

# Startup and Solopreneurship for Indian Market

Special class

Aman Dhattarwal • Feb 7, 2021

# Start-up and Solopreneurship in Indian Marketing

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# I. Who are we talking to?

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- Movies with split personality disorders, what if not a disorder? But true order of humanity.
- Shapes who we are
- New customer paradigm - brands no longer cater to homogeneous groups of consumers but individuals with multiple personalities.

# How different people react differently in different situations

Nelson Mandela after 27 years of incarceration dream of democratic SA

Another prisoner - only hatred in heart

Same person in different situation behave differently



80-20

15-25

# Every 20 years changes in Indian ideology

Phase I

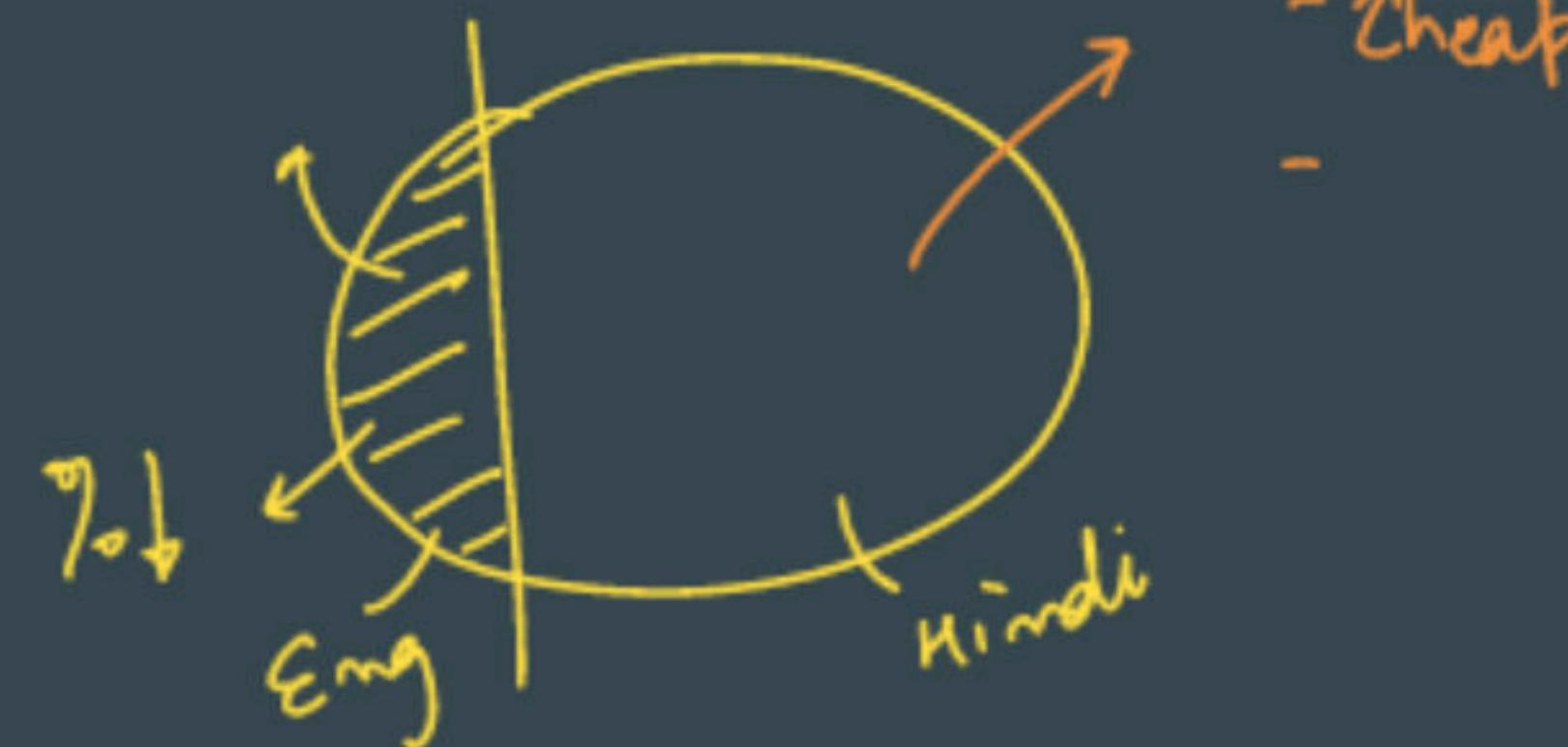
Phase II

Phase III

- Democratic socialism - Liberalisation - consumerism
- Drive the benefits of prosperity down the pyramid - socialist democracy
- Mass manufacture acceptable quality products - lowest price possible
- Income ↑, demand ↑, wait 10 years for Bajaj scooter.
- Western & non western people - started emerging
- Doordarshan - commercial advertising, Hindi language ↑



Phase



## Second Identity for customer 'Hybrid'

Phase 2

- National & personal identities
- Bi/multilingual, career in MNC/ Indian firm, order kebabs & chats at British Gymkhana
- Individualism started to bubble - Liberalisation
- Education, tech, jobs, travel - Levers of success - more & more available (Getting rich & living rich) on your own terms
- Privatisation of TV channels - heat of TV ratings - cater to broadcast of tastes - saas-bahu serials

## Third identity 'Hedonist' (Pleasure seeker)

1990 - 2005

Phase 3

Conversing in Indian language, wanting to get rich, enjoy Bhangra remixes & street food, shop for home & personal items using TV shopping.

Phone ↗ ↗

Single personality Indian - marketing convenience thing of past

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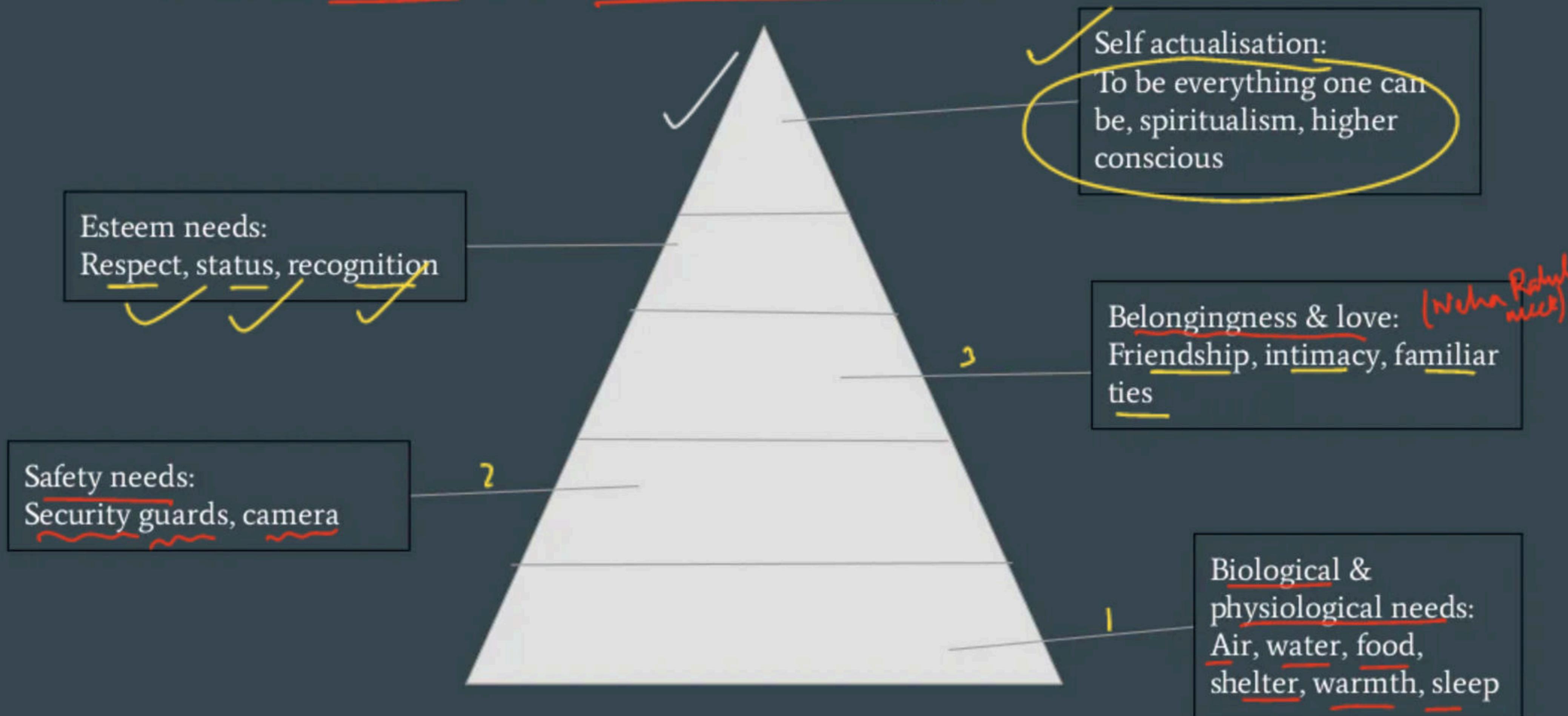
New indian customer - multiple needs for multiple personalities

## II. Why do people buy?

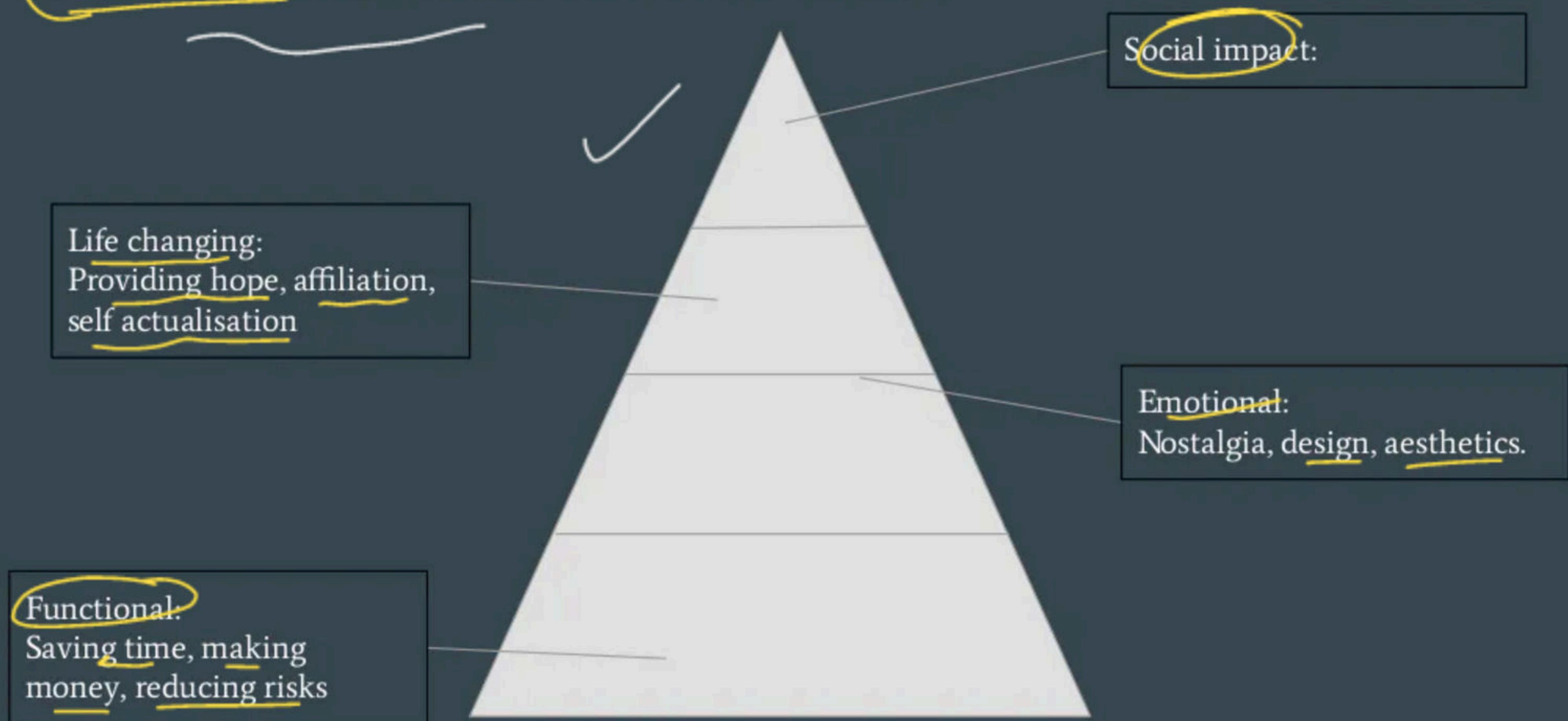


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# Abraham Maslow's 'Hierarchy of Needs'

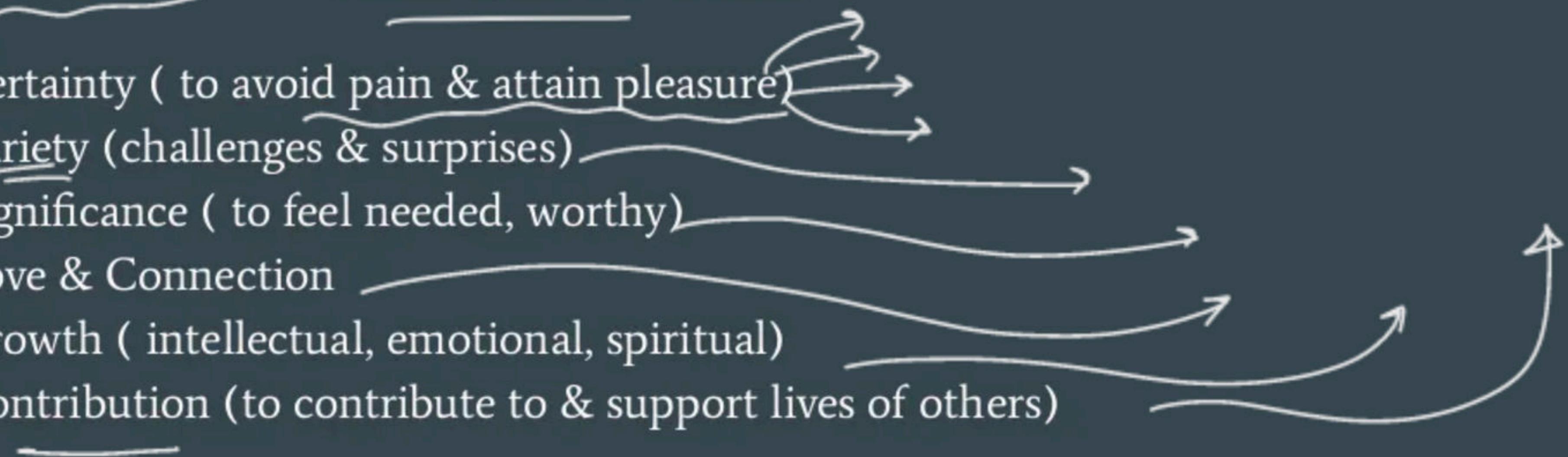


# Bain & Co 'Elements of Value' Model



## Tony Robbins '6 core Human needs'

- 1. Certainty ( to avoid pain & attain pleasure)
- 2. Variety (challenges & surprises)
- 3. Significance ( to feel needed, worthy)
- 4. Love & Connection
- 5. Growth ( intellectual, emotional, spiritual)
- 6. Contribution (to contribute to & support lives of others)



# Customer motivation model

Inner directed motivators  
(when we are alone)

- Good sense
- Self love
- Hedonism
- Ownership
- Personal reinvention
- Value added experience
- Private legacy

Outer directed motivators  
(In front of others)

- FOMO
- Attraction
- Connection
- Vanity
- Social credit
- Public legacy

Influencers

Money    Values    Resolving    Time

# Examples

- Toothpaste - all need throughout life
  - Good sense
  - Added promise of white teeth - attention & vanity
  - Strong teeth - social credit & one-upmanship
- Avanti, young woman, Pune - Mumbai
  - Connection (Want to make friends)
    - dating
    - gym
    - social credit
    - vanity
    - one upmanship
  - FOMO (want Want Mumbaikars do)
  - Value added experiences

### III. How do we influence people?



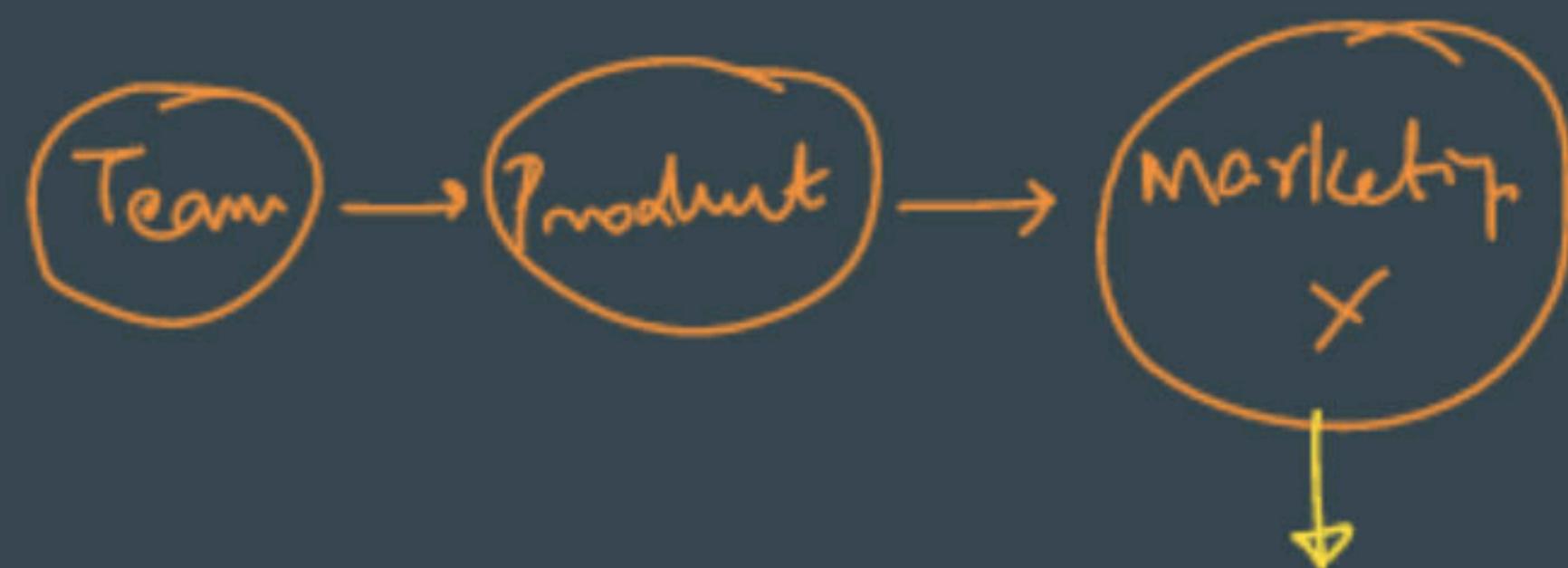
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How to use the models? ✓

## 1. Seamless integration of business goals & marketing strategy

Peter Drucker (man who invented margement) [purpose of business & create & keep a customer]

- no business without customers ✓
- no customers without marketing ✓
- great marketing is about great brands
- great brands make & keep more customers



# Any product / service must answer

1. Which existing customer problem do we solve? →
2. Which new ways of life do we make possible? →
3. Which new benefits, experiences, capabilities do we create? →
4. How are we better than alternatives? →

## 2. Value added customer segmentation



- Cannot be all things to all people
- Better to mean everything to someone, than something to everyone
- Segmentation - customer segment targeted by your brand
- Present day India:

India arrived

- ✓ Higher education
- ✓ Urban
- ✓ Apartments
- ✓ Office jobs
- ✓ Tech. Savvy

India Rising

(Majority)

- ✓ 1-2nd generation
- ✓ lower end
- ✓ Physical skill set
- ✓ limited tech use

### 3. Product & brand Development

- Good Sense - toothpaste, private security, online backlog
- Self love - career, personal interests, yoga
- (plu~~us~~) Hedonism - food, drink, entertainment, fashion
- Personal reinvention - education, direct advice, life coaches
- Value added experience - travel, restaurants
- Private legacy - child's education, books, performing arts
- One-manship - lavish weddings, phone
- FOMO - group, travel, entertainment
- Attention - clothes, costumes, social media
- Connection - Clothing sites, coffee shops
- Vanity - beauty products
- Social credit - memberships, wine, art
- Public legacy - charity, elected office



World

1 crore → \$ 1 million

3%

97%

Profess

10	✓
8	

90%  
Startup

10%  
School / College

\$ Social Media

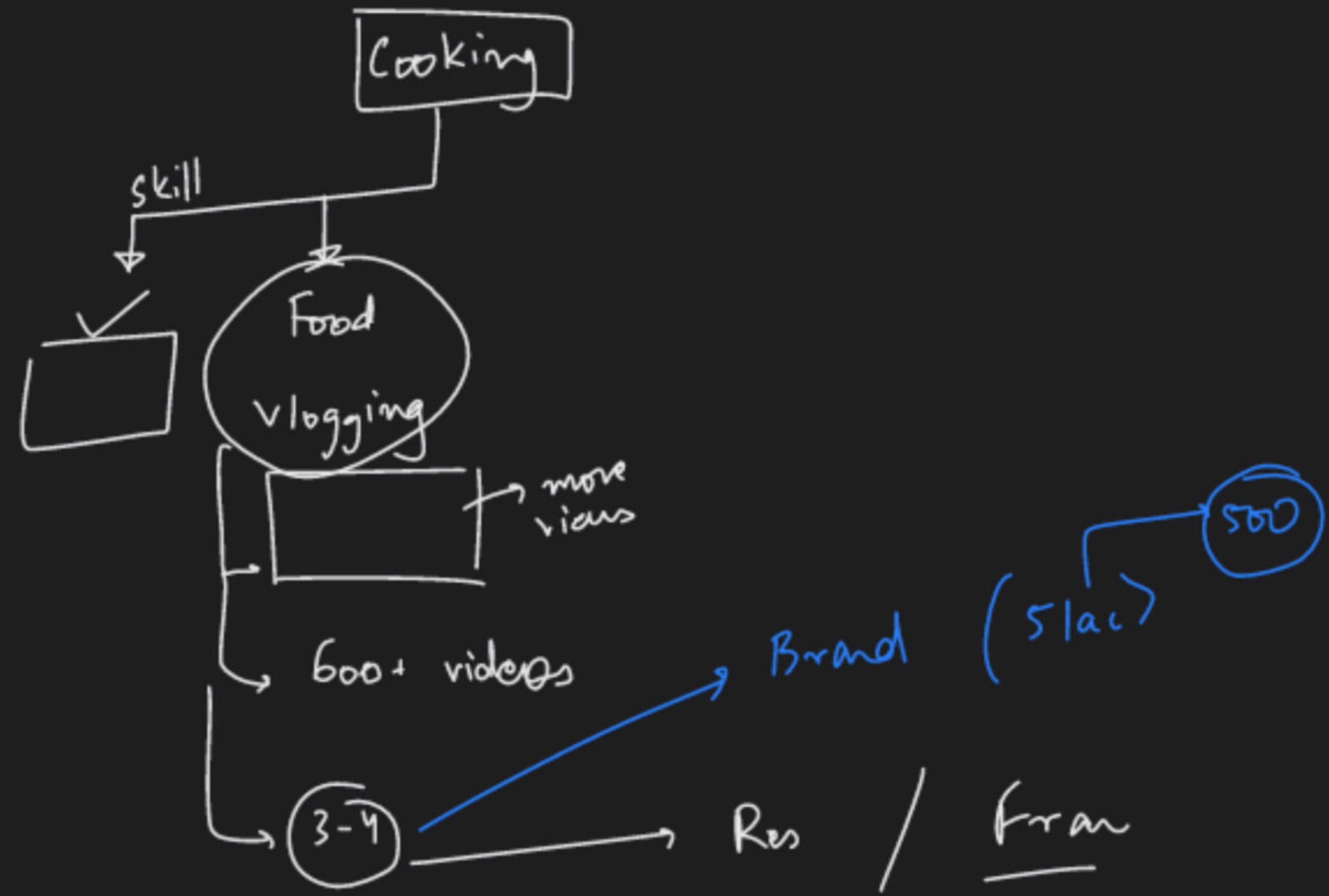
Organic Reach

IG

17

Fb

Brand Awareness



## IV. Where do brands come from?

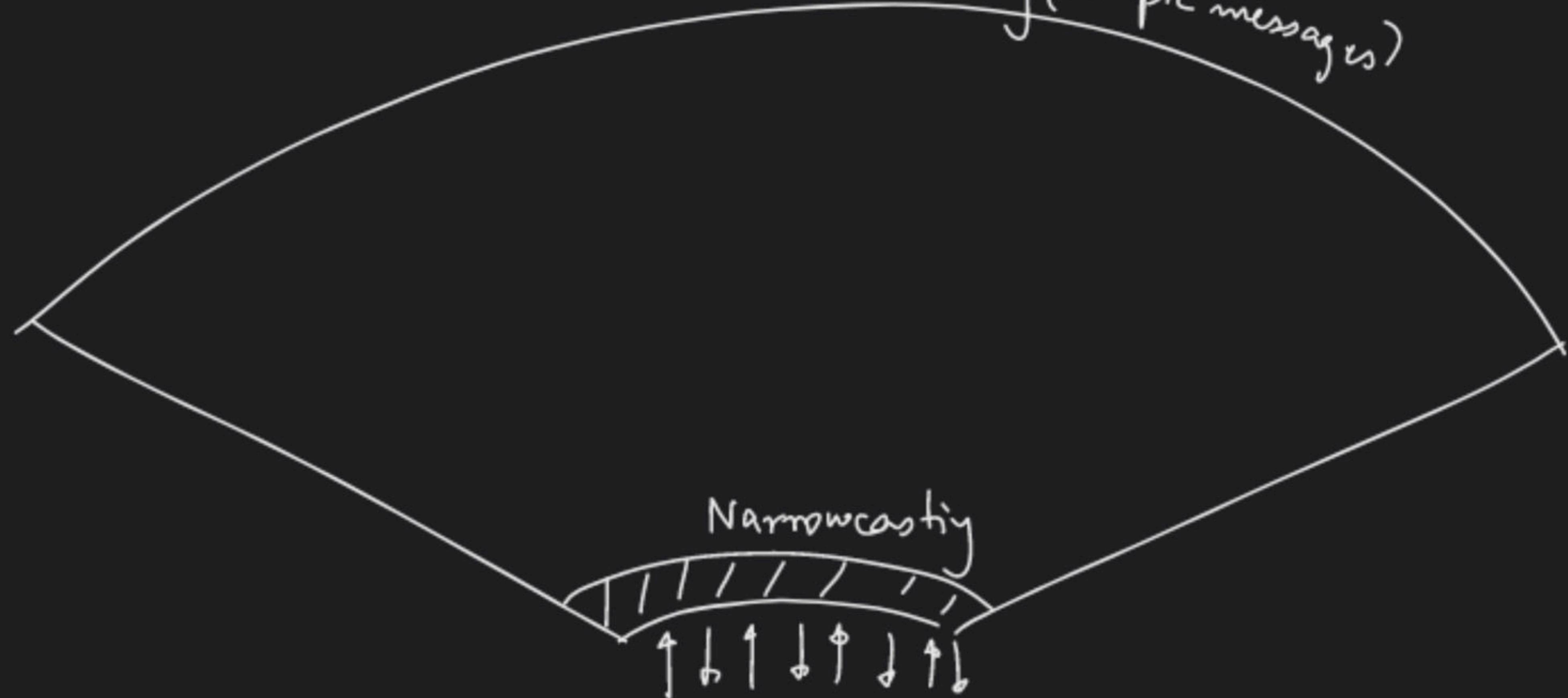
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- Brand is derived from the Old Norse word “Brandr” which means to burn.
- Ranches - herds of cattles and horses  
As they grew bigger, competition grew and it was vital for a rancher to claim his animals, burned on their skin a ‘brand’

## V. How did brands get here?

...

Broadcasting (simple messages)



સમાજ

- 1900's - Brands were commodities with names
- 1960's and 70's - Multiple brands with multiple owners  
Brands became products with names that were positioned with imagery  
Eg. Four Square, Charminar, Charms
- 1980's - It became about "brand idea"  
Eg. Rin - Whiteness that sets you apart  
Nirma - Cheap is not inferior
- By 1990's into 2010's - higher platform to appeal the customers "Brand ideal"  
Tata tea - "Jaago re"  
Dove - "beauty in all shapes and sizes"
- Current 2020's - genuineness and authenticity

Customers want to know

- ✓ 1. Why are you here?
- ✓ 2. What do you do?
- ✓ 3. How do you do it?



## VI. Where are brands going?

...

# Pools of brand DNA

Visible DNA	Invisible DNA
<ul style="list-style-type: none"><li>✓ Product</li><li>✓ Packaging</li><li>✓ Pricing</li><li>✓ Presence</li><li>✓ Personality</li><li>✓ Brand Identity</li><li>✓ Content</li><li>✓ Media</li></ul>	<ul style="list-style-type: none"><li>✓ History</li><li>✓ Vision</li><li>✓ Mission</li><li>✓ Purpose</li><li>✓ Values</li><li>✓ People</li><li>Culture</li><li>✓ Competencies</li></ul>



- Invisible DNA makes the brand sharply defined.
- Visible DNA adds value to invisible DNA when successful in creating engagement, attention and sales.



# Invisible DNA

# 1. History

- Like looking at old family album
- Where you came from, what made you who you are

Case Study : KFC

Discontinued using Colonel Sanders pictures in 1975

In 2015, when sales were declining, new advertising company W+K learnt from history, brought back Colonel Sanders in merch, comic con, novels

“Learn from your past, excel in the present, invent for the future”

## 2. Vision

Clear vision of Microsoft  
“to help people and businesses throughout the world  
realize their full potential.”

### 3. Mission

~~Unacademy Mission -~~   
“To provide a free, world-class education  
for everyone, everywhere”

- ✓ Free -> price
- ✓ World-class -> product
- ✓ Everyone, everywhere -> presence

(Visible DNA will embody its mission)

## 4. Purpose

Reason for brand to exist beyond making money

According to a study, top 50 brands with highest loyalty had in common - “Brand Ideal”

## 5. Values

Shape organisation's brand

Eg. Raymond has the tagline  
“We care for excellence in everything we  
do”

## 6. People

“A company’s best assets ride up in the elevator every morning & ride down every night”

Eg. Flight experience where the flight attendant remembered name and drink, never flew another airline

## 7. Culture

- Open
  - Democratic
  - Supportive
-

## 8. Competencies

“What do you know that others don’t?”

- The thing you know & do well

Eg. Swiggy

Apart from food delivery, also delivers  
parcels and couriers  
Extended its competency

# Visible DNA

# 1. Product

Brand

- Primary strand of brand DNA
- Product creates outcomes, brands create relationships
- Great products can succeed without great brands, but converse is rarely true, if ever.

Eg. Vodafone

Once the leading telecommunication company, lost its way after merge with Idea

## 2. Packaging

- Prime brand real estate
- First-level visible difference

Eg. Haldiram

Started from a single shop in Bikaner,  
now worth \$3 billion

Packaged Indian snacks without  
compromising on expected taste

Cavinkare's CHIK Shampoo

Solely reason for success - sachet  
packaging

### 3. Pricing

?m'k

$$1\text{ lac} - 1000 = 99\,000$$

Difference between the price a customer is happy to pay and the total cost at point of purchase = value added by branding

Eg. Luxury brands like GUCCI

- 1) Aware
- 2) Showroom
- 3) Customizable

↓  
7 Custom PC  
Mac Mini ✓

## 4. Presence

2.7 hours

Macbook Pro  
16"

19 4min

Mac Book Air

M2

(86,000)

2 min

92 min



- ✓ Availability
- Distribution
- Being present where customers are buying, when they are buying and after they have bought
- Also, brand presence in conversations

## 5. Personality

- What makes a brand interesting

Eg. The three Khans of bollywood

Aamir Khan (intellectual star)

Salman (action star)

Shah Rukh (romantic star)

## 6. Visual Identity

- Logo
- Typography
- Colour palette

Eg. Burger King

Logo reminds you of being hungry

BMW

Car door shuts with a thunk that  
signifies strength

## 7. Content

- Brand Voice
  - POV
  - Tone
-

## 8. Media

- Social Media ads
  - Engagement
  - POV on social themes
-

## VII. How to talk to people?

...

- To reduce communication inefficiencies - make the msg sharper and media buying better

Eg, Nail and Hammer where nail is your msg and media spend in hammer  
Sharper the nail (better creativity), smaller hammer required

“Don't count the people you reach, reach the people who count”

“Customer is not a moron, she is your wife”

Message = Nail

Media = Hammer ✓

“Advertising is fundamentally persuasion and persuasion happens to be not a science but an art.”

Ads in media should be such that max reach is received with min spend.

Drummers (original salesmen) -> Printing press -> Radio -> TV, Cinema



# Advanced Brand Communication

✓ Attention

✓ Brand

Communicate (deliver the message) (Brand Identity)

Decoding (communicate in a personally relevant-way)

Engagement



- Customer attention shifting from TV & print to Internet
- Ad free services (Amazon prime, Netflix, Youtube)
- Screen-time is increasing
- Battle for attention fought against everything a customer can access through any platform/media

# Strategy Framework for Brand Communication

## 1. Communicate across entire customer journey

- Different departments - marketing, operations, customer service
- Customer-brand relationship
  - ✓ Discovery (exploring brand)
  - ✓ Companionship (Spending time with brand and getting to know it)
  - ✓ Exclusivity (Choosing your brand)
  - ✓ Belonging (Repeats business with you)



# Strategy Framework for Brand Communication

2. Make a comprehensive broadcast and narrowcast plan

- Pillars of MarCom (Marketing Communication)
- Broadcast - simple msg, pitched to wide audience
- Narrowcast - 2 way communication, targets small groups, reviews



# Strategy Framework for Brand Communication

## 3. Deploy the entire Brand Octagon in communication

- If you use only one side of Octagon - like a superhero using only of his eight superpowers
- Cosmetics company “We do not test on animals”  
Don't just put on label  
Also post animal care videos on youtube  
Drop it on pet sites

# Strategy Framework for Brand Communication

## 4. Create a pipeline for superlative branded content

- Tell your brand stories right
- Folk tale ‘The thousand and one nights’

Shahrazad tells a story every night to Shahryar and leaves it uncompleted.  
Eager to hear the end, Shahryar keeps postponing her execution.

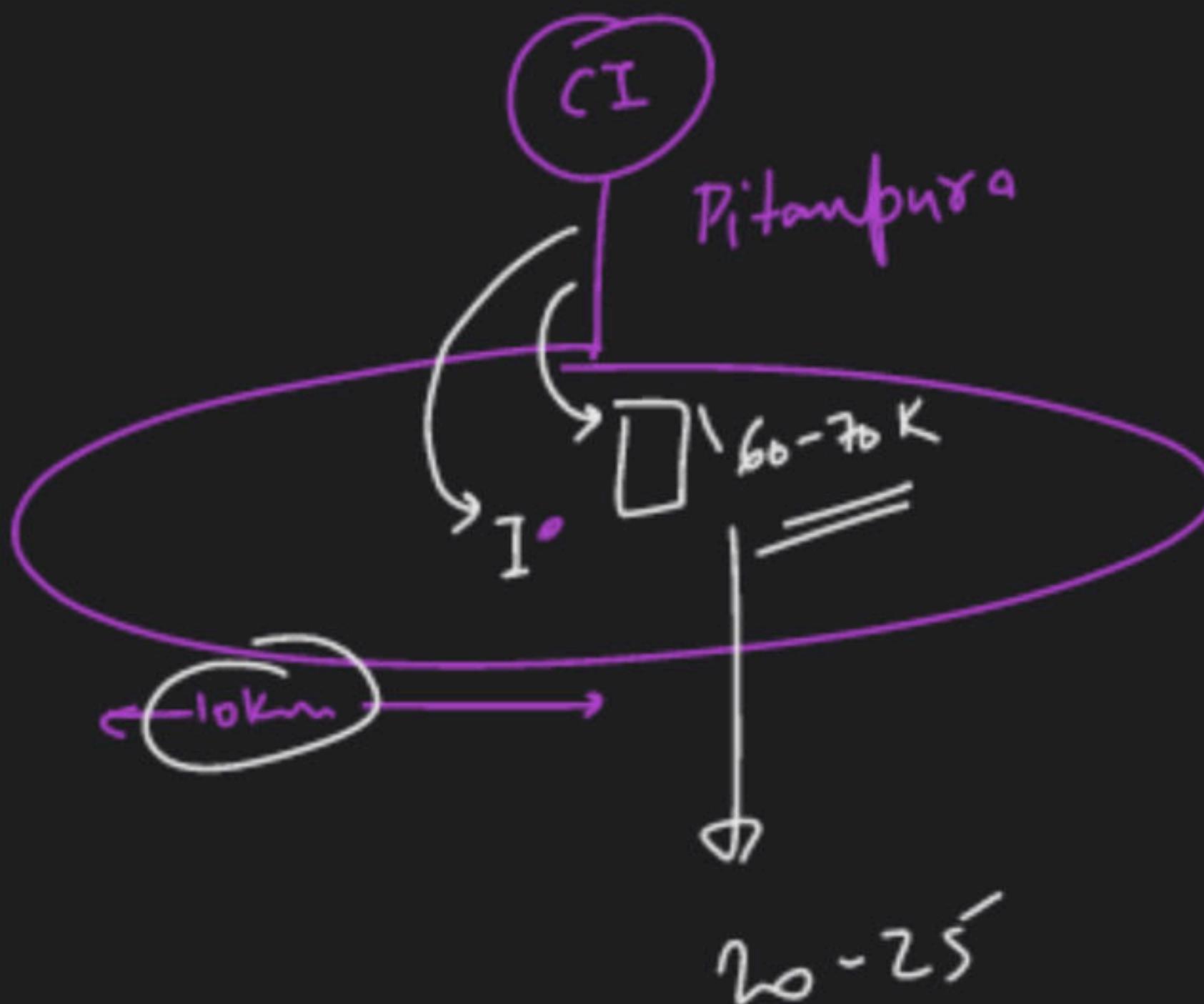
Brands - Shahrazad

Customers - Shahryar

\*But story has to be authentic

3<sup>rd</sup> year → Labh subs

↓  
4-5



# Common story structure

- Hero with hidden ability/calling
  - Some person/problem threatens
  - Hero shies away from the problem, failure
  - A mentor who guides
  - Hero gets prepared / forms team
  - Re-confronts the problem- battle ensues
  - Hero finds a hidden reserve that brings victory/success
  - Hero returns to simple life aware of ~~higher ability/calling~~
-

# Strategy Framework for Brand Communication

## 5. Measure performance and be nimble to change

- Listening is important
- Measurement - organised, structured form of listening

✓ “Don’t get numbers lead you, let them guide you”

“Don’t get so busy measuring public opinion that you forget you can mould it”

“Don’t get so busy listening to statistics that you forget to create them”



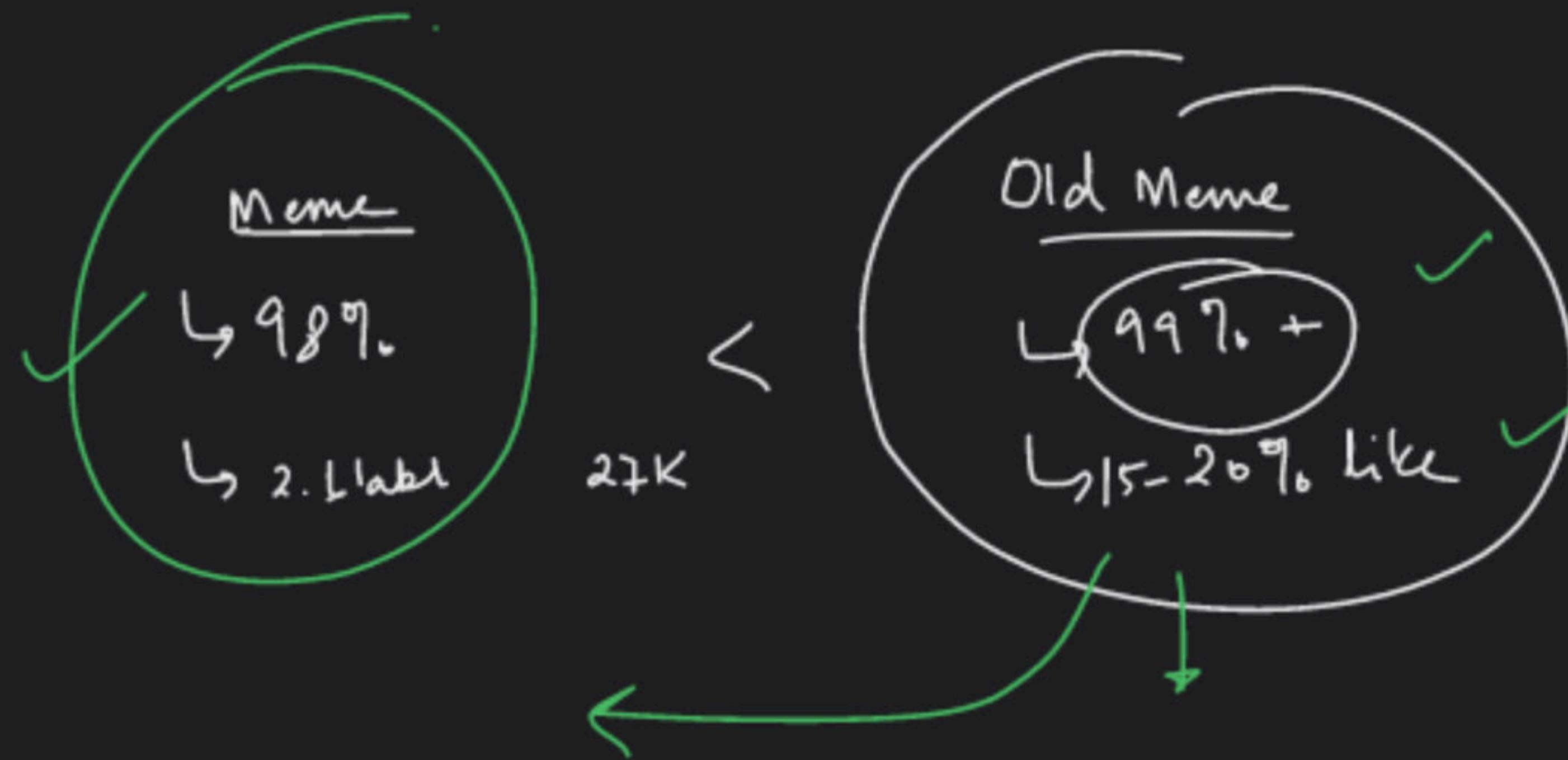
Amazing  
Content

1 labh

167.

10,000 > 900

997 >



## VIII. How to create strong connections?

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- **Sherlock Holmes** - first appeared in 1891 and continued till 1927
- Many big-screen and small-screen productions
- 2010 reboot with Benedict Cumberbatch and Martin Freeman - modified to include modern day adventures and modern methods
- Writers have updated characters and plots that led to viewers enjoying Sherlock for over a century - holding the audience today too

Brands like Kodak, Nokia, Blockbuster Video, Hindustan Motor's Ambassador - failed test of time - could not stay **connected** to audience



# Formula for Brand Connection

Contact + Information = Knowledge

Knowledge + Relevance = Engagement

Engagement = Differentiation = Preference

Preference + Esteem = Desire

Desire + Pricing = Demand

On-ground  
work

- Contact
  - Audience beyond customers (retailers, advisors, stores, suppliers)
  - Holistically reach out to them
  - Online media - India's CTR is 2% which means 98% of online media buying is waste
- Information
  - Brand info no longer in brand's exclusive control
  - Not “us against them” but “us with them” approach

Eg. Micromax - increasing customer complaints - launched new models and advertising campaigns  
This led to increase in customer negativity - led to downfall

- Relevance

Needed to create engagement with information

Eg. Sankalp - initiative by SKV, Gwalior

Sanitary Pads machine installed in Zagra, created awareness, gave training to women to manufacture pads for women of other villages

“Reverse innovation”

- Differentiation

✓ Airtel, Idea, Vodafone - 70% market share

2013 - Jio will enter the market, no defensive differentiation by AIV

2016 - Jio launched and swept the carpet from under them

2020 - Vodafone-Idea struggling to survive, Airtel holding up, Jio flourishing

- Brand esteem

Body shop - rejection of animal testing, rejection of thin and underfed

Dove - 'real beauty'

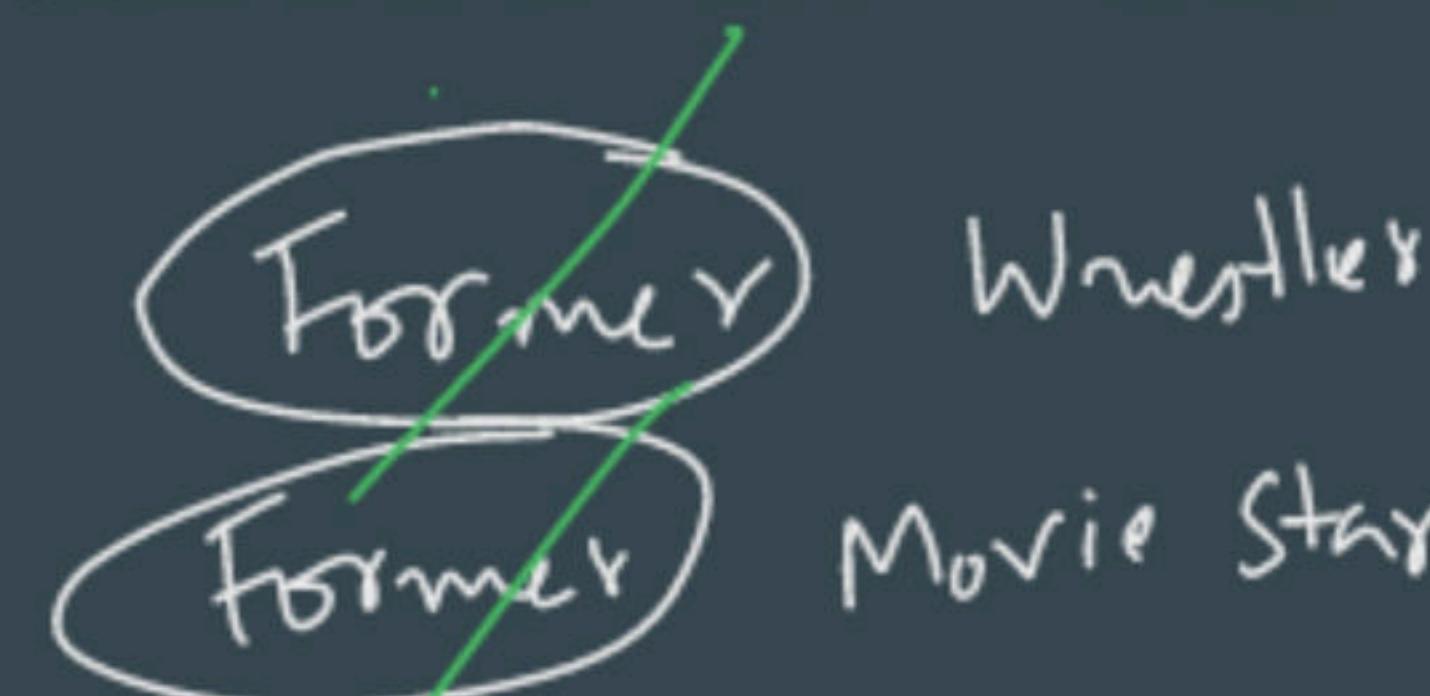
- Pricing

Key marketing mix variable

Eg. Rub'al-Khali - largest unbroken sand desert

Stretching over - Saudi Arabia, Oman, UAE, Yemen

Harsh conditions - still life exists due to connection with topography

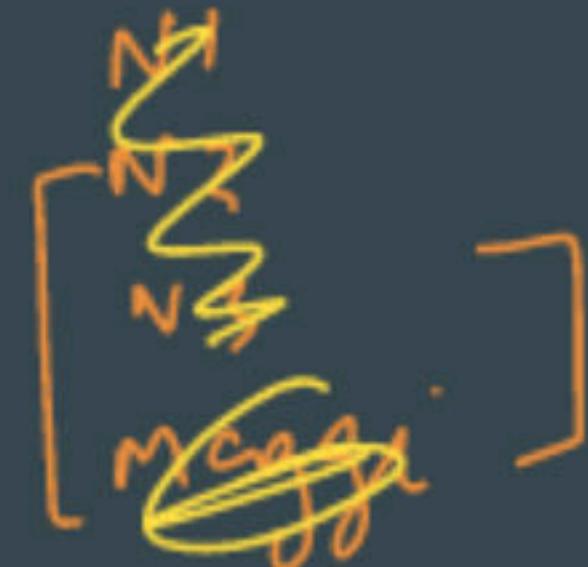
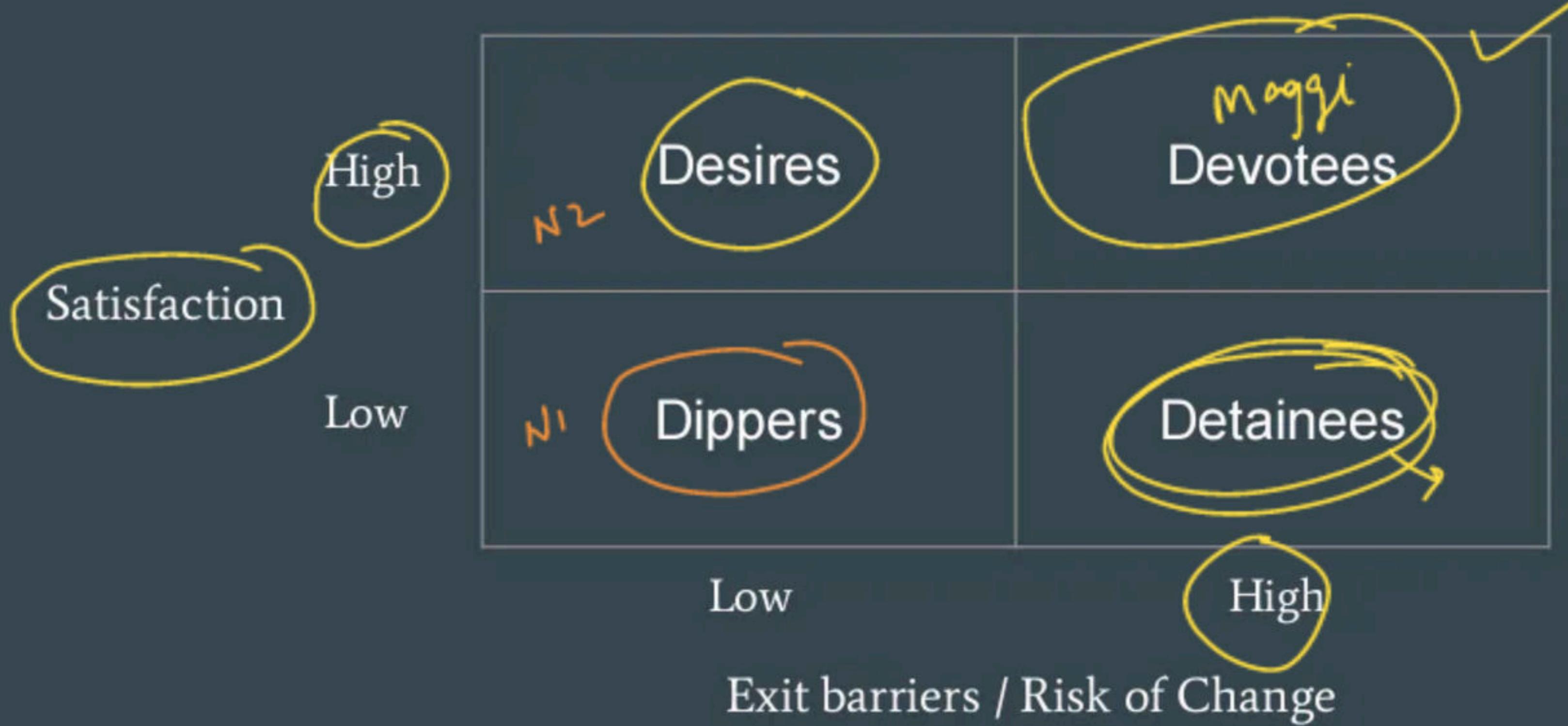


# IX. How to build thriving relationships?

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✓ ₹ 12  
16 min  
✓ Taste

## Customer Clusters



Expectations  
Experiences  
Emotions



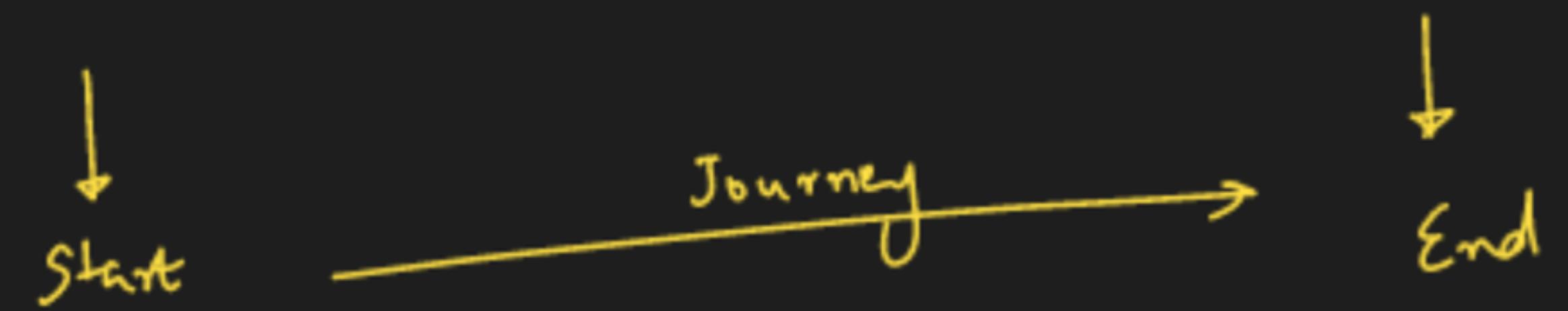
- Dipper - low satisfaction, easily switch to another brand
- Desirer - highly satisfied, likely to not have another ice cream
- Devotees - so highly satisfied that customer will never switch to another brand
- Detainees - low satisfaction but no other option available

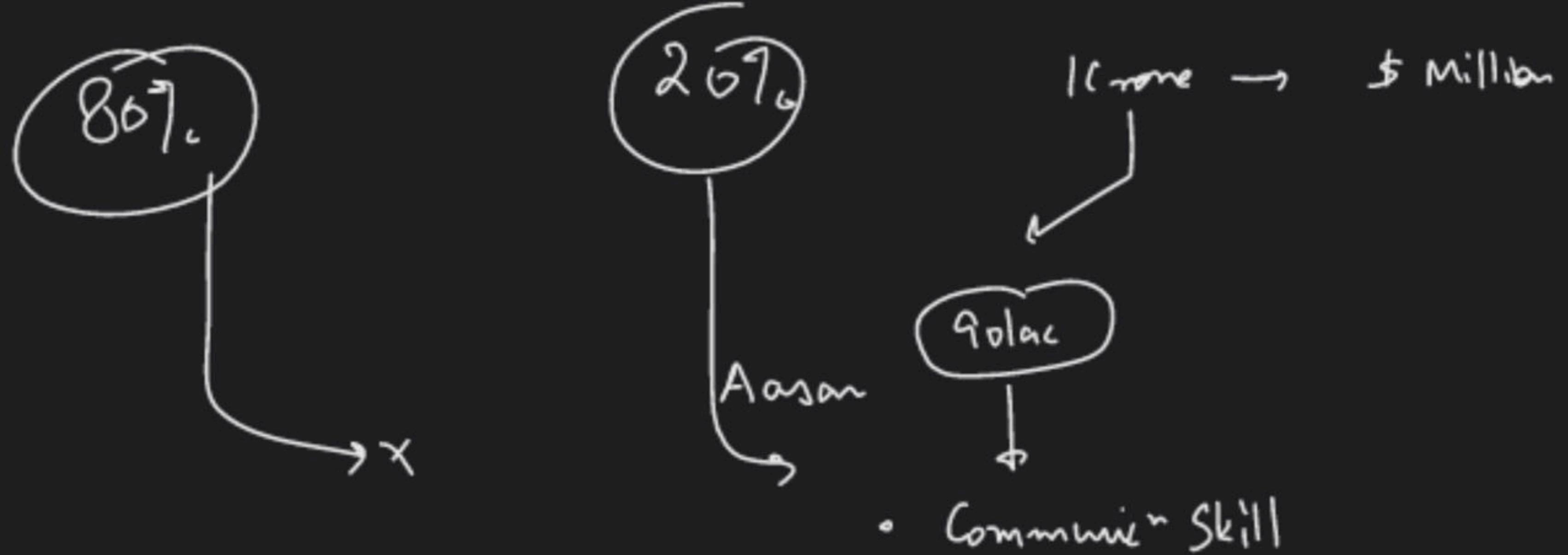
# Every brand creates and manages the three E's

- ✓ Expectations - performance and personality
- ✓ Experiences - actual brand interactions, events and outcomes
- Emotions - how people feel before, during and after using a brand

# BRAND BEHAVIOUR IN THE RELATIONSHIP JOURNEY







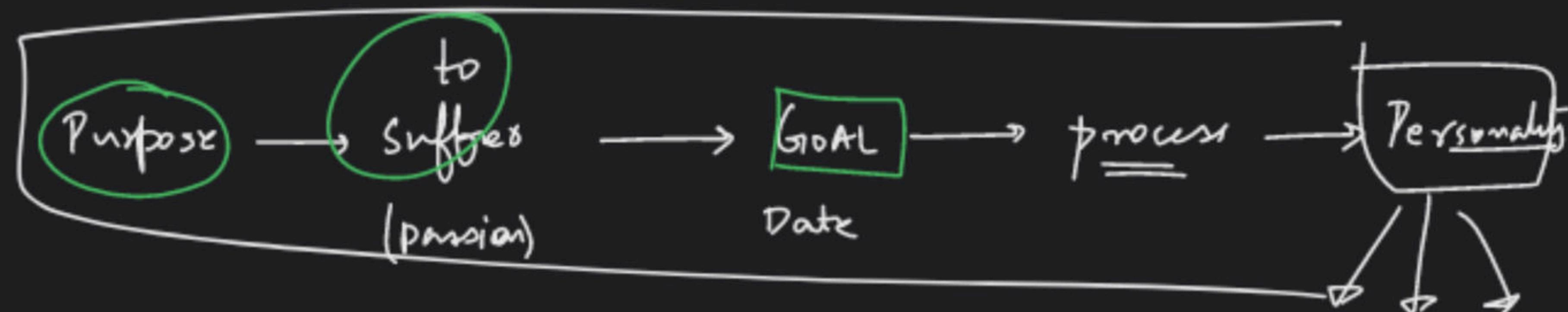
$2\sigma b^3 \rightarrow$

Vanessa

→ Mountain Climber → 

## Myths

- 1) Personality is fixed
  - 2) Personality comes from past
  - 3) Personality must be discovered
- X → Passion



20%

80%

Personality

inspiration,

passion,

motivation

confidence

By products  
of our  
decision

80%

decision

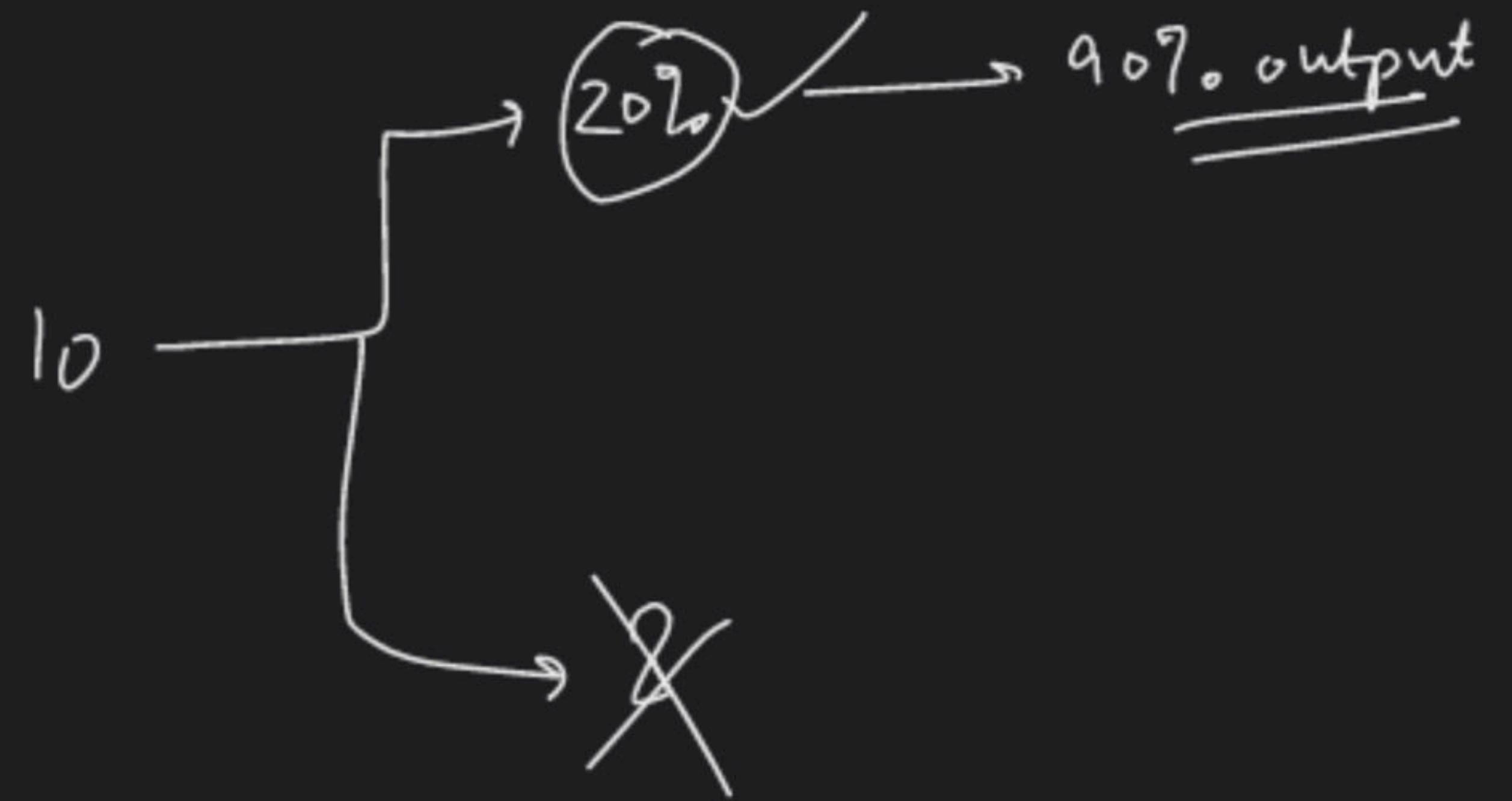
- Seminar

- Seminar Announcement

- [redacted]

y

5



4 factors that affect Personality

Past Trauma

Team

Encourage

Powerful Future

Identity narrative

past fiction

imagine your future

Subconscious

willpower

isn't enough

↓  
Physical changes  
are required

Chanty:

Environment

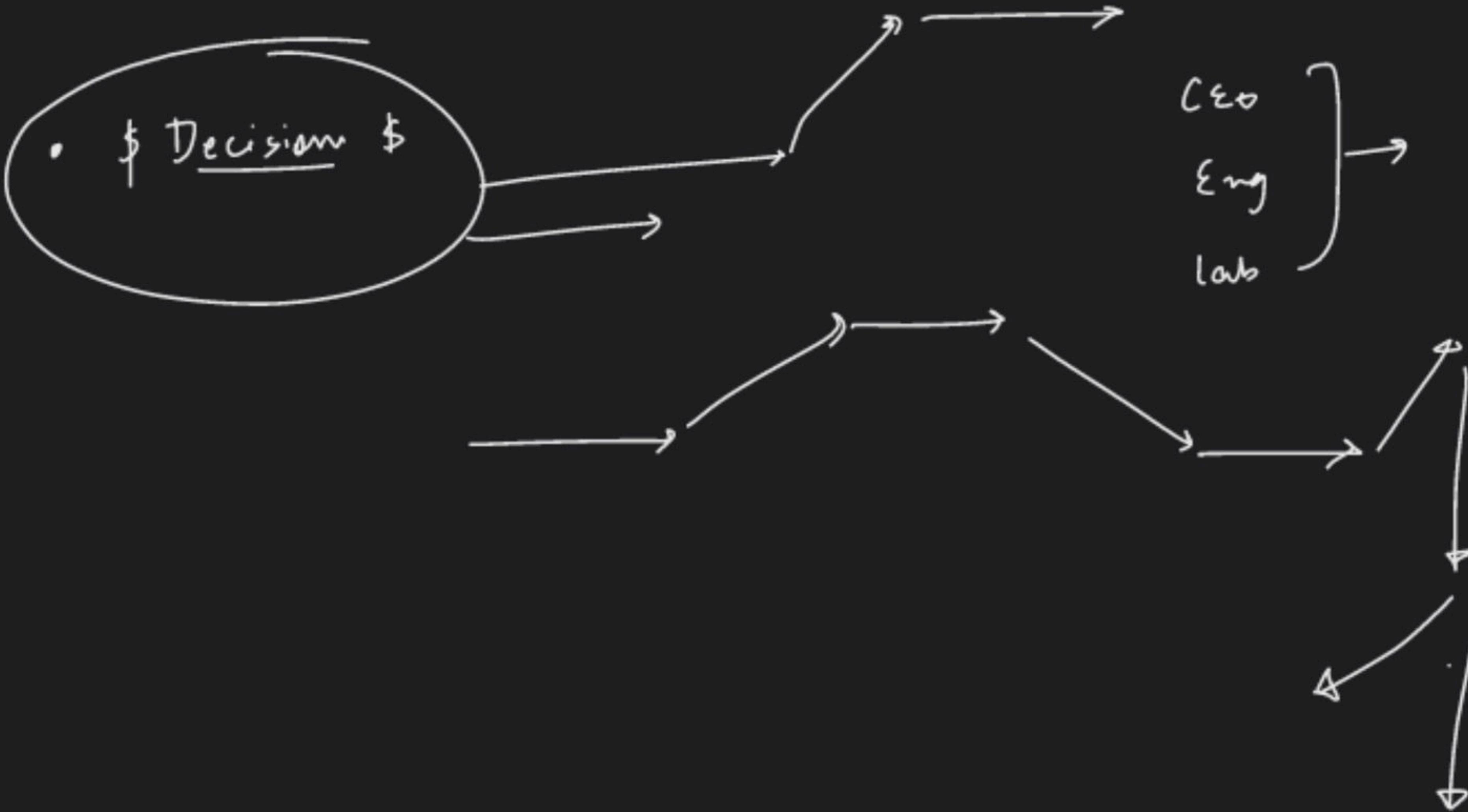


Medicine

1000

1000x

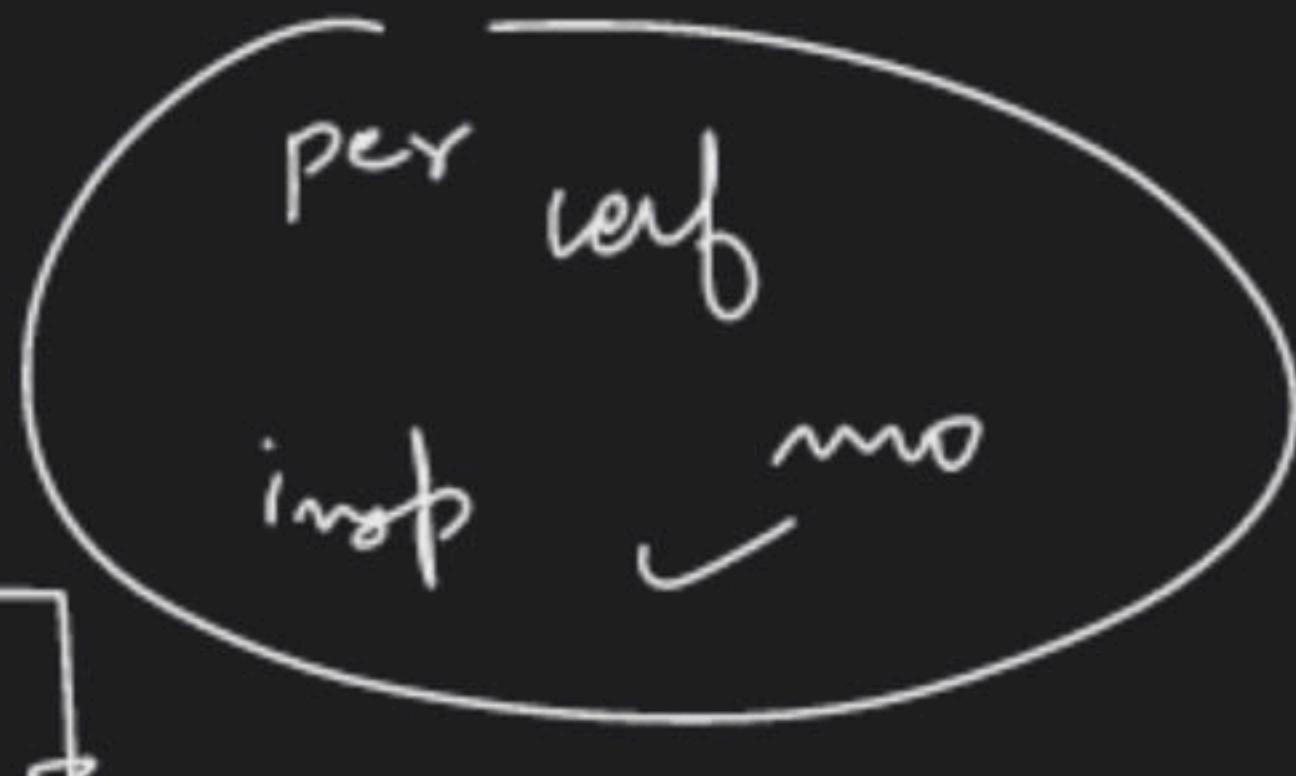




Pumpa (G1041)

→ process

→



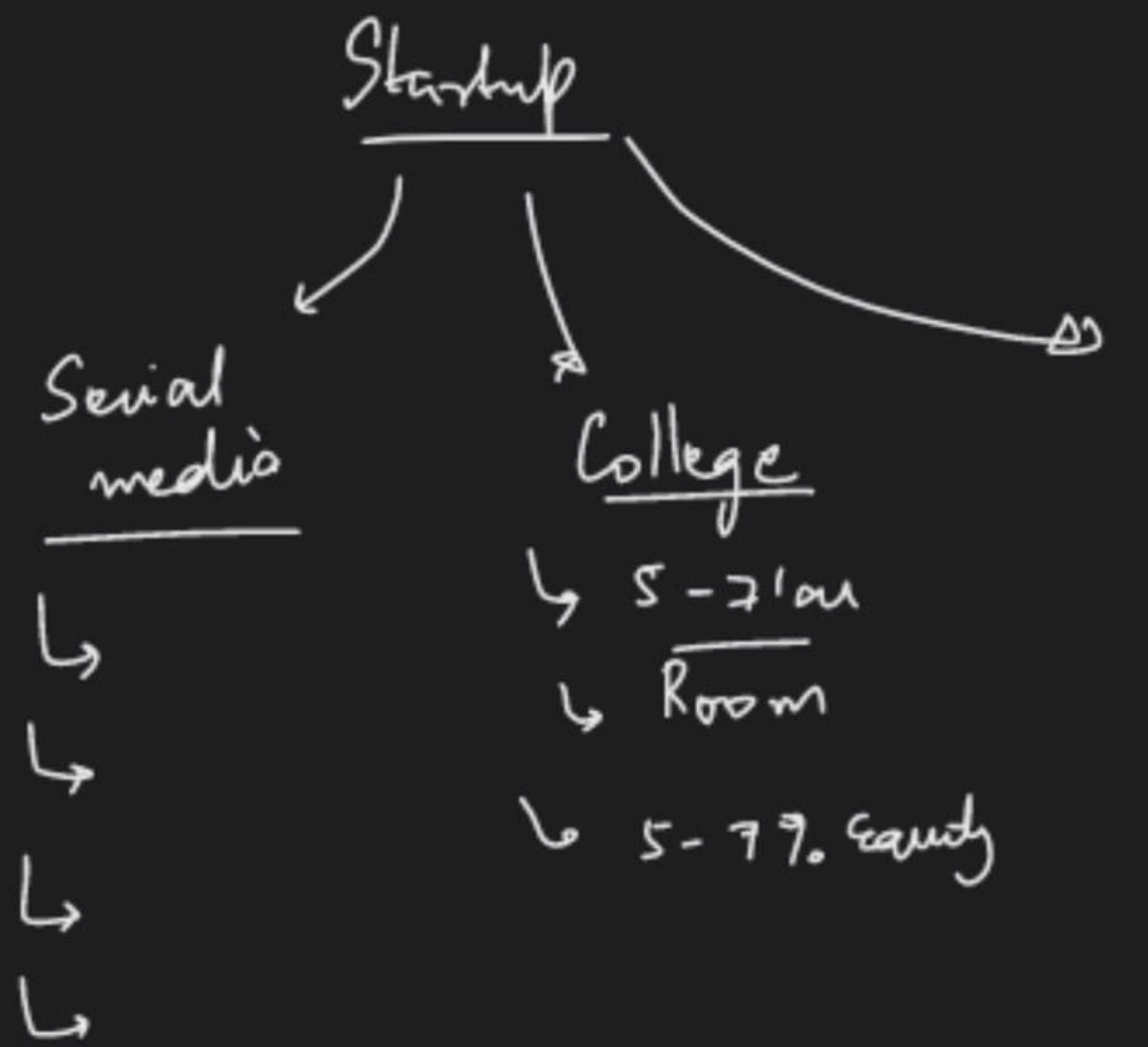
Exposure

Chef: Charlie

Desire

confidence

↓  
is built through  
consistent action.



85%

→

1 GOAL

/