desk research, the common strategies⁹ and tactics¹⁰ that emerged across all global brands were validated through the field research. The brands were clearly following an internal as well as an external strategy for their global success. The role of employees and internal leadership was investigated through a questionnaire designed for employees to gain insights into the brands' internal strategy relating to all of its stakeholders. Similarly, the consumers were also probed to gain insights into the brands' successful emotional connect. A set of two questionnaires were prepared; one for consumers and another for employees-current or former. The responses received from 50 respondents were carefully analyzed. They are presented at Annexure-2.

As a result, four universal strategies emerged across all these successful global brands that appear to be the reason behind their humongous success. These universal strategies can also be followed by any other brand to get success globally and they are outlined as below:

A- **Highest of Values and Ethics**; Most of the Global organizations and brands studied excel in the area of values and ethics. The managements have succeeded in creating a very high level of respect in every country they operate in. A lot of them have integrated the triple bottom line concept in their global operations meaning- Care for people, care for planet and treating profits as a by-product of the two through conscious operations to ensure creation of a better world for all stake holders.

B- **Innovation Leadership**: All the leading brands and the organizations behind them have carefully nurtured the art of innovation. They top leadership promotes innovation in every sphere of business right from product conceptualization to its delivery.

1- These organizations outstrip their competitors in the core knowledge areas that concern the product or service they offer to their customers and consumers. The product features

are developed based on the unmet needs of the continuously evolving consumer. There is a conscious effort in development of better and cheaper products on a continuous basis. Most of the times there is an excitement created about the future products or service offerings before their actual launch.

- 2- Products or services available in different markets are designed with local needs in mind and specifically targeted to gratify the local consumers. These are global brands that think local in all markets they operate in.
- 3- One can see innovation in the supply chain development too which is carefully designed keeping in mind the competitive costing, high quality standards and on-time and reliable deliveries.
- 4- There is innovation in the manufacturing processes and continuous stress on improvement of yields, quality and number of rejects. There is a very high emphasis on customer complaint avoidance than customer complaint solving for which innovative procedures and processes are followed at the ground level.
- 5- There is innovation in the launch of products. Invariably, the product or service is well tested prior to its launch to avoid any post sale remorse in the consumer. A great amount of excitement invariably precedes every product or service launch which is invariably met in terms of exceeding consumer expectations.
- 6- Most of the global brands studied for the products or services designed by them for different segments had one thing in common. They were all priced right and the consumers saw a very fair value proposition for the money exchanged. The brand succeeded in making the product or service not only innovative but also affordable to the consumers in the chosen market segment; thereby creating a highly satisfied set of consumers.
- 7- Most of these brands avoid any product shortages by ensuring proper distribution. For this the demand is almost always met in time through timely scale-up of production. In case of services too they are delivered to the satisfaction of customers on-time.
- 8- The outstanding consumer experience with the product or service is consistently delivered day after day, every day. This is made possible by inventing highly innovative processes that are customer centric. Most brands had designed very innovative programs and processes to build a strong relationship with consumers after the sale.
- 9- The products or services are invariably very easy to use and easily understood with very little training. Product or Service innovations are kept very simple from the consumer's perspective.
- 10- These brands are almost always amongst the first movers in the launch of any new product or service to serve an unmet need. The processes designed to come out with innovative products are extremely effective and result oriented.

11-The production processes as well as packaging and distribution were extremely environmentally friendly. Most brands had innovated their production and delivery models to ensure this.

12-Finally, the product and service almost always created a feeling of being special with clearly perceived distinct differentiation as compared to the competition. Their products and services were considered to be highly authentic and relevant by the consumers at any given point in time.

C- **Strategic Costs Leadership:** The Innovative culture built by the organizations across all departments encouraged innovation as a way of living. Every employee is normally trained to continuously think about product or process improvement on a regular basis.

1- Most of these organizations encouraged the cost saving culture through different suggestion schemes. The organization's studied have managed to stay in the start-up mode of bootstrapping and are extremely creative in getting more from less.

2- Products and services are carefully crafted after a detailed analysis of what the competition is offering. The focus is on creating an outstanding, unforgettable and amazing consumer experience.

3- Every tangible product attribute is developed by a careful eye on costing and the focus is on delivering the intangible that is appreciated by the consumer.

4- The economies of scale are almost always existing, and the eye is always on creating volumes.

5- Failures are very rare, and the response is very quick. These organizations stand out from the rest because of their agility.

6- Failures are acceptable but the lessons learnt must result in bigger successes. The costs incurred must get recovered through the invaluable learnings and future successes. This culture is prevalent and encouraged.

7- Most of these organizations have allocated impressive amounts to AI, Data capturing and analytics, digital transformation to generate an amazing consumer experience.

8- Inventory costs are minimized in the entire supply chain. Outsourcing is encouraged wherever possible.

9- There is a very strict control on receivables and supplier credits on the supply side are encouraged.

10- Expenditure on R&D is high and different teams within the organization are created to visualize the products and services of the future. Being the best in the industry through innovation is part of the culture and continuous investment in the human capital is made to ensure that the organization has the upgraded pool of human talent at all times.

D- Delivering Stakeholder Service Excellence Consistently: It is no more about the customer service. There is a paradigm shift in overall inclusiveness. The focus is on all stake holders associated with a business. It starts with the employees, suppliers, customers, consumers, all other channel partners, shareholders and society at large. The belief is that service must start with employees. Only a completely satisfied employee will ensure that a supplier or a customer or a consumer is fully satisfied.

- 1- Most of these global brands studied lay tremendous emphasis on hiring the right employees who possess the key attributes needed to accomplish the organizational vision. A huge stress is on building a common organizational culture across continents. Invariably the cultural drivers are sent from home to ensure that the organization has uniformity in its culture across different sites globally.
- 2- There is incredible amount of importance given to employees' training and continuous empowerment to meet organizational targets.
- 3- Work-life balance programs are an essential part of employees' grooming.
- 4- Employees are encouraged to have a balanced life.
- 5- Organizations have support systems and counseling sessions to help employees through personal difficulties.
- 6- Wealth creators in each of these organizations are suitably rewarded. Most of the organizations studied follow timely rewards and compensation structures and have high retention rate.
- 7- Most of these organizations have a policy of promotions from within. Many of them also have in-house educators and training personnel that are practicing full-time managers. There is a very high emphasis on good habits that create good health at the senior levels.
- 8- Continuous skills development programs are available, and employees are evaluated continuously based on their performance.
- 9- Organizations encourage gender diversity. Asian brands differ in this aspect as there are fewer women at senior positions in these countries.
- 10- Organizations make effort to share their vision with every employee frequently.
- 11- The suppliers and channel partners are respected as key partners of these multinational organizations and recognized for their role in overall growth and appropriate reward systems are in place.
- 12- These organizations are highly committed to not just consumer and customers but all their stake holders. The customer service particularly starts from pre-sale engagement, the focus is on creating an unforgettable experience even during-the-sale interaction. After sales experience is almost always overwhelming. It is almost like indulging the consumer up to a point that it can be classified as spoiling the consumer. The entire focus

is on consumer experience; pre-sale, during the sale and post-sale with every human interaction targeted to become an unforgettable experience. The organizations invariably end-up creating a very strong emotional connect and a loyal consumer base.

- 13-These global brands are continuously focused on capturing the new consumer base, encourage different ways of engagement with them to create a powerful emotional connect thereby successfully retaining them. The population of loyal consumers around the world continuously increases over time. The brands simultaneously take opportunity to launch newer products for different product segments across markets thereby creating deeper penetration in all markets around the world.
- 14- A very frequent and clear communication with all stake holders was found to be a common strength amongst all the brands studied. The product or service, as well business positioning was very clear in the mind of consumers. In most of the case the brand recall was found to be very powerful so much so that the brand name itself was considered as part of the tangible attribute for the product or service offered.
- 15- Most of these global brands studied were highly visible and available easily in the markets.
- 16- Most employees as well as vendors considered it fun to work for these organizations.
- 17-The organizations were considered to be highly responsive to employees as well as customer needs and complaints.
- 18-Most of the global brands studied are increasingly people and environmentally friendly. They are extremely involved in charitable causes in the target markets they operate in.
- 19-Celebrations of successes with internal stake holders like employees and suppliers, is a common feature and part of the organizational culture.
- 20- Customers are also offered various loyalty programs and benefits based on key data analysis on a pre-fixed criterion.
- 21- Brands engage with their customers with clarity on brand promise and strong brand positioning.

A Transformed International Business Environment that will impact Globalization effort of Indian companies over the next decade (2020-2030)

The industry has witnessed globalization trends so far that were based on free movement of goods. Historically, WTO promoted free trade between the countries where ease of market access was the main focus. This promoted shifting of manufacturing capacities out of developed countries to

emerging markets where the labor was cheaper. Unfortunately, the mechanism did not ensure that there was no harm being done to the environment. As a result, vast capacities got created in China, India and other emerging economies too without any regard to the environment conservation. Focus was only on cheaper manufacturing and the environment was not included in the plan. While this gave an undue cost advantage to emerging markets like India and China who were cheaper producers of goods; the jobs were also lost by the developed world to the developing world.

China became the manufacturing hub for the world manufacturing the cheapest products across different sectors and exporting to the world. Huge capacities were set-up and all multi-national brands set-up a manufacturing facility in China to take advantage of economies of scale and lower cost of production in return for cheaper imports.

Reverse Globalization or Deglobalization; the new game changer: After the election of President Donald Trump, the process of deglobalization started as the new President promised to bring the lost American jobs back to the USA by fostering production within the USA and increasing tariffs on cheaper Chinese goods that triggered a trade war. Almost simultaneously in the EU, UK filed for exit from the EU to save its jobs and economy. It was just around the same time that the pollution problems in China forced the Chinese government to shut down its industries causing a huge disruption in the global supply chains which further started accelerating the process of deglobalization forcing every country to think on the lines of self-sufficiency. The recent pandemic has only fueled this process of deglobalization further.

The New Business Model for a Globally Inter-dependent World: While every country would ideally like to become self-sufficient and completely independent of imports, the fact remains that this cannot happen. Chinese have established large capacities and have built their manufacturing with strong technologies and high productivity which will make it very difficult for any other country to compete on prices. However, the world will want lesser dependence on China and will therefore increasingly create a workable second option. This is where emerging economies like India, Vietnam, Indonesia, Bangladesh and Thailand stand to gain as here the foreign investors can have access to skilled labor and good infrastructure to create a workable alternative second option to China.

However, going forward every country on this planet will promote tariffs that will be conducive for raw materials import and not finished goods imports. What this means is that instead of free movement of goods, companies will have to think about free movement of capital, technology and few skilled manpower across the countries to set-up manufacturing facilities in those countries to cater to their market's demand. In future, countries will only allow cheaper import tariffs on raw materials' imports. This is a new trend that Indian companies will have to capture and be ready to identify new opportunities emerging internationally over the next decade.

The Shifting Consumption Patterns: The world population today stands at 7 billion people off which 2 billion are below the age of 15. By the turn of this century, the world population is likely to touch 11 billion while the number of people below the age of 15 will continue to be constant at 2 billion⁸. The population in the western world will remain constant while the same will be increasing in Asia (doubling) and Africa (quadrupling) by the year 2050. It is inevitable to plan for future market consumption in these regions. This is the important message for the Indian companies.

The problem of ageing population in most of the developed world: Most countries in the developed world will face ageing populations that will reduce the availability of working age population in their workforce. The loss in productivity in the developed world due to the ageing problem will either have to be met with skilled immigrants or automation or both. However, this also creates opportunities for future joint ventures in these countries in areas where Indian companies have the required technology, raw materials and skills with willingness to establish multi-locational manufacturing plants. The demand will be there for all services and products needed by any ageing population.

The Impact of Technology on business: Information Technology, Internet of Things (IOT), Artificial Intelligence (AI), Data Capturing and Data Analytics coupled with Cloud Computing, Green Energy, Biotechnology, Nanotechnology, Laser technology, Robotics are going to impact the way we live and the way we do business in future. India can play a very important part in all these business sectors in the new globalized world. India has a lot to learn from China in this respect.

Increased risk of uncontrollable and uncertain events in future: The current pandemic has taught everyone that one must plan for the uncontrollable factors and build sufficient buffers while planning and executing any business strategy. The risk of uncontrollable like the spread of highly contagious diseases, terrorism and international political conflicts leading to wars are likely to impact global businesses in future. A diversified wealth creation base is therefore always going to build resilient economies in future. India must create a push for building global brands in order to build a more resilient economy in future.

India as a manufacturing hub for global brands- A story of missed opportunities: The process of de-globalization started a few years ago when Chinese manufacturing sites started facing closure on account of pollution. While the world welcomed cheaper imports from China, little did they realize that it was at the cost of environment. The Chinese Government set-up a robust infrastructure for manufacturing and exports over the past several years to attract global giants to set-up their manufacturing operations in China. China became the global manufacturing hub for the leading giants. China's share of exports in total exports of all countries rose to impressive 13%, with USA being second at around 8% sharing this place with Germany, and India at 1.7% in the year 2019.

While problems relating to industry closures on account of pollution problems in China over the past few years pushed the global industry to think of alternate destinations for creating a more reliable supply chain, the current Corona pandemic has only accelerated this process. Investigations with most global giants who have relied on Chinese suppliers for a long time over the past decade reveals that most of them made huge efforts over the past five years to develop a second source in other countries for their demand and many of them succeeded. Few did not mind accepting a bit higher price for their requirements coming from other countries like India. They did manage to infuse reliability in their operations by creating a non-Chinese option as a second option for their supplies. India may have been a small beneficiary in terms of incremental exports, but Indians were still not price competitive against China. Main suppliers continued to be Chinese with Indians being a second source for a much smaller share. In terms of investments too, India did not gain much.

FDI in manufacturing- a lost opportunity for India: A very important question that we must ask therefore is, "Did India succeed in attracting the global giants to set-up a manufacturing site in India over the past few years when they were facing enormous difficulties in China to get their supplies on time due to pollution problems?" The answer is "No". It is a fact that FDI in India's manufacturing

sector has been decreasing in the past few years and it was the lowest in the year 2018-19 at USD 7 billion; most of this was in the Telecommunications sector (USD 4.8 billion) followed by the services sector (USD 2.8 billion). Most FDI has been in sectors where the foreign players wanted to increase their global market share by selling to Indian consumers. (Source- Ministry of Commerce, Government of India)

On account of the current Covid pandemic, once again there is a growing sentiment to move manufacturing out of China. Recently Japan, USA and S Korea have openly expressed their desire for this geo-economic shift. With variables like youngest pool of skilled and English-speaking manpower at its disposal, India should be able to attract FDI in the manufacturing sector now provided other variables are favorable. While the anti-China sentiment exists right now; it is not a guarantee that it will stay forever.

The window of opportunity reappears, but this may not last forever: The time window for this opportunity for India is limited. Indians will have to accelerate the reforms to create a highly appealing and conducive environment for attracting global investment in manufacturing. Foreign investors are looking for comparable costs of production. Indians; both government and industry, will have to ensure that we create a comparatively advantageous environment for producing competitively. Indian products will have to compete with China; both in terms of costs and quality. Countries like Vietnam have already done better recently in attracting FDI in manufacturing than India. Indians will have to speed up their confidence building efforts to attract foreign investors. In order to do this India needs to immediately correct the structural design faults that have traditionally been in the way of promoting FDI in India's manufacturing sector.

Higher cost of finance and land coupled with a constantly depreciating rupee drives the FDI away: Let us take a closer look at the variables that drive away FDI in manufacturing. First and foremost is the cost of finance. When the world is moving towards low or negative interest rates today, India still has the highest rates. The gap is over 6% even today and has been higher in the past. Secondly, the cost of industrial land is the highest in India as compared to other emerging economies; some of them offering free infrastructure to investors too. Combined with this, is 3-4% devaluation of our currency that further diminishes attractiveness of any project's profitability unless it is designed to cater to the world market and earn foreign exchange. This has not happened so far. Even giants like Samsung have invested in India more for their Indian domestic sales while they have invested in Vietnam for catering to global markets. Their turnover in India was approximately one third of the turnover in Vietnam in 2019. Their turnover is higher in Vietnam because of exports. Why India is not considered favorable for setting up manufacturing for exports? It is time to pause and analyze.

A raring need to augment exports and build a more resilient economy: When companies design operations for "Made in India but Made for the World", instead of just "Make in India" then the export earnings from the project will augment their profitability making it more attractive to invest. Soft financing with interest moratoriums and longer payback must be considered as a policy by the government other than the current incentives to attract FDI in India.

What Indian Industry and Government must accomplish together: India must incentivize the global industry not just for "Make in India" campaign but the business environment should be made so conducive that foreign companies are also compelled to "Make it for the World". This can be done only if the government and industry come together and overcome a few challenges first that create

manufacturing competitiveness that generates ease of doing business, clarity on policies, competitive cost of manufacturing, quality and highly efficient logistics that compare with the best in the world.

A push for labor reforms: Next major hurdle before India can become an attractive destination for global investment in manufacturing is the productivity of our labor force and our labor laws. Rigid laws on downsizing labour and cumbersome compliances currently force companies either to remain small, employ fewer workers or use capital-intensive methods of production. Industrial relations bill allowing companies to hire workers on fixed-term contracts of any duration is yet to be passed in parliament. The bill in its current form still does not permit companies to hire and fire at will but allows the government to relax conditions through a special executive order. This may not be enough in current times where investors may look for greater flexibility and ease of downsizing. Besides, India ranks 103 out of 141 countries on the competitiveness of its labour market, according to the World Economic Forum.

Even though government agrees that labour reforms are necessary to provide employment to the nearly 1 million job-seekers entering the market each month, the fears of a trade union backlash and partisan politics have been a deterrent to major labour reforms in the past. This process of reforms needs to be accelerated now. India has no option but to succeed in becoming a global manufacturing hub as otherwise the vast Indian manpower resource looking for employment will soon be a source of future social problems.

Creation of an ecosystem that promotes innovation: China has been working with robust strategy over the years. They have been able to deliver world class quality consistently. Chinese have created an ecosystem with very effective industry-academia collaborations that encourage innovations. The number of patents filed by Chinese have grown over the years giving power to the Chinese industry to develop their own technologies after assimilation of imported technologies. This is what the Japanese did after world war two and emerged as one of the global leaders in new technologies and products development. India needs to replicate this model.

A push for reforms in its education system in order to create more innovators: India will have to bring in long pending reforms in its education system that promote innovative and application-oriented thinking amongst students. Indian education system is designed to test memorized knowledge and not its application. This needs to be changed immediately. Indian technical institutions need higher budgets, better facilities and competent educators for carrying out fundamental research. Salaries and perks for the educators need to be such that the best talent gets attracted by our leading universities. Industry-academia collaborations for R & D need to increase. Government needs to incentivize R & D in manufacturing and create an ecosystem that encourages research and development for developing new products at par or better than the rest of the world. Indians have proved to the world that they are good at technology assimilation, but they are yet to prove that they can be good at fundamental research for development of new products.

A world class infrastructure that supports industrial growth: India needs to develop comparable infrastructure for manufacturing, storage and transport at par with China and this needs to be done quickly now. Environment clearances need to be accelerated too with single window for time bound clearances to encourage FDI in manufacturing. Sectoral experts need to be empowered in the government departments for giving speedy clearances after ensuring that all environmental concerns are addressed.

Finally, just the way India is looking at FDI in manufacturing, every other country is looking for FDI too in order to create jobs. With tariff barriers increasing to promote indigenous manufacturing and job creation, Indian industry will have to accept challenge for setting up overseas manufacturing in different trade blocks to augment their revenue and profits in future. This is a definite future trend which will promote free movement of capital, technology and skilled manpower instead of free movement of goods. Indian government will have to incentivize overseas investments and Industry will have to accept this challenge too. Free movement of goods will happen only within the trade blocks and therefore country to country trade agreements will gain higher importance in future.

Indian government and industry have tough tasks on hand, but they will have to move in unison and act speedily to repair the structural faults as cited above. The world will not wait, and investments will go to the best destinations that create competitively priced high-quality products for the global players along with all the other ease of business-related comfort levels for investments in any country. Indians will have to augment their effort levels and accelerate their reforms to enhance attractiveness for FDI in manufacturing else the young English-speaking skilled manpower which is their strength could soon become a troublesome social concern on account of high unemployment rate.

A Way Forward : A Brief Outline of Strategies for Globalization of Indian Companies and their Brands

1. Indian Banking Brands- SBI, HDFC Bank, ICICI Bank : These Indian brands are benchmarked against other leading global brands like HSBC and Citi for understanding successful strategies for globalization. They will need to get ambitious and identify future opportunities in Banking and Wealth Management in both the developed and developing world coming out with innovative strategies against their competition. Mergers and acquisitions across borders could be explored for expansions.
2. Indian IT Services Brands – TCS, Infosys, HCL : These Indian brands are benchmarked against other leading global brands like Accenture and Oracle for understanding successful strategies for globalization. Can India create a Google or Microsoft in future? The organizations have immense competence to develop innovative products of the future. In addition, mergers and acquisitions across borders could be explored for expansions.
3. Indian Automobile Brands - Maruti Suzuki, Bajaj, Hero : These Indian brands are benchmarked against other leading global brands like Toyota and Honda for understanding successful strategies for globalization. Africa and a few countries in Asia could be penetrated through a Joint Venture model by transferring technology and key automotive components like high value forgings and castings and machined parts from India. They can open up opportunities for other accessories from India too- both for exports and joint ventures.
4. Indian Hotel Brands – Taj, ITC, Oberoi : These Indian brands are benchmarked against other leading global brands like Hilton, Hyatt and Marriott for understanding successful strategies for globalization. Takeovers of existing hotels in popular tourist destinations combined with

transfer of highly skilled manpower and employment of locals to provide an outstanding Indian hospitality experience could create a strong brand.

5. Indian Media Brands – Zee, Sun TV, Tata, to watch in future is Reliance Jio with great potential : These Indian brands are benchmarked against other leading global brands like Netflix and Disney for understanding successful strategies for globalization. Consumers around the world, including the ones other than the Indian diaspora too have developed a liking for Indian Bollywood. Indian brands can leverage on this fact and create content with subtitles or dubbing in local languages to establish a strong consumer connect with international audience.
6. Indian Oil and Gas Brands – Indian Oil, ONGC, Bharat Petroleum, Reliance Industries : These Indian brands are benchmarked against other leading global brands like BP, Shell and ExxonMobil for understanding strategies for globalization. Reliance is already bulk of its production and seem be having a global strategy in place. Mergers and acquisitions across borders could be investigated while simultaneously exploring opportunities in the sunrise areas of green energy.
7. Indian Food and Beverage Brands – Amul, Britannia, Nandini : These Indian brands are benchmarked against other leading global brands like Nestle, Kellogg's and Danone for understanding successful strategies for globalization. Given the fact that African sub-continent offers huge opportunities for consumer products while the developed world already has a presence of very strong brands, it will be a good idea for these brands to establish joint ventures in Africa and few Asian countries like Vietnam and Indonesia. They could explore opportunities for joint ventures with local partners or evaluate takeover of local players if such opportunities exist.
8. Indian Pharma Brands – Piramal, Sun Pharma, Aurobindo, Hetero Drugs : These Indian brands are benchmarked against other leading global brands like Novartis, GSK and Pfizer for understanding successful strategies for globalization. India has already established a strong position as a generic's manufacturer for the world. In the deglobalized world of future, Indian companies will have to consider establishment of multi-locational plants to generate employment in target countries. Pharmaceuticals for the veterinary sector, medical devices production, and biotechnology are areas where India has talent and can scale-up its manufacturing to become a global player.
9. Indian Home Care Brands – Asian Paints, Berger, Kansai Nerolac : These Indian brands are benchmarked against other leading global brands like PPG and AkzoNobel for understanding successful strategies for globalization. With the plan for smart cities being put in place; majority of which are going to be in Asia, mainly India and China, its time that Indian companies gear-up for marketing in Asia. Africa is the market of future and setting up of a manufacturing site to take advantage of free trade in that sub-continent is a preferred business architecture for combating competition from the developed world.
10. Indian Building Materials Brands – Ultratech, ACC, Ambuja Cement : These Indian brands are benchmarked against other leading global brand like Lafarge Holcim for understanding successful strategies for globalization. Joint Ventures with Local companies, Mergers and

acquisitions across borders could be investigated as a strategy for growth. Indian companies seem to be ready for this.

11. Indian Metals and Mining Brands – Tata Steel, Vedanta, JSW : These Indian brands are benchmarked against other leading global brand like Arcelor Mittal for understanding successful strategies for globalization. Once again, mergers and acquisitions across borders could be investigated and these Indian companies are ready for this.
12. Indian Apparel and Accessories Brands – Tanishq, Aditya Birla (Peter England, Louis Phillippe, Van Heusen, Allen Solly), Munich Polo, Park Avenue, Zodiac, Spykar, AND, Flying Machine, and Raymonds for Apparels, Franco Lione, Monte Carlo for Shoes, Damilano Leather and Hidesign for accessories : Some of these Indian brands are benchmarked against other leading global brands like Hermes and Dior for understanding successful strategies for globalization. Its time that Indians took few bold steps. Setting up of highly automated multi-locational manufacturing to circumvent high tariff barriers in the new deglobalized world seem to be possible for creating strong foothold in global markets.
13. Indian Telecom Brands– Airtel, Jio : These Indian brands are benchmarked against other leading global brand like Vodafone for understanding successful strategies for globalization. Mergers and acquisitions across borders could be investigated.
14. Indian Engineering and Construction Brands– L&T, Godrej, Voltas : These Indian brands are benchmarked against other leading global brand like GE for understanding successful strategies for globalization. Mergers and acquisitions across borders could be investigated. Setting up of joint ventures with local players in suitable countries in a trading block to take advantage of free trade opportunities would be one of the potential strategies for success in globalization in the next decade.
15. Indian Alcoholic Drinks’ Brands – Kingfisher, Old Monk, Royal Stag, McDowell’s, Amrut : These Indian brands are benchmarked against other leading global brands like Budweiser, Heineken and Jack Daniels for understanding successful strategies for globalization. Engaging the consumers in different markets across cultures is the key to success. Mergers and acquisitions across borders could also be investigated.
16. Indian Tyres’ Brands – Apollo, MRF, JK : These Indian brands are benchmarked against other leading global brands like Bridgestone and Michelin for understanding successful strategies for globalization. Mergers and acquisitions across borders in the new deglobalized world could be investigated. Joint venture with local brands across borders could also be investigated.
17. Indian E- Retail Brands – Flipkart, Snapdeal and now Reliance Retail: These Indian brands are benchmarked against other leading global brands like Amazon and eBay for understanding successful strategies for globalization. Most of these are technology driven companies with efficiency in logistics. Mergers and acquisitions across borders could be investigated even here with few local players that may not be so effective today.
18. Indian Airlines’ Brands – Indigo, Spicejet : These Indian brands are benchmarked against other leading global brands like Singapore Airlines and Qatar Airways for understanding

successful strategies for globalization. The gap seems to be huge in terms of competencies but where there is a will there is a way. Unfortunately, the national carrier; Air India itself is looking for a revamp but as a low-cost airline there is scope for creating revenues globally. A focus on international consumer experience is the key here.

19. Indian Fruit Juice Concentrates (Real and Fresh Gold) and Fresh Vegetables (ITC) : These Indian brands are benchmarked against other leading global brands from Unilever for understanding successful strategies for globalization. In countries that are leaders in fruit juices, the business architecture is very different. The juicing plants and bulk concentrate storages are created at the major ports and the concentrates are then transported in bulk by ships to different destinations where again the bottling plants are at the ports. Indian infrastructure will have to be built to support this strategy for creating global brands, but this is possible.
20. Indian Ready to Eat Foods : Copper Chimney, Naturals Ice cream, Tasty Bite, MTR : These Indian brands are benchmarked against other leading global brands like McDonalds, Pizza Hut, and packed foods from Unilever for understanding successful strategies for globalization. These brands are mainly to cater to the Indian diaspora, but the segment is fast expanding to include international non-Indian population too. Packaging technology has come a long way. Careful selection of countries which are having sizeable Indian population could be a starting point for creating highly automated cooking facilities by sourcing local vegetables or importing cheaper raw pre-cut vegetables and meats from India.
21. Indian Electronics Brands - Blue Star, Voltas, Godrej, Lloyd, Havells, Usha, Videocon, KenStar, Godrej: These Indian brands are benchmarked against other leading global brands like Samsung and Panasonic for understanding successful strategies for globalization. Mergers and acquisitions across borders in the emerging markets mainly could be investigated. Joint ventures with local partners in Africa or a hundred percent owned subsidiaries could also be explored.
22. Indian Personal Care Brands based on Ayurveda : Patanjali with all its brands, Godrej with all its brands, Himalaya with all its brands, Dabur with all its brands, Nirma with all its brands : These Indian brands are benchmarked against other leading global brands from Unilever and P&G for understanding successful strategies for globalization. Joint Ventures with local players, Mergers and acquisitions across borders could be investigated. Ayurveda is a strong Indian story line which is both credible, healthy and currently very relevant.
23. Indian Tea Brands - Tata Tea, Godrej Tea (Darjeeling), Wagh bakri Chai, Hasmukh Rai & Co (Society Tea) : These Indian brands are benchmarked against other leading global brands from Unilever like Lipton, Taj Mahal for understanding successful strategies for globalization. It is better to try for dominance in the Asian and African markets at this moment through strong connect with global consumers.
24. Indian Sugar Brands – Shree Renuka Sugars Ltd, Bajaj Hindusthan Sugar Ltd and many others : These Indian brands are benchmarked against other leading manufacturers like Cosan, Biosev from Brazil and Nordzucker AG from Germany, for understanding successful strategies for globalization. Brazilian companies mentioned above have created innovative technologies for production of biofuels from molasses. Indian companies need to learn from

Brazil too. Joint Ventures with Local companies, Mergers and acquisitions across borders could be investigated as a strategy for growth. Indian companies seem to be ready for this. African sub-continent and few Asian countries could be targeted by India in future.

25. Paper – JK Paper, West Coast paper Andhra Paper and many others : These Indian brands are benchmarked against other leading manufacturers like International Paper USA and Nine Dragons Paper from China for understanding successful strategies for globalization. Joint Ventures with Local companies, Mergers and acquisitions across borders could be investigated as a strategy for growth. Indian companies seem to be ready for this.

Annexure 1- Few Indian Brands with High Valuations

According to Interbrand website the top Indian brands in 2019 have been the following in terms of

01 6% ₹ 787.22 bn	02 12% ₹ 428.36 bn	03 -13% ₹ 322.35 bn	04 14% ₹ 299.63 bn	05 9% ₹ 280.95 bn	06 3% ₹ 256.20 bn	07 5% ₹ 243.67 bn	08 9% ₹ 183.89 bn
09 5% ₹ 169.93 bn	10 6% ₹ 168.97 bn	11 13% ₹ 154.86 bn	12 8% ₹ 149.91 bn	13 18% ₹ 137.28 bn	14 -1% ₹ 134.50 bn	15 5% ₹ 110.91 bn	16 20% ₹ 109.34 bn
17 13% ₹ 95.06 bn	18 5% ₹ 94.70 bn	19 -5% ₹ 87.96 bn	20 10% ₹ 68.10 bn	21 -4% ₹ 64.53 bn	22 21% ₹ 58.81 bn	23 8% ₹ 56.70 bn	24 13% ₹ 54.22 bn
25 19% ₹ 50.76 bn	26 9% ₹ 47.16 bn	27 8% ₹ 46.19 bn	28 4% ₹ 40.43 bn	29 15% ₹ 37.80 bn	30 -13% ₹ 32.56 bn	31 12% ₹ 31.59 bn	32 4% ₹ 27.43 bn
33 NEW ₹ 26.86 bn	34 16% ₹ 25.11 bn	35 14% ₹ 22.90 bn	36 -3% ₹ 22.59 bn	37 NEW% ₹ 20.15 bn	38 2% ₹ 19.72 bn	39 NEW% ₹ 18.19 bn	40 13% ₹ 17.21 bn

their rankings. (Link embedded in the picture). However, in order for a brand to be classified as a global brand, few filters are used.

Criteria for Inclusion in Best Global Brands

To be included in Best Global Brands, a brand must be truly global, having successfully transcended geographic and cultural boundaries. It will have expanded across the established economic centers of the world and entered the major growth markets. In specific terms, this requires that:

- At least 30 percent of revenue must come from outside of the brand's home region.
- The brand must have a significant presence in Asia, Europe, and North America, as well as geographic coverage in emerging markets.
- There must be sufficient publicly available data on the brand's financial performance.
- Economic profit must be expected to be positive over the longer term, delivering a return above the brand's cost of capital.
- The brand must have a public profile and sufficient awareness across the major economies of the world.
- These requirements—that a brand be global, profitable, visible, and relatively transparent with financial results—explains the exclusion of some well-known brands that might otherwise be expected to appear in the ranking.

33 +2% 15,627 \$m	34 +14% 14,214 \$m	35 +3% 13,995 \$m	36 +3% 13,535 \$m	37 +3% 13,053 \$m	38 -2% 13,017 \$m	39 +30% 12,942 \$m	40 +6% 12,213 \$m
41 +6% 12,201 \$m	42 +1% 12,187 \$m	43 +5% 12,104 \$m	44 +8% 11,769 \$m	45 +9% 11,577 \$m	46 +6% 11,208 \$m	47 0% 11,118 \$m	48 +4% 11,102 \$m
49 +8% 10,821 \$m	50 +17% 10,772 \$m	51 +19% 10,748 \$m	52 +6% 10,707 \$m	53 -3% 10,634 \$m	54 +9% 10,433 \$m	55 +6% 10,380 \$m	56 +1% 10,132 \$m
57 +10% 9,615 \$m	58 +2% 9,533 \$m	59 +10% 9,316 \$m	60 +2% 9,104 \$m	61 +15% 9,021 \$m	62 +2% 8,938 \$m	63 +7% 8,802 \$m	64 +4% 8,659 \$m
65 -9% 8,157 \$m	66 +45% 8,111 \$m	67 +1% 7,646 \$m	68 +14% 7,578 \$m	69 +13% 7,547 \$m	70 +19% 7,545 \$m	71 +4% 6,925 \$m	72 +10% 6,890 \$m
73 +22% 6,621 \$m	74 -7% 6,533 \$m	75 +23% 6,432 \$m	76 +5% 6,293 \$m	77 +3% 6,231 \$m	78 +2% 6,221 \$m	79 +3% 5,881 \$m	80 +18% 5,760 \$m
81 +6% 5,755 \$m	82 +18% 5,730 \$m	83 +5% 5,642 \$m	84 +6% 5,641 \$m	85 +16% 5,517 \$m	86 +3% 5,481 \$m	87 +4% 5,393 \$m	88 +12% 5,375 \$m
89 +9% 5,276 \$m	90 +3% 5,254 \$m	91 +14% 5,223 \$m	92 NEW 5,176 \$m	93 -9% 5,161 \$m	94 -3% 4,989 \$m	95 +2% 4,812 \$m	96 -2% 4,733 \$m

33 +2% 15,627 \$m	34 +14% 14,214 \$m	35 +3% 13,995 \$m	36 +3% 13,535 \$m	37 +3% 13,053 \$m	38 -2% 13,017 \$m	39 +30% 12,942 \$m	40 +6% 12,213 \$m
41 +6% 12,201 \$m	42 +1% 12,187 \$m	43 +5% 12,104 \$m	44 +8% 11,769 \$m	45 +9% 11,577 \$m	46 +6% 11,208 \$m	47 0% 11,118 \$m	48 +4% 11,102 \$m
49 +8% 10,821 \$m	50 +17% 10,772 \$m	51 +19% 10,748 \$m	52 +6% 10,707 \$m	53 -3% 10,634 \$m	54 +9% 10,433 \$m	55 +6% 10,380 \$m	56 +1% 10,132 \$m
57 +10% 9,615 \$m	58 +2% 9,533 \$m	59 +10% 9,316 \$m	60 +2% 9,104 \$m	61 +15% 9,021 \$m	62 +2% 8,938 \$m	63 +7% 8,802 \$m	64 +4% 8,659 \$m

TOP GLOBAL BRANDS AS PER INTERBRAND (LINK EMBEDDED IN PICTURE)

Annexure 1 Continued

A note on brand strength and brand valuation

A brand derives its strength from factors that are both **internal** and **external** to an organization. Internal factors that make a brand strong are as follows:

1. **Clarity:** Every brand stands for some values and promises of a proposition which is communicated to its targeted audience through clear communication frequently. This in turn creates a clear brand positioning. How clearly a brand targets its intended audience with its brand promise and how clear are its intended consumers regarding the brand's positioning decides the strength of that brand.
2. **Internal commitment of the organization:** Any brand needs continuous support from the organization in terms of allocation of resources, time and management effort. Resources may be needed for active campaigns or reactive campaigns that may be in response to its competition. A strong commitment from the organization invariably creates strong brands.
3. **Governance:** A brand needs constant monitoring and alert vigilance of its well-being as it is highly fragile. The respective organization needs to allocate manpower to ensure that allotted resources are well spent. This manpower must have the required skills and this internal factor is key to making any brand strong.
4. **Responsiveness:** Brands are required to continuously evolve, and this needs internal commitment of resources from the parent organization. The evolution may be essential on account of changing consumer needs or in response to tough competitive pressures. Brands that stay highly responsive are also brands that sustain their strong position for a long time.

Similarly, external factors that make a brand strong are as follows:

1. **Authenticity:** Whatever be the brand's promise, it is always delivered consistently in every human interaction that a consumer has which creates an aura of authenticity around the brand.
2. **Consistency:** The failure of brand promise is not a remote possibility. This is a very important ingredient that creates a brand's strength.
3. **Relevance:** If a brand creates a perfect fit between product performance and the consumer needs across all segments at a times then it will always be a strong brand.
4. **Presence:** A brand must be both visible and available across all markets amongst all distribution channels. Such conveniently available brands are always strong. This could be a challenge during the phases when the business is being scaled-up.
5. **Differentiation:** Strong brands always create a feeling of being distinctive and this creates an emotion of being special amongst the consumers thereby leading to a strong branding.
6. **Engagement:** Strong brands actively engage with their consumers. Frequent pleasurable emotions are created during brand interactions. This creates a very powerful connect imparting further strength to the brand.

Above ten factors create strong brands that create value during the product life cycle for the shareholders depending on the market share they enjoy during the life cycle. The discounted cash flows of this value creation are essentially the valuation of that brand at any given point in time.

Annexure 2

Questionnaire for consumers (fill only if you are an existing consumer of this Brand's products or services)

Brand

Organization

Please rate on a scale of 0-5 (0- Strongly disagree and 5 strongly agree)

Q1 As a consumer, do you feel that the brand follows highest of ethics and value system in dealing with its consumers?

Result: (80% responses were 5 and balance 20% 4)

Q2 Do you think that the brand meets your needs better than its competitors.

Result: (76% responses were 5 and balance 24% 4)

Q3 In case the brand is foreign, do you think they have sufficiently localized the product or service to suit a local consumers' requirements better?

Result: (70% responses were 5 and balance 30% 4)

Q4 Do you think that the new products or services launched by the brand are innovative?

Result: (96% responses were 5 and balance 4% 4)

Q5 Do you think that the brand offers value for money.

Result: (90% responses were 5 and balance 10% 4)

Q6 Do you think that the brand is easily available when you need?

Result: (86% responses were 5 and balance 14% 4)

Q6 Do you think that the brand is consistently delivering its promise.

Result: (98% responses were 5 and balance 2% 4)

Q7 Do you think that the brand offers easy to use products or services?

Result: (96% responses were 5 and balance 4% 4)

Q8 Do you think that the brand is always the first to offer you better and new products?

Result: (90% responses were 5 and balance 10% 4)

Q9 Do you feel the brand is environmentally friendly?

Result: (70% responses were 5 and balance 30% 4)

Q10 Does the brand make you feel special?

Result: (80% responses were 5 and balance 20% 4)

Q12 Do you think that the brand responds promptly to any consumer complaints.

Result: (80% responses were 5 and balance 20% 4)

Q13 Does the brand offer any loyalty programs for regular customers?

Result: (90% responses were 5 and balance 10% 4)

Q14 Does the brand have clear communication regarding its brand promise and brand's positioning?

Result: (96% responses were 5 and balance 4% 4)

Annexure 2 Continued.

Questionnaire for Managers (fill only if you are an existing or a past employee (more than 2 years) of this Organization.

Organization Name:

Q1 How would you rate this organization as a whole on the basis of Values and Ethics?

Result: (90% responses were 5 and balance 10% 4)

Q2 How would you rate this organization based on its knowledge about the products and service it offers?

Result: (96% responses were 5 and balance 4% 4)

Q3 How would you rate this organization based on the insights about current and emerging needs of its consumers?

Result: (84% responses were 5 and balance 16% 4)

Q4 How would you rate this organization based on its ability to design its products or services for typical local needs of its consumers? (Ability to act local despite being global)

Result: (76% responses were 5 and balance 24% 4)

Q5 How would you rate the ability of this organization in being highly innovative in its supply chain management?

Result: (80% responses were 5 and balance 20% 4)

Q6 How would you rate this organization in terms of its innovative production processes and technologies used?

Result: (80% responses were 5 and balance 20% 4)

Q7 How would you rate this organization in terms of its success in new product/service launches?

Result: (82% responses were 5 and balance 18% 4)

Q8 Would you consider the pricing of products and service of the organization as highly appropriate?

Result: (66% responses were 5 and balance 34% 4)

Q9 Does the brand have enough controls in its processes to avoid product shortages and/ or assure consistent delivery of services?

Result: (80% responses were 5 and balance 20% 4)

Q10 Does the organization have sufficient internal processes to create an outstanding consumer experience?

Result: (94% responses were 5 and balance 6% 4)

Q11 Does the organization insist on developing easy to use products and services that are focused on delivering excellence?

Result: (84% responses were 5 and balance 16% 4)

Q12 Does the organization create first movers' advantage in designing products and service ahead of its competitors?

Result: (80% responses were 5 and balance 20% 4)

Q13 Does the organization take excellent care of its employees?

Result: (76% responses were 5 and balance 24% 4)

Q14 Does the organization have enough controls and processes to ensure that it is always environmentally friendly?

Result: (80% responses were 5 and balance 20% 4)

Q15 Does the organization have enough processes to create an outstanding consumer connect and brand loyalty?

Result: (96% responses were 5 and balance 4% 4)

Q16 Does the organization have sufficient internal controls over its manufacturing and administrative costs?

Result: (80% responses were 5 and balance 20% 4)

Q17 Does the organization keep an alert watch over the strategies followed by its most important customers?

Result: (84% responses were 5 and balance 16% 4)

Q18 Does the organization promote a culture of production at optimum scale in order to take advantage of lower costs?

Result: (70% responses were 5 and balance 30% 4)

Q19 Does the organization take failures in its stride in a friendly way with an attitude to learn?

Result: (78% responses were 5 and balance 22% 4)

Q20 Does the organization deploy sufficient manhours to integrate future technologies like data analytics and AI or any other?

Result: (86% responses were 5 and balance 14% 4)

Q21 Does the organization have sufficient controls over its inventories' management?

Result: (76% responses were 5 and balance 24% 4)

Q22 Does the organization have sufficient control over its R&D budgets to ensure in-time developments or improvements in its products and/ or services?

Result: (80% responses were 5 and balance 20% 4)

Q23 Does the organization make payments to its suppliers on time?

Result: (82% responses were 5 and balance 18% 4)

Q24 Does the organization engage with its vendors through efficient and empowering training programs focused at improving products or services?

Result: (86% responses were 5 and balance 14% 4)

Q25 Does the organization take sufficient care for empowering its employees on a consistent basis to meet future business challenges effectively?

Result: (90% responses were 5 and balance 10% 4)

Q26 Does the organization focus sufficiently on work-life balance for its employees?

Result: (80% responses were 5 and balance 20% 4)

Q27 Does the organization support employees in meeting challenges in their personal lives?

Result: (68% responses were 5 and balance 32% 4)

Q28 Does the organization follow an effective and timely compensations and rewards system for its employees?

Result: (82% responses were 5 and balance 18% 4)

Q29 Does the organization follow an effective and timely performance evaluation and rewards system for its vendors?

Result: (70% responses were 5 and balance 30% 4)

Q30 Is it fun to work for this organization?

Result: (84% responses were 5 and balance 16% 4)

Q31 Does the organization make sufficient efforts to communicate its vision to its employees and other stakeholders?

Result: (70% responses were 5 and balance 30% 4)

Q32 Does the organization respond fast enough to employees' complaints?

Result: (68% responses were 5 and balance 32% 4)

Q33 Does the organization respond fast enough to customer complaints?

Result: (88% responses were 5 and balance 12% 4)

Q34 Does the organization promote a culture of celebrating successes with its stakeholders?

Result: (60% responses were 5 and balance 40% 4)

Q35 Does the organization have a system to reward employees' loyalty?

Result: (78% responses were 5 and balance 22% 4)

Q36 Q35 Does the organization have a system to reward customers loyalty?

Result: (98% responses were 5 and balance 2% 4)

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- 5;- <https://www.economicdiscussion.net/india/large-scale-industries/top-10-large-scale-industries-in-india/19171>
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8. Customers and Stake Holder centric approach is followed by most successful brands
<https://www.interbrand.com/best-brands/best-global-brands/2018/articles/hallmarks-2018-top-growing-brands/>
- 8:- Harari in his book 21 lessons for the 21st century
- 9:- **Strategy** is overarching plan
- 10:- **Tactics** are the specific actions or steps you undertake to accomplish your **strategy**.