

Vikrant Sharma, Shivinder Singh and Shreevidya Krishnakumar, young marketing professionals in their 20s and 30s have new job profiles at Dabur. They are getting the ₹7800 crore consumer goods company which owns Vatika, Real, Hajmola and Chyawanprash to look, feel and get younger.

They are the youngest members of the marketing team in a company which recently set up a Youth Committee (Y-Com). The task: screening and clearing all new advertising with a youth lens on. They also organise regular interactions with campuses and college students to better understand the aspirations of Gen Z.

The homegrown FMCG major which gets 32% of its sales from outside India is reinventing itself. Not just with products, but with communication, the way it reaches out to consumers and future employees. It has opted to relook at where it stands at a time when 70% of the Indian population is young, healthy and more modern than traditional. Sunil Duggal, CEO of Dabur says the company wants to reconnect with the new consumer: "Everything we do will be within the ambit of consumer health. Earlier the message was implicitly and not explicitly crafted. It is not just advertising or imagery, the entire marketing, sales and distribution will be wired different from what it used to be. Digital, ecommerce all new platforms will be the engines for investments," he says.

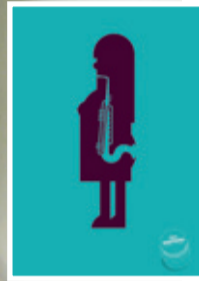
Dabur made KK Chutani who earlier handled the marketing for foods and healthcare its CMO in charge of all the business divisions such as healthcare, personal care, home care, skin care & salon products and foods. He observes, "We are all about health and our target audience is largely middle aged. While we are a 130 year old organisation, we have to be equally relevant for the next 130 years. We need to be nimble-footed. So we commissioned a study on what the youth wants, how do we communicate with them and plotted categories we want to get into. We realised that our advertising language has to change and overall communication has to change. Reinventing ourselves will stand on three pillars: being young, vibrant and socially conscious" says Chutani.

So Dabur's air freshener product for instance is being reengineered as an Aircare brand that spreads health through germ-killing. Chyawanprash is being considered in different formats that can appeal to young consumers: a candy, bar, tablets or biscuits. The question that each brand will have to answer is, can it deliver health says Duggal. Digital spends,



**It is not just advertising or imagery, the entire marketing, sales and distribution will be wired different from what it used to be**

Sunil Duggal, CEO, Dabur



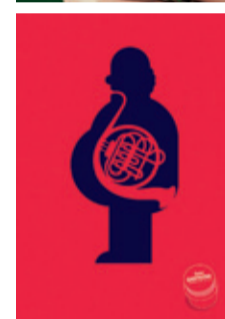
(Left) KK Chutani, CMO, Dabur (Right) Sunil Duggal, CEO, Dabur

## Dabur Turns Over a New Leaf

Can a 130 year old brand grow younger and appeal to a more youthful audience? Dabur is betting on the answer being 'yes'. **By Kala Vijayraghavan**



(Above) The Brave & Beautiful campaign for Dabur Vatika



(Left) Cannes Lions winning ads for Dabur's Gastrina

believes the FMCG has now become far more willing to take creative risks but adds, "Dabur is a very ecosystem-driven company. They don't do things for the heck of it. You can see they are reflecting social change and consciousness." Jagdeep Kapoor, marketing guru and MD, Samsika Marketing Consultants says India's 555 million young consumer market with an average age of 15-35 is too big to be ignored. If a brand is not contemporary, it gets temporary. Dabur is on the right track, relooking at its portfolio to make it relevant.

About 55% of Dabur's turnover comes from rural markets and 45% from urban. The company has realised rural markets typically adopt urban products but at a slower pace. The aspirations of youth across markets are similar. The focus then is less on new categories and more on adjacent ones such as baby products, Gulabari skin products etc which appeal to youth. Today's youth are more socially aware and want to participate in bringing about social change. So, product campaigns have to be about touching an emotional chord and helping the audience find the hero within.

"In terms of vibrancy, our packing and formats will be sharper and premium. We also have to be socially conscious and more honest in our communication. It is not about our brand being better than competition," says Chutani.

Alpana Parida, president, DY Yellow Works says Dabur cannot drop its heritage given its huge equity in the consumer space. The reinvention will have to be backed by innovation and strategic positioning. When Dabur worked on its first brand rejuvenation to bring hair oil back to the dressing table with Vatika, it suddenly made the brand contemporary. The meaning of health has changed from not falling ill to maintaining health and performance enhancers. Dabur's success will depend on identifying microspaces that it can comfortably occupy.

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especially on mobile are expected to go up by 10%-15% and the company is going on campus to pick ideas and work on live projects with students. Today the average age of the marketing team is 35-36, down from 42. "Our first three growth plans were about

growing numbers, now it's about engaging consumers and employees," says Duggal

The change reflects in recent campaigns. For instance Dabur Vatika's Brave & Beautiful, about a woman coming out stronger after losing all her hair to cancer. Or '700 Se 7 Kadam'

from Sanifresh which talks about protecting the dignity of women in India by bringing toilets closer to their homes. Google recently did a case study on Dabur and how it used the digital platform to transform its brands focusing on Brave & Beautiful.

These new campaigns which debuted online have been very well received. Brave & Beautiful cornered 3 million views within a month. It was the single most awarded campaign at Goafest 2015, winning the Grand Prix along with seven other trophies. The ads for Gastrina picked coveted trophies at the Cannes Lions.

Prasoon Joshi, chairman, McCann Worldgroup - Asia Pacific, has worked on Dabur brands throughout his career. He be-

### A Big McBlooper

McDonald's has apologised to a pair of freelancers who accused the fast food chain of stealing their idea in a recent marketing campaign. Adweek reports Kristina Bakrevski's photos of writer David Sikorski in a mock engagement photo montage with a burrito went viral last month after they were published in BuzzFeed, then picked up in other news outlets such as The Huffington Post and People. On August 3 McDonald's launched a Twitter marketing campaign for McDonald's \$2.50 double cheeseburger combo deal. Not only did they carry a mock engagement theme,



KRISTINA BAKREVSKI

but the photos strongly resembled Bakrevski and Sikorski's montage. McDonald's sent this statement to Adweek: "This shouldn't have happened and, with our agency partner, we're working to find out how it did. We're reaching out to David Sikorski and Kristina Bakrevski. We apologise to them, their fans and ours." McDonald's has now removed the five images from its Twitter feed. Sikorski told Business Insider that he had contacted a licensing lawyer and is exploring taking legal action against McDonald's. (Source: businessinsider.in)

## App Jaisa Koi...

Is it time for m-commerce driven brands and services to say *pehley* app? **By Amit Bapna**

The ongoing debate on the 'right time' for brands to go app-only does not seem even close to getting resolved. It's however on the minds of several companies in a market that's reportedly adding a staggering 5 million smart phones every month. Some brands have leapt aboard the app only bandwagon: Myntra, Ola and most recently food-brand Faasos on realising 97% of its customers place orders via the app.

In principle while the app has much going for it, the debate remains focused on the readiness (or lack) of the market. The journey is also a function of category and target audience. For instance furniture, household electronics etc. lend themselves better to omni-channel.

Rathin Lahiri, CMO, Meru Cabs claims an app-first strategy is better than app-only for many reasons. "Ecommerce is still under-penetrated. While the mobile is a more personal



While the app has much going for it, the debate remains focused on the readiness (or lack) of the market

shopping device, the website is just easier to browse." Adds Sabyasachi Mitter, managing director, ibs. "Going app-only is a bad idea at this stage. The market needs more users to experience the online ecosystem." Once a user

sees the benefit of a brand he will naturally look for its app.

The world's most valuable start-up Uber is app-only and that is not by coincidence. Taking a leaf, the Indian aggregator Ola has become app-

only since August 1 this year. Its call centre is no longer a booking channel but acts purely as customer care. As per Anand Subramanian, senior director - marketing communications, Ola, "The choice was between the call centre and the mobile app since the desktop was never a large contributor." To keep the experience inclusive, the app has been kept very simple which is the secret sauce in his view.

For Myntra, fashion is a very personal experience. Prasad Kompalli, head of eCommerce platform believes that mobile can truly deliver this experience as it captures user's lifestyle and context in manner that the desktop cannot.

On the other hand, flipkart has reportedly gone cold on its app-only plans for now, and as per the company spokesperson, "We are constantly experimenting with various aspects of our service to create the best shopping experience for users on our app. Meanwhile, we continue to offer both desktop as well as mobile options."

Points out Tushar Vyas, chief strategy officer, GroupM South Asia, "There are significantly more users getting added to mobile internet than PC internet and the battle has moved to owning real estate on the consumer's phone and becoming a destination of choice." The app-only approach, thus, is a bold move for the future. According to Milind Pathak, COO, Madhouse, the app gives the brand far more control. Also due to the handset native presence, even when the app is closed, it will pass signals making for personalised interactions.

Continued on Page 4 >>

### TrendSpot

## STREETCARS NAMED (NOT JUST) DZIRE

EVERY CARMAKER WORTH ITS PISTONS IS LAUNCHING SUB-4-METRE SEDANS TO WOO BUYERS LOOKING FOR BIGGER TRUNKS

**LJEE PHILIP & KETAN THAKKAR** Dickie is a quintessentially Indian word for what Americans call the trunk and the British the boot. Also quintessentially desi is the sub-4 metre compact car segment, which opened up

in India 8-9 years ago, thanks to the lower excise duty of 12% it attracts (compared to 30% for bigger cars).

The sub-4-metre sedan is essentially a compact with a boot. And clearly value-conscious

Indian consumers have taken a shine to this segment. The roaring sales of the Suzuki Dzire, Honda Amaze and Tata Zest — which are all outselling hatchbacks in their stable, the Swift, Brio and Bolt, respectively — are

evidence of this. The robust performance of this segment, which is expected to grow two to three times in the next five years, also convinced Ford to enter the fray recently with the Aspire. And Volkswagen and General Motors are

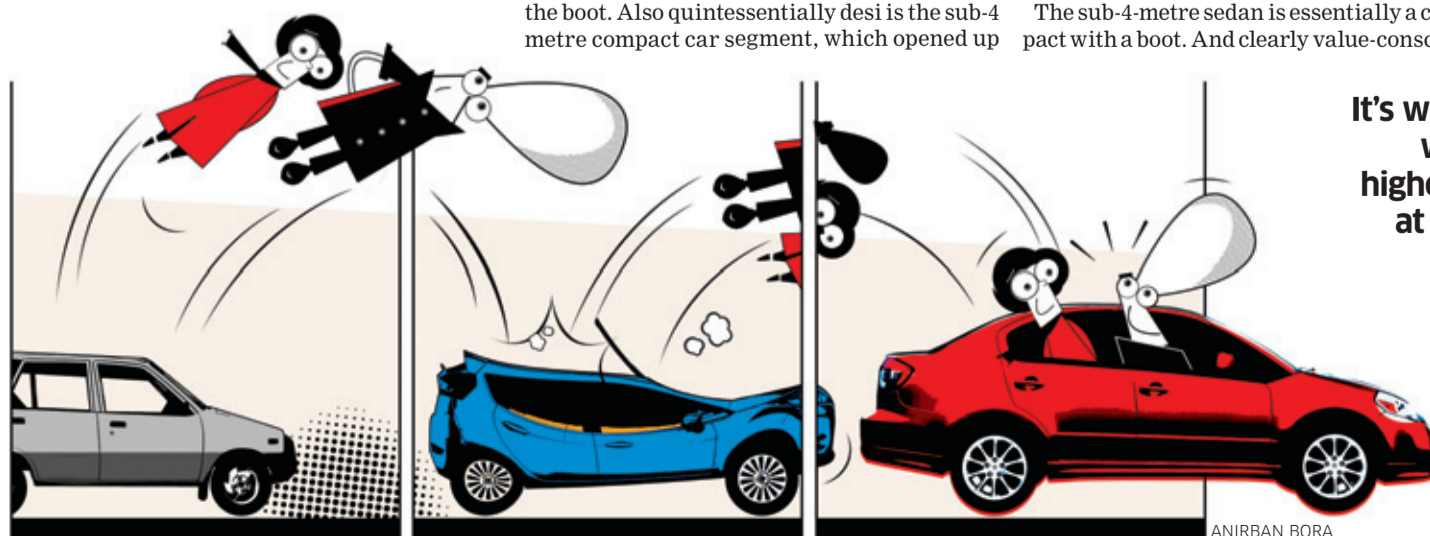
also poised to launch their own models in the sub-4-metre sedan segment.

Volkswagen has asked its R&D team in Europe to burn midnight oil to prepare for a launch; the ICS (Indian compact sedan) or the sub 4 metre Vento is expected to hit the mar-

ket in the festive season of 2016. Says Michael Mayer, director, Volkswagen Passenger Cars: "Developing a car takes some time but, in this particular case, Volkswagen took a well thought out decision to bring it to market as fast as possible." General Motors is looking at launching a sub-4-metre sedan on the Beat hatchback platform soon; and Tata Motors will launch yet another sub-compact sedan called the Kite 5 in the last quarter of 2015.

"The sub-4-metre compact sedan will clearly be one of the fastest growing segments in the automotive industry. In 2015 it has outpaced the industry growth rate (so far)," says Anurag Mehrotra, executive director, marketing, sales and service, Ford India. The segment has grown to 30,000 to 35,000 units a month versus 20,000 units in the months of 2010; the sub-4 metre sedan slice makes up for almost 15% to 17% of the overall pie, according to industry estimates.

Continued on Page 4 >>



ANIRBAN BORA



## bestbekaar

OUR 200-MEMBER STRONG CONSUMER PANEL GIVES ITS VERDICT ON THE BEST AND WORST OF INDIAN ADVERTISING THIS WEEK. WHILE ONE FUNNY SPOT GETS BEST, ONE THAT TRIES TOO HARD FAILS SPECTACULARLY.



**We Want No Mor**

**Tata Docomo (Best)**

**Laughter, they say,** is the best therapy. Even the digital kind: LOLs or ROFLs that are indiscriminately showered upon all comedy, from the truly inspired to the oldest joke in the book that's somehow found its way to WhatsApp. In this spot, a case of mistaken homophones, a company executive rather foolishly mistakes "more" with "mor", India's national bird with built-in weather forecasting capabilities, as he points out. The executive goes on to pitch an idea under the promise of "mor". He closes in dramatic fashion with: "Aajdil ki jije 123 aur sab ko millega har bar moar". Our panel types, "ROFL".



**Battle of the Networks**

**Airtel (Best)**

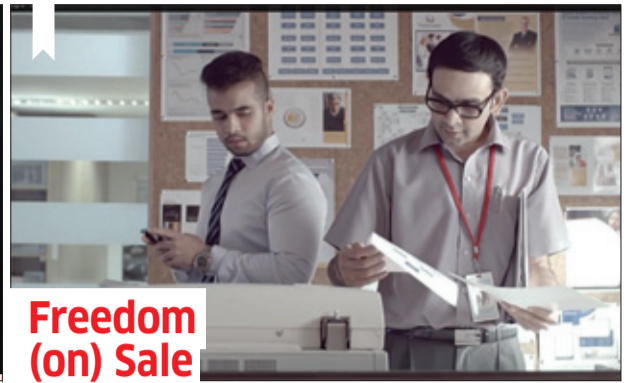
**A couple of** young women armed with smartphones battle a la dance-off or arm-wrestling, on behalf of mobile networks. An unlikely premise which segues into an effective product demo. And ends with a bold promise: If you find a faster network we'll cover your phone bills for life. A little too on-the-nose perhaps but a welcome deviation from Airtel's highly esoteric Endless Goodbye film from a few years ago that tried to peddle 3G. Our panel's delight is so great, they even forget the horrors of "fair use" policies and stamp this with a BEest sooner than you can say "har ek friend".



**Ad-entiment Meets Euphoria**

**Sony (Bekaar)**

**A young woman** playing tennis runs into her proud mother's arms to whisper, we presume, "Thank you, Mom." A P&G ad? Nope. Next scene: A dad puts his oversized headphones over the kid's tiny head. (We only hope the child won't need a hearing aid before puberty.) A Beats ad perhaps? No. All set to an indecipherable lullaby-esque soundtrack: a Norah Jones sound-alike who has mislaid the lyric sheet. Visuals of the Android bot and a Sony television appear. The voiceover says, "Bravia meets Android TV. Meet a new world." Our panel skipped that meeting.



**Freedom (on) Sale**

**Snapdeal (Bekaar)**

**We wonder** just what the women and men who fought to free India from British shackles would think of brands hijacking Independence Day to push their wares. We know what our panel thinks of this retailer's poorly conceived attempt to ride India's day of liberation to sell its big sale to digital shoppers. In this spot an employee uses office resources for personal work while a preoccupied boss is on his way out. When the cat's away... you know the rest. The voiceover preaches, "Azadi ka galat fayda mat uthao. Fayda uthao Snapdeal Freedom Week ka." Oh the irony.

The Best Bekaar survey is conducted by IPSOS, with ads sourced from TV Ad Indx. The survey is conducted every week across 6 cities in India covering 200 respondents



## "Running global businesses from Asia is logistically tricky"

GroupM's Dominic Proctor clears up the misapprehensions that surrounded Maxus Global's former chief Vikram Sakhujia's exit from the media company

**PRITHA MITRA DASGUPTA**

In 2013, when ET asked Dominic Proctor, president, GroupM Global, if Vikram Sakhujia heading Maxus Global from India was a viable option, he had said, "I was quite surprised that people were so surprised. He was the best guy for the job. It was not an appointment made for any symbolic reasons. Why wouldn't you be able to get a top global candidate from Asia? This should be relatively normal three years down the line. There's only one thing I would like to clarify. There has been a misconception that Maxus is going to be an India-based business. That's not really the case. Sure, the CEO happens to live here but the company has a global presence and management team."

But in 2015, Proctor admits that it was a challenging arrangement which probably paved way for the exit of Sakhujia's, who has now joined GroupM's biggest competitor in India, Madison World as equity partner. "It was a logistical challenge. It's a challenging truth that running global businesses from Asia is logistically tricky," Proctor told ET during a recent visit to India. But he added, "Clearly that was the decision he made. We had several discussions about his next steps. In the end he was seduced into coming home and working with Sam (Balsara) to develop that business and we wish him luck. But it wasn't for lack of trying or opportunities."

The departure after over a decade with the conglomerate, led to a lot of speculation: with some hinting at a racist agenda against Sakhujia. When asked if Sakhujia's decision to be CEO from India cost him or if clients believe global CEOs need to be Euro-US centric both by location and ethnicity, Proctor said,

**"In the end he (Sakhujia) was seduced into coming home and working with Sam Balsara to develop that business"**

"Clients didn't mention that one way or the other. It was a logistical challenge." Proctor also dismisses the possibility of any unusual challenge that Sakhujia's exit may create for the agency. "It doesn't happen very often at the senior most end but I don't think it poses a particular problem. Moreover we have an extremely strong management team in India."

The boom in e-commerce businesses in India is pushing GroupM to not only acquire new businesses but use these companies to create value for other clients. In the past year GroupM India created several novel online intellectual properties with companies like Google, Amazon, Magicbricks and Facebook. Proctor says, "The e-commerce boom in India is similar to China, and we have set up a specialist vertical for the sector there. We have already set up an e-commerce vertical under Tushar Vyas in India and we will bring some of the best practices to India as well. E-commerce is a big part of our future plans." He also added, "India has always been one of our best markets for learning. We use India as a broad template to judge how the global development plans are doing."

GroupM changed its logo globally which Proctor says is a reflection of the company's internal ambitions. "In India we have been seen as a group as well as individual agencies. In other markets the group has been rather quiet. The individual companies Mindshare, MEC, Maxus have been the heroes. In those countries the group needs a profile since the clients and media look at us as a group. Employees look at us as a group. That dynamic is growing and we need to make sure everyone understood what the group strategies are."

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# Does the crowd dig crowdsourcing?

Getting people to care enough to be creative and contribute to your brand is a problem every marketer who attempts crowdsourcing has to tangle with. **By Shashwati Shankar**

**W**hen Ishita Malaviya, touted to be India's first professional woman surfer isn't riding the waves, she's championing causes she believes in. For instance, Whisper's "Touch the Pickle" campaign. The TV commercial by BBDO India depicted a young teenage girl encouraged by elderly women to "touch the pickle", picking an irrational menstruation related taboo that a high percentage of urban women relate to. "Research indicates that 65% of women in urban India are still following these practices, despite 85% of them wanting to break free," says Malaviya. At an event organised by the brand, Malaviya and numerous other women discussed and shared stories. The campaign saw 2.9 million women pledge to touch the pickle and post the campaign, Whisper's share of voice grew from 21% to 91% in its category.

More recently, Apple's print and outdoor ad campaign "Shot on iPhone 6" was crowdsourced using iPhone photography from around the world. Combing millions of non-commissioned images, the brand featured shots from 77 individuals in 70 cities and 24 countries. The message: photos on iPhone 6 are good enough to feature on billboards. "The idea is to be as interactive as possible. User generated content is a huge plus," says an Apple spokesperson.

BBDO India has built a crowdsourcing angle into many of its campaigns on brands like Aviva, Gillette and Ariel. "I call this transformation happening around us as 'the power of the small idea'," says Josy Paul, BBDO India's chairman. "You can't push crowdsourcing. People don't want to be told, they want to be involved." One of the best examples in recent times according to Paul: the ALS 'Ice Bucket Challenge'. However for every crowdsourced success



Shot on iPhone6



story, there are campaigns that die lonely anonymous deaths. According to Bobby Pawar, chairman and managing director, Publicis, the only Indian campaign to have worked was to find the rupee symbol. An ingenious global idea was DDB New York's spot for Water is Life. Crowdsourcing tweets by first world citizens with the popular #Firstworldproblems hashtag and then get-

ting young Haitian children and adults to read them out definitely created a stir. Pawar suggests, "In activation and engagement, we are laggards. Brands should either target professionals or take a very simple route."

The crux of crowdsourcing is the ability to draw a crowd: something that's not guaranteed to happen. "People have to connect with the cause, whether its brand related or not," says Jetesh Menon, digital marketing consultant. "In Whisper's case there was a strong connect to break social taboos. Too complicated and the crowd lose interest." He adds that it is essential to use mixed media combined with effective PR strategies and in some cases adding a reward if the social connect is missing.

Some crowdsourcing is squarely set to address social issues. Rupesh Mandal and Lokesh Khemani took time out from their

day jobs to create the 'Fill in the potholes project'. "Mumbaikars contributed ₹1,22,100 through Wishberry to build the Spothole app (pictured above)," says Khemani. Using the Android app, in three simple steps, spot, click and report, citizens could flag potholes. The app was shortlisted in the 'Innovate for Digital India Challenge' an initiative by the government of India in association with Intel. Yes, crowdsourcing for social causes is definitely a win-win. However, when it comes to ad agencies, who the crowd actually consists of is worth investigating. "It's a big fraud. Sometimes agencies just get their friends roped in, saying its crowdsourced," says an industry insider, defeating the very purpose: of getting people to think about a brand enough to consider harnessing their creativity to promote it.

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IT'S BEEN A WHILE SINCE WE HEARD BRANDS EXPRESSING A DEEPLY FELT YOUTH TRUTH. WHO HOLDS THE RIGHT TO EXPRESS IT NOW?

## WILL THE REAL YOUTH ICON PLEASE STAND UP?

**Youth, Insight and Expression.** These three aspects have driven brands and business over the past two decades in India because of favorable demographics. The median age of India is 27, as compared to China (36), USA (36) and Brazil (30). Even though we rank second in population volume, thanks to the restrictive one-child policy and population control measures in China since 1976, a larger mass of their population are in an older age group. The sweet spot of youth resides in the vast, culturally diverse subcontinent of India. In other words, if an alien spacecraft took an executive decision based on data to land on the youngest landmass, it would be India.

But let this not make us post-liberalisation genners assume that Indian youth consists entirely of denim-wearing, tattoo-flaunting, date-swapping liberated hipsters hanging out in posh suburban malls, pouting for selfies with their iPhones. Over 50% of Youngistaan is married, and over 30% is busy raising families with over two children. When we speak of brands echoing 'widely resonating youth propositions' we need to pause, step back and think a little. A deeply felt and hidden belief of this vast cohort might well be universal but its expression can manifest in

a thousand ways. Not just one story for one insight, as advertising has always claimed, but various expressions of the same truth. Today, beyond the usual 'focus group discussion' that creative agencies rely heavily on, multiple data points are available thanks to technology and social platform tools. They can help uncover potent insights across segments within the 'youth' universe. Brands have to do a lot in this area to be able to rightfully address a youth insight. Are they doing it? I'm not sure. Capabilities

exist, but time and budgets are limited. Invariably over the past two decades brands used the canvas of advertising to express the voice of the youth — whether it is Pepsi or Airtel. The soft drink brand entered in 1990 with a promise to resolve the duality of the (then) Indian youth's Gemini soul with "Yehi Hai Right Choice, Baby", and followed it with expressing the insatiable appetite of the 90's youth with "Yeh Dil Maange More" and finally went into oblivion with "Youngistaan" which was more a descriptor than an expression. The baton was unwillingly and unwittingly handed over to a telecom service provider, Airtel who then asked the youth to wear the philosophy of convenient relationships on their sleeve with "Har Ek Friend Zaroori Hota Hai". Somewhere along the way, fashion brands like Fastrack also started revealing bolder truths of experimentation and promiscuity with 'Move On' campaigns.

However a variety of factors like reducing average durations of TV commercials owing to limited ad inventory and media inflation have literally reduced the canvas for brands to paint the great Indian youth expression. Add to this smartphone proliferation, multi-screen habits and really short attention spans

and the canvas of youth expression is now not just television. It's available across multiple platforms. Bloggers and influencers like AIB and Miss Malini for instance, bring out contextually relevant issues that youth want to have a point of view on, often with edgy interpretations that brands can never risk adopting. This is a reality check for brands aspiring to be at the forefront of 'youth expression'. Truth is, brands have a job to do, to sell wares — not publish content and engage audiences. It was a different time and place two decades ago, when the youth of the 90s was starved for great entertainment, lacked confidence and a voice or simply a platform to be heard in the pre-digital and internet era. Brands like Pepsi painted on a large canvas of 60 and 90 second grand 'interruptions', used famous celebrities who never appeared in commercials, amplified youth insights with amazing execution that surrounded the audience.

To harbour this ambition and succeed with it today, brands needs some rigorous work, partnerships and execution excellence across platforms. Else it is just a delusional hangover from the past.

(The author is managing director, ZenithOptimedia. Views expressed are personal)



**Over 50% of Youngistaan is married, and over 30% is busy raising families with over two children**

**HARI KRISHNAN**



# Why This Facebook Engineer Is Your 'Friend'

BE talks to Facebook's star engineer about filling the cracks in mobile advertising. **By Shephali Bhatt**

**W**hy should you care what an engineer has to say about marketing, right? Well, you ought to care about what Facebook's lead engineer Andrew

Bosworth has to say. **For four reasons:**  
 1) He was listed as one of the 14 faces behind Facebook, two days before its IPO in 2012.  
 2) He was founder Mark Zuckerberg's teaching assistant in Artificial Intelligence at Harvard University during the semester 'Zuck' created Facebook. He joined his student at Facebook in 2006.  
 3) Right after joining, he created the stalker's delight — News Feed — that got bouquets and brickbats alike from users, till his team made amends to the product.  
 4) He is the VP of Ads and Pages at Facebook now. On paper, it means he oversees engineering, product research, analytics and design. To a CMO, he's the man responsible for creating different avenues for brands to reach out to users on 'the social network'.



When we met Boz (as he's popularly known within the Facebook circuit) at Cannes Lions'15, we asked him about the one thing giving our engineering maven coding nightmares — cracking mobile for advertising.

**Mobile: It will get a lot worse before it gets better**

'Mobile is the next big thing' has become the newfound leitmotif for every marketer



**"When you're as big as Facebook, the platform's problems are your problems"**

— Andrew Bosworth

— digital or otherwise. The one category extremely bullish about the medium are startups in the e-commerce space. While they continue to splurge money on advertising, its effectiveness remains questionable; so does the scope of earning profits at the end of this expensive exercise. "Even the biggest e-comm player in the US isn't earning any profits," Boz remarks. What are the genius missing? The fact that mobile devices are

still riddled with a conversion problem. Boz explains: "The low-priced soft goods may do pretty well on mobile because people are not worried about money. But people still find it easier to go to a store and buy stuff because retail experience on mobile doesn't match the one in-store. Why would I 'e-comm' toilet paper, for instance? I might in China because that market doesn't have local retail infrastructure but a market like India does.

Plus, comparative shopping is so much better on the desktop because of the size of the screen. Our research shows that most users are still using their cell phones to search for better cell phones to buy. It indicates that consumer experience is not good enough on devices yet. So, what's Facebook doing to remedy that from its end?

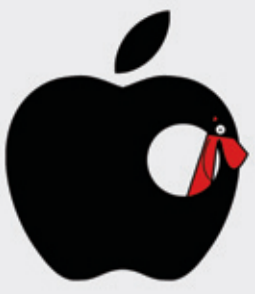
**Facebook Carousel Ads: A shot in the dark that hit the bull's eye**

Boz believes it's impossible to grow faster than mobile. He's always playing a catch-up game, he admits. To make advertising more mobile-friendly, they introduced carousel ads in 2014. Carousel ads allow marketers to showcase their ads with multiple images and links that a user can swipe through. "We thought of it as a small innovation that will allow you to see a panoramic picture via multiple pictures, but this has proven to be much bigger. Brands are finding it incredibly useful, so are media outlets as they can now put four different covers in a single ad with the scroll functionality." You know he's not just bragging when you hear things like Foodpanda experiencing a 180% spike in its click-through rates using the carousel format ads. The format also reduces advertiser's cost per install, a 39% reduction in Foodpanda's case for example.

**Digital platform's problems are Facebook's personal problems**

Boz and his team of 600 are regularly experimenting with different products whose potential he discusses with Zuckerberg and Sheryl Sandberg every Monday. Growing Facebook video is on the agenda — where network penetration of markets like India poses a deterrent. But they've found one way out: pre-load content on the phone when the user is on wi-fi. 4G roll-out is good news but 2G is going to be more prevalent until 2020, he's afraid. "When you're as big as Facebook, the platform's problems are your problems," he says.

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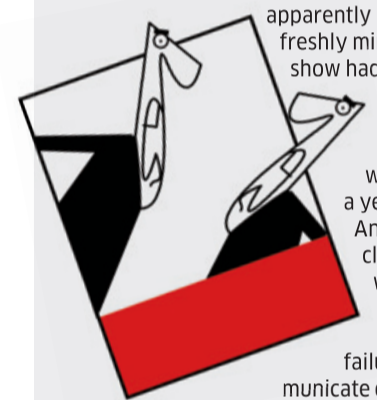


**The Pritams and Anu Maliks of Advertising**

On a breezy Sunday night last week, we received a link to an ad in our inbox for an Ivy League smartphone. Festive sequences, coy images exchanged between man and woman; ring a bell? Then we received a link to an ad made for an NGO over five years ago, and the bells began to ring more loudly and furiously than expected. The background music was, to put it politely, quite strikingly similar. The people in charge of music for the phone's advert had taken "inspiration" to a complete new level, it seemed. When we confronted the agency, we were smoothly directed to the production house and the famed director behind the commercial. Blame-shedding faster than load-shedding that plagues the whole of North India, if you ask us. The matter has escalated in the last few days, we hear, what with the involvement of MCI (Media Control Interface) to find the culprit while both the agency and the production house attempt to wash their hands off the sordid affair. While the industry by and large avoids playing to the same scripts — the mass cloned mass produced soap and shampoo ads being a notable exception — it's a little worrying to know it's open season on other elements of a film.

**Curioser & Curioser**

Not too long ago, we had a couple of ad festivals going head to head. One a doughy 10 year old survivor with a fair amount of baggage hosted on the sunny beaches of Goa; the other a challenger held in central Mumbai which most people we've spoken to believe did not entirely live up to the potential or the hype in its first year.



This is not the first clash between these now apparently rival bodies: a freshly minted ad award show had to be shuffled around a little given it was clashing with the ad fest a year ago. And this year, the clashes continue: whether due to petty one-upmanship, failure to communicate or bizarre coincidence, we just can't tell. The challenger's flagship design conference in Goa plays out over the same weekend as the most prestigious and highly prized media awards in the country. The level of audience overlap is not as significant but we are sure there are more than a few people in the ad world torn between which one to attend and/or planning last minute trips to either Mumbai or Goa. On being directly confronted, the established fest claims it was informed a so early about the challenger festival in question, that it slipped their minds while planning the schedule for its media awards. Don't want to be a part of this imbroglio but still want to get a fix of advertising gyaan? Well, there's yet another festival of creativity playing out the same weekend: except this one's in Singapore.

Got any funny emails floating around your office or at home? Seen a scam in someone's portfolio? Please send them to us at [bawdy.copy@timesgroup.com](mailto:bawdy.copy@timesgroup.com) We'll dish all the dirt you dish to us

**RICHA MAHESHWARI**

**Biscuit-maker Britannia** is relaunching its largest cookie brand Good Day in an attempt to regain market share it lost to Parle and ITC over the past few years. The Wadia-controlled company has redesigned the look and feel of its highest-selling cookie brand, a first in the brand's 27-year old history.

At present, Good Day controls over a fourth (27%) of the ₹8000 cookie market, a steep decline from nearly 40% share it enjoyed during most of last decade as Parle and ITC entered its turf with lower-priced cookies. Within cookies segment, Britannia still controls nearly a third of the overall market while Parle has 25% share.

"We want the brand's core philosophy—happiness and optimism — to be reflected in its identity. So, we integrated a smile on the logo," says Ali Harris, marketing director of Britannia. "We also got the smile motif and curved those straight lines on the cookie. For packaging overhaul and biscuit design, Britannia partnered design firm Innovations Kitchen and Tata Elxsi based out of San Francisco and Bengaluru respectively. "We screened 30 designs before final-

## A GOOD DAY TO RELAUNCH?

BRITANNIA'S FEELING GOOD ABOUT THE RELAUNCH OF ITS COOKIE BRAND 'GOOD DAY'. ANALYSTS, HOWEVER, SAY CARRY AN UMBRELLA

ising this one," Harris adds.

In the past one year, Britannia launched Good Day Chunkies, Nutrichoice Heavens, and Tiger Butter Krunch, to strengthen its position in the cookie segment. However, rivals are fast catching up. Around the same time, ITC Foods introduced Mom's Magic

**Britannia is relaunching its largest cookie brand Good Day to regain market share it lost to Parle and ITC**



under the Sunfeast umbrella. Parle, on the other hand, launched a string of cookies, including Happy Happy, Milano Minis and 20-20 to add heft to its cookie portfolio. Parle leads the overall biscuits market worth ₹25,520 crore with around 29% share while Britannia has 28% share during the quarter ended June.

Analysts, however, said the new launch comes with a rider. Abneesh Roy, associate director at Edelweiss Capital, says, "Most new launches fail and the success rate of relaunches is low. The first two months is easy because of the advertisements. Will the customers relate to the relaunched brand? This we will know only after two months if there are repeated purchases."

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**WPP's sales jumped in July as a 'tsunami' of advertising contracts come up for review**



Britain's WPP, the world's biggest advertising company, said it expected to hit its full-year net sales and margin targets after seeing a sharp upturn in trading in July. WPP, which handles the advertising needs of brands such as Ford and Unilever, reported a 2.3% rise in first half like-for-like net sales, in line with forecasts, and a 3.7% jump in July, which it said indicated a likely stronger third quarter.

The group, one of Britain's best known companies and run by Martin Sorrell, said as a result it expected to hit its target of full-year net sales growth of over 3%, helped by an expected stronger second half. It also reiterated its target for an improvement in the operating margin of 0.3 margin points. WPP said it had seen good growth across all its regions and in advertising and media, direct, digital and specialist communications.

The firm said it was also seeing good results from the "tsunami" of media contracts that were up for review. "The group continues to benefit from consolidation trends in the industry, winning assignments from existing and new clients, including several very large industry-leading advertising, media and digital assignments, the full benefit of which will be seen reflected in Group revenue later in 2015 and into 2016," it said.

(Source: [businessinsider.com](http://businessinsider.com))



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With porcelain bowls, freshly baked buns and packaged butter in their hands, Nandan Joshi (27) and Ajay Tawde (28) entered the jury room, dressed in chef's whites. The OgilvyOne-ites were competing against nine other teams from different agencies to represent India at Young Spikes, the youth focused competition at Spikes Asia, an Asia Pacific focused festival of creativity. By way of preamble to the five judges in the Integrated category, the duo said: "You will have to 'eat' our presentation at the end." The common brief for all teams was to regain consumer confidence for a mass-consumed legacy food brand that has recently run into trouble with the regulators. (No points for guessing where the inspiration for this came from!) The creative-planner duo decided to go with a hypothetical situation where the brand in trouble was Amul Butter.

**Utterly Butterly Relevant**  
Where other teams had 50KB to 560KB files to present, these two had a 220MB file, observed juror Pratap Bose, chairman and co-founder of The Social Street. Laden with delectable food throughout, it was unanimously touted as the best presentation of the day, not primarily for its foodgasmic quotient but for the team's suggestions in addressing the problem. Three things stood out: One, they'll communicate that they're working on ensuring the product is fit to consume. Meanwhile, people should buy competitors because the love for butter shouldn't fade away. "That's a large-hearted brand talking," said Bobby Pawar, juror and MD, CCO of Publicis Worldwide, South Asia. Two, the brand will invite consumers to visit their manufacturing unit in Anand so they witness first-hand the process of producing pure butter. Three, and selfie-haters can cringe at this, they will ask people to send 'Buffies' — a selfie of people eating anything with butter. "Each piece had a purpose," said juror Abhijit Avasthi, founder of Sideways Consulting. Joshi and Tawde thought their antics would eliminate any chances of them getting hired by the jurors. Winning the entry into Young Spikes Integrated competition from India increases their likelihood of getting poached though (hope you're reading, OgilvyOne).

**A Song for Sobriety**  
Meanwhile in the Young Spikes Media jury den, ten young teams from media agencies were vying to become India's entrant for the final competition to be held in Singapore during Spikes Asia '15. They were given 10 minutes to convince the jurors of their strategy to check drunk driving across three metro cities. It didn't take a Sherlockean leap to figure the teams will harp on getting social media influencers to spread the word. What set Riya Lalchandani and

# Spiked with Potent ... Ideas

How do you crack two juries consisting of some of the best brains in Indian advertising? BE tells you how the winners of Young Spikes 2015 contest did it. **By Shephali Bhatt**



(L-R) Ajay Tawde and Nandan Joshi of OgilvyOne



(L-R) Arvind Menon and Riya Lalchandani of PHD India



▲ Integrated Jury members (From L to R): Pratap Bose, The Social Street; Bobby Pawar, Publicis South Asia; Priti Nair, Curry-Nation; Santosh Padhi, Taproot Dentsu; Abhijit Avasthi, Sideways. (Given the gravity of the brief, the jury was aligned on the importance of addressing the issue in a serious manner instead of being flippant. They also preferred ideas that showed the brand was sorry instead of just saying it.)

Arvind Menon of PHD apart from the rest of the teams was the way they decided to leverage the 'agents of popular culture'. Their idea: Get the likes of Honey Singh, Baba Sehgal and Akshay Kumar, who've glamourised 'drinking' as a source of merriment, to create an

other song titled: *Paaji, Taxi Bula De!* (Bro, call a cab.) The other highlights of these digital media planners' strategy included enabling cab fare discounts and creating fictitious newslinks (graver than *The Onion* variety) where a consumer

could read about being personally involved in a drunken driving incident. They even used Hari Krishnan, juror and MD of ZenithOptimedia, as a subject to demonstrate what the news item will look like. A hard-hitting way of telling someone — It could've been you. Krishnan was quite delighted as opposed to shocked when he saw his picture there. "Someone took the time to get a decent shot up there," he quipped. That said, he felt the team should just go with the song and make it viral in-

stead of doing everything else at once within the stipulated budget (₹5 crore). "Bollywood is anyway much better at marketing their products than marketers are," he added. Nandini Dias, another juror and CEO of Lodestar UM felt that this team presented the most holistic case. "It addressed different stakeholders at different stages of convincing and across media," she said. Most other teams stuck to ideas rooted in apps, pub/cab services. Extra marks were earned for a well laid-

out presentation and the chemistry of presenters. Yes, these things count and will matter when you're representing your country at an international forum.

**Word of Advice from the Jury:**  
When competing with the rest of Asia at Young Spikes, don't try to do too many things at once. Have one hard-hitting idea that has different legs. [shephali.bhatt@timesgroup.com](mailto:shephali.bhatt@timesgroup.com)

**The near-misses**

1. Ganesh Nayak and Geo Joseph from Leo Burnett presented Yes/No Bars for brand X Bars. Consumers could give their verdict on the fate of the product by choosing to buy either.



2. Mukul Soni and Mithun Rajam from CLA presented a strategy to resurrect Maggi noodles by creating a media buzz around changed packaging of 2-minute



noodles to 2-Day noodles. The idea involved creating videos showing the entire process of making safe-to-eat noodles. A minimalistic presentation with a total of 12 words perhaps, the jury found their idea to be well-thought through and mature.



What PHD's Riya and Arvind thought could get the youth off the idea of drunk-driving.

«Media Jury members (From L to R): Hari Krishnan, ZenithOptimedia; Nandini Dias, Lodestar UM; Jyoti Bansal, PHD India.

The jury felt to change behaviour you need to have a compelling insight. Most of the teams had got tick marks on location, medium, apps et al to aid the process. Many didn't go beyond 'drunk driving can be fatal' which was a part of the brief anyway.

PHOTOS: BHARAT CHANDA

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## App Jaisa Koi...



**There are significantly more users getting added to mobile internet than PC internet. The battle has moved to owning real estate on the consumer's phone and becoming a destination of choice**

**Tushar Vyas**  
chief strategy officer  
GroupM South Asia



**For us, the choice was between the call centre and the mobile app since the desktop was never a large contributor. The call centre is serving only as customer care centre**

**Anand Subramanian**  
senior director - marketing communications, Ola

With access to location data, relevant push notifications could be bundled, deals, for instance. Adds Rahul Pandey, CEO and co-founder of mobile advertising agency Bonzai, "An app install on consumer's device provides a higher chance of engagement, and the ability to collect user specific data, build engagement and do re-targeting." Apps could well be the pillar leading to the maturity of analytics based marketing as against the currently prevalent acquisition driven model.

According to Joono Simon, co-founder of Bengaluru-based Brave New World, "The marketing efforts to drive traffic to the site and the app are a resource drain. The websites in the current avatar won't last long." Agrees and adds Vivek Bhargava, CEO, iProspect-Communicate2, "A key advantage of this approach is that brands have to advertise less once the user starts to order through the app." However common wisdom is pointing to the fact that shifting consumers desktop to mobile will require a more engaged and evolved ecosystem.

Whether and when a company decides to go app only requires a careful calibration of how its core consumers are evolving. Flipkart backing down obviously had a lot to do with buyers in big ticket categories that require a lot of comparison and browsing before purchase — electronic goods and computer components for instance — threatening to shift en masse to the competition. While marketers often dream of leading the consumer, following her will perhaps be the best way to go, this time around.

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## YouTube is years late to one of hottest trends in gaming

Livestreaming on the internet still isn't quite as widely used as YouTube would like it to be.

Since launching in 2011, the functionality on YouTube hasn't exactly blown up. There is one place, though, where livestreaming is a common standard: the world of video games.

Look no further than Amazon's purchase of game streaming giant Twitch for \$1 billion last year for proof of that. Plus, both the Xbox One and PlayStation 4 have built-in livestreaming capabilities.

There's even a button on the PlayStation 4 gamepad dedicated to capturing footage and streaming it live to the internet, right from your couch.

Notoriously, neither the Xbox One nor the PlayStation 4 have the ability to stream using YouTube. Despite this set-



back, YouTube is pushing forward with an initiative known as "YouTube Gaming." And it's aimed squarely at Amazon's video game streaming giant, Twitch. "More people are watching gaming content on YouTube than anywhere else in the world," Ryan Wyatt, Global Head

of Gaming Content at YouTube told Tech Insider in an email. "We designed YouTube Gaming to be the first one stop shop for all gaming content, for both live and [on demand]."

But even with more features and a more modern video player with HTML5, YouTube Gaming is literally years behind Twitch. Since 2011, Twitch has grown tremendously; the service streams every major video game trade show, press conference, and eSports event.

Perhaps more telling than anything else, YouTube reportedly attempted to purchase Twitch before Amazon did. Variety reported as much in May 2014, just three months before the official announcement that Amazon bought the streaming company. YouTube Gaming is quite literally an

attempted catch up after a failed acquisition. And while it's a good effort, YouTube has a lot of ground to cover.

The service — a section of YouTube housed at Gaming.YouTube.com — collects the vast swath of gaming video on YouTube and combines it with the new livestreaming section. It's this combination that YouTube is betting will peel some of Twitch's vast userbase away, from viewers to streamers.

"With features like 1080p at 60FPS (up to 9MB/s), HTML5, live DVR and our YouTube Gaming app, we feel we separate ourselves from other live platforms from a product feature set," Wyatt continued. It's these features specifically that YouTube argues will trump those of Twitch, and Wyatt has a point. (Source: [businessinsider.in](http://businessinsider.in))

Continued from Page 1 >>

## Streetcars named...

The leader, and pioneer in this segment is doubtless Maruti's Dzire, which has sold over a million units in seven years. Thanks to the excise duty benefit, Maruti was able to price the compact sub-4-metre sedan aggressively, just ₹50,000 to ₹80,000 dearer than the premium hatchback in its stable. Money well spent according to customers for the extra storage space. That the compact sedans are derived from the same hatchback platform also ensured there was no major investment involved in bringing a new model to market. "It's a win-win for customers, who are getting much higher prestige and utility at only a slightly higher price point than the hatchback models," avers Deepesh Rathore, founder & director, Emerging Market Automotive Advisors (EMAA).

While the compact sedan segment is expected to face stiff competition from the compact SUVs like XA Alpha and Mahindras TUV 300, S101, it's still expected to grow by 50%, or 6 lakh units, till the end of

the decade, says Gaurav Vangaal, a senior analyst for forecasting at IHS Automotive.

The compact sedan fits the Indian middle class budget space. Moreover, it gives the pleasure of owning a sedan utilising every inch of the 4 metre length; and it's also easy to park and drive on choc-a-bloc Indian roads. "Consumers are also looking for shorter weekend holidays, and hence adequate boot space. This is where compact sedans have made their presence felt and grown in popularity and preference" adds Mehrotra of Ford India.

Jnaneswar Sen, senior vice president, marketing and sales, Honda Cars India, says the profile of a buyer of a sub-4-metre segment is quite dif-

**The compact sedan fits the Indian middle class budget space. Moreover, it gives the pleasure of owning a sedan**

## SOME LIKE IT LONGER

How Sub-4 metre Sedans are Outselling Hatchbacks

	Tata Motors		Maruti Suzuki		Honda Cars India	
Model	Bolt	Zest	Swift	Dzire	Brio	Amaze
Fiscal year 2015	6,713	23,996	2,01,338	2,10,649	13,530	66,703
April-July 2015	2,240	7,177	71,822	82,931	3,745	17,984

\*Bolt was launched in January of 2015; so fiscal year 2015 numbers are sales for the 4 months starting December 2014

\*\*Zest was launched in August of 2014 so fiscal year 2015 numbers are sales for the 9 months starting July 2014

ferent from that of one who prefers a premium hatchback. "He is the family type, more conservative and traditional, unlike the experimental young gen who prefers the premium hatchback". For good measure, a three-box car — never mind that it is barely 4 metres — works as a status symbol, too.

The sub-4-metre sedan, which is unique to India provides another avenue for global companies to satisfy needs of emerging markets. "The im-

portance of the segment can be judged from the fact that global players who do not have such sedans are for the first time developing a product away from global tastes for India. We can proudly say that India created this concept and implemented it successfully and is now taking it to new export destinations," says IHS' Vangaal. Two examples: Hyundai's Xcent is available in Mexico and Dzires can be found in Chile.

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