

BRAND EQUITY

THE ECONOMIC TIMES MARCH 25-31, 2020

BRAND EQUITY
★ MOST TRUSTED BRANDS ★
2020

Brand Equity Presents

MOST TRUSTED BRANDS 2020

In an age when the world suffers from a trust deficit, here are brands that have won and maintained the faith of consumers. Brand Equity finds out how



ILLUSTRATION: ANIRBAN BORA

TOP 10

- 1 Cadbury Dairy Milk
- 2 WhatsApp
- 3 Good Day
- 4 Facebook
- 5 Colgate
- 6 Dettol
- 7 Amul
- 8 Parle-G
- 9 Horlicks
- 10 Fevicol

DESIGN: SHUBHA DEVI

MOST TRUSTED BRAND
NO.1
CADBURY Dairy Milk

The Asli Taste of Trust

A look at what helped legacy brand Cadbury Dairy Milk take the top spot on Brand Equity's Most Trusted Brands list. BY DELSHAD IRANI

Purple Heart Do,
Dost ka Saath Do.
#HeartTheHate



Cadbury Dairy Milk is the quintessentially Indian brand that is not Indian. Born in England in 1905, the brand has embedded itself so deep in the hearts and minds of Indians that if you ask Jaya or Joe on the street they'll say it is as Indian as it gets. Today the Mondelez-owned Cadbury Dairy Milk is the most trusted brand in the country according to The Economic Times - Brand Equity's Most Trusted Brands annual report. Despite a few woes and worms along the way, Cadbury Dairy Milk got here on the back of product consistency and innovations, distribution strength and a marketing ecosystem that has delivered many hits and helped the brand occupy key occasions of consumption.

In a chat with Brand Equity, Deepak Iyer, president - India, Mondelez International, says the only way to understand how Cadbury Dairy Milk earned Indians' trust is by tracing its journey over the past decades. The brand he

says has been in "the fabric of our nation for many years now, and it continues to be the gold-standard taste of chocolate in the country." Consistently defining the taste of chocolates, in other words, the taste of the category, has been one of the key cornerstones of investments in the brand. He adds, "With strong cultural and consumer insights, we continue our journey toward making chocolates the modern meetha."

Two years ago Mondelez launched Cadbury Dairy Milk's new global brand proposition of 'goodness and generosity' articulated as "There's a glass and a half in everyone". In India that translated to 'kuch achha ho jaye, kuch meetha ho jaye'. It is, as Anil Viswanathan, director - marketing (chocolates), Mondelez India says, "a powerful brand idea that enables storytelling and storydoing" across media and



Deepak Iyer
President - India,
Mondelez International

With strong cultural and consumer insights, we continue our journey toward making chocolates the modern meetha



consumer touchpoints. Storytelling is, for instance, delivering well-crafted tales of generosity on occasions both mundane and momentous like exam days and Valentine's Day. Examples of storydoing are Cadbury Dairy Milk's 2019 initiatives such as the celebrated (and controversial) Unity Bar and #HeartTheHate, the purple-heart campaign to fight cyber-bullying. The limited edition Unity Bar launched around India's Independence Day came under fire, mainly by commentators in the West, for "woke-washing". At the time Viswanathan told Brand Equity that critics failed to understand that the blended chocolate bar was designed specifically for the Indian market, with a multi-lingual advertising splash in print media that reinforced the message of celebrating diversity.

Viswanathan says, "From a marketing standpoint, we pride ourselves on our effort to know the consumer deeply and link it with knowing the brand deeply.

In the last 24 months, we've been able to unlock deep cultural insights and bring a global thought closer to our culture. We've unlocked the purpose that allows us to talk to consumers in a real, authentic, credible, spontaneous and generous way, at a massive scale."

In 2019, the company launched the "most significant innovation in the brand's history in India" - a new bar with 30% less sugar. For a brand that has grown to become the taste most people associate with chocolate, we asked Iyer if the "30% less sugar" tag posed a dilemma in what is essentially an indulgence category. "It's not a dilemma," he states, "Our job is to give you an equally great tasting product with permissible indulgence. You make the choice." Viswanathan adds, "The brand needs to offer choice because through that it is saying 'look, I'm listening to you'. But you also need to have a very clear point of view as to why you should consume that brand. There's an important role it's playing in your life. That will not change." So, on that note, kuch meetha ho jaye?

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Colgate®

When at 19, you encounter blindness
Do you let your world go dark, or
Do you find a reason to smile.



■ Divyanshu Ganatra

Do you still take a leap
Of faith, off a mountain top
And soar, one with your dreams.

He did.

And no, it wasn't easy
To find, in that one crucial moment
Of adversity,
A smile.

A smile that started it all.



Scan to watch Divyanshu's story
and apply for the Colgate Keep India Smiling
Foundational Scholarship at:
www.colgate.com/keepindiasmiling

India's first blind
solo paragliding pilot.

Smile karo aur
shuru ho jao

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THE ECONOMIC TIMES MARCH 25-31, 2020

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MOST TRUSTED BRANDS 2020

The Top 5 Most Trusted Brands share their key marketing initiatives from the past year that have helped built trust in a trust-deficit world.

Don't Share If You Care

WhatsApp's share-responsible marketing initiatives take the lead as the messaging platform becomes increasingly ubiquitous.

BY DELSHAD IRANI

LIKE XEROX AND Google before, Facebook-owned WhatsApp is one of the few brands in the world that has become a verb. In less than a decade the private messaging platform has turned India into its biggest market globally and has landed in the No2 spot on Brand Equity's Most Trusted Brands list. Ajit Mohan, MD and VP, Facebook India, tells Brand Equity, "WhatsApp remains committed to connecting the world privately in a safe way. There are 400 million Indians on WhatsApp. The service is deeply embedded in the fabric of India. Being voted as one of

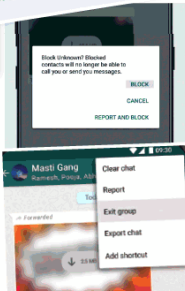
the most trusted brands is an indication of the responsibility WhatsApp has to its users and to the opportunity to be an even greater force for good in India." On the subject of building trust in a trust-deficit world, he says, "The trust in our platforms has not been built on the back of a particular marketing initiative or campaign. It is about putting people at the heart of our mission and staying true to it. However, as a company, we do believe that we need to tell our own story a lot better, and we have started doing that. As a company, across our family of apps, we are increasing our investment."

But the journey over the last few years hasn't been a smooth ride given the fact that WhatsApp has also become a weapon of the misinformation age. To battle the onslaught of criticism and arrest any long-lasting

MOST TRUSTED BRAND
No2
WhatsApp

Verify if the message is true
before forwarding it

If a group or person
constantly shares fake news,
block them.



Ajit Mohan
MD and VP,
Facebook India

As a company, we do believe that we need to tell our own story a lot better, and we have started doing that

on WhatsApp. The intent was to give viewers a relatable depiction of how easy yet incorrect it is to share unverified information, and how users can do their bit to end the spread of fake news. The second phase of this integrated education campaign began a month before the 2019 Indian General Elections. The campaign shared a step by step tutorial on how to exit a group,

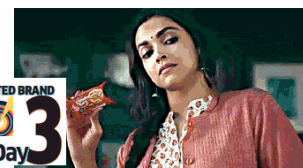
The Pursuit of Happiness

Britannia Good Day's happy-making strategy has ensured it's one of the country's Most Trusted Brands. BY PRIYANKA NAIR

OVER THE PAST three decades, leading food and confectionery company, Britannia's flagship brand Good Day has been betting on only one proposition: "spread happiness every day".

However idealistic that may be in theory, the brand's consistent belief in the idea has helped it win smiles and trust, in reality. According to Vinay Subramanyam, head of marketing, Britannia Industries, Good Day has been able to crack this code because it has always humanised its products. For instance, in 2015, the cookie got a smiley makeover with the characteristic straight lines made to curve. He explains, "As marketers, we really need to draw parallels between brands and people. Trust is built over years. In any relationship, it is a fragile emotion and needs to be handled with care. In marketing, too, brands need to understand the importance of this emotion."

To maintain momentum in Good Day's happiness mission, the company in November 2019, launched a brand campaign - "Khushiyon ki zid" featuring Bollywood actor Deepika Padukone. A new product packaging was also introduced at the same time.



management purposes, but for idea mining too. Subramanyam says, "Khushiyon ki zid" stemmed from various conversations and comments that we observed on social media."

Vinay Subramanyam
head of marketing,
Britannia Industries

As marketers, we really need to draw parallels between brands and people. Trust is built over years

Today, Good Day is contributing over 30% of Britannia's revenue, making it a star brand in the 100-year-old company's portfolio. According to reports, it is

also a brand that covers almost 50% of Indian households in a year. When Subramanyam's team goes out for market visits, families often share their experiences of when they serve Good Day to guests. In a lot of pockets of India, stocking up cookies for a special occasion is still a regular practice. These household observations give the brand assurance of loyalty, says Subramanyam.

"Trust is rooted in the experience people have with brands. People need to know that the brands they trust are as solid as a rock. Consumers also need to know that the brands stand for something and will be consistent in the way they talk to them. Therefore, strengthening these relationships becomes a priority for us," he adds. As a legacy brand, Good Day has to shoulder a lot more responsibility, Subramanyam tells us. "Marketing can't just be a functional role for us. Today, a consumer is looking for authenticity and reasons to



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- 1 Cadbury Dairy Milk
- 2 WhatsApp
- 3 Good Day
- 4 Facebook
- 5 Colgate
- 6 Dettol
- 7 Amul
- 8 Parle-G
- 9 Horlicks
- 10 Fevicol
- 11 Samsung (Mobile)
- 12 Glucon-D
- 13 Maggi
- 14 Tata Salt
- 15 Airtel
- 16 Marie Gold
- 17 Surf Excel
- 18 Dove
- 19 Ariel
- 20 All Out
- 21 Vodafone-Idea
- 22 Bournvita
- 23 Frooti
- 24 Lifebuoy
- 25 Big Bazaar
- 26 Jio
- 27 Bisleri
- 28 Pepsodent
- 29 State Bank Of India
- 30 Lux
- 31 Moov
- 32 YouTube
- 33 Harpic
- 34 Thums Up
- 35 Zandu Balm
- 36 Pond's
- 37 Vim
- 38 Parle 20-20
- 39 Sunsilk
- 40 Head & Shoulders

- 41 Maaza
- 42 Goodnight
- 43 Limca
- 44 KitKat
- 45 Clinic Plus
- 46 Aashirvaad
- 47 Kurkure
- 48 Complian
- 49 Vicks
- 50 Vaseline
- 51 Sprite
- 52 Johnson & Johnson
- 53 Eno
- 54 Fair & Lovely
- 55 LIC
- 56 Coca-Cola
- 57 5 Star
- 58 Mother Dairy
- 59 Nokia
- 60 Cinthol
- 61 Samsung (Consumer Durables)
- 62 Britannia Bourbon
- 63 Vivo
- 64 Amul Chocolates
- 65 Close-Up
- 66 Tide
- 67 Dabur (Toothpaste)
- 68 Rasna
- 69 Himalaya
- 70 Bank of India
- 71 Pepsi
- 72 7 UP
- 73 Hajmola
- 74 Haldiram's
- 75 Boroplus

Rumours. The goal was to educate people about the spread of fake news and misinformation. The campaign spoke to users from across India and was broadcast in 10 languages on television and social media platforms. It featured real-life scenarios (in the family group, the school group, etc) about how rumours spread

block a contact and the significance of the forwarded label. The brand also roped in its digital literacy partners to raise awareness. This small step for WhatsApp, could be a giant leap for humankind. In light of the current situation triggered by a pandemic, one can only hope the campaign's message has landed when it matters most.

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Subramanyam mentions that this move was "just to add freshness to the existing strategy." Storytelling is the brand's next focus area. The brand team is constantly listening in on what consumers have to say and share, not just for online reputation



UNIT OVER years in any relationship. It is a fragile emotion and needs to be handled with care

be happy while making certain purchases. We have gotten into a proposition which is more about seizing the day and chasing happiness, it's a purpose that we want to stick to always," he concludes. Clap along if you feel like happiness is the truth.

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- 76 Iodex
- 77 Garnier
- 78 India Gate
- 79 Oppo
- 80 Fortune
- 81 Bajaj Auto
- 82 Huggies
- 83 Fanta
- 84 Rin
- 85 Nescafe
- 86 Paytm
- 87 Parachute
- 88 Lay's
- 89 Ujala
- 90 Oreo
- 91 Maruti
- 92 Domino's
- 93 Amul Kool
- 94 Uber
- 95 ICICI Bank
- 96 Navratna
- 97 Sunfeast
- 98 Prestige
- 99 Cerelac
- 100 Flipkart

No Distancing from Social Media

A quick look at how Facebook's attempting to communicate more openly with its users and to create a sense of trust. BY DELSHAD IRANI

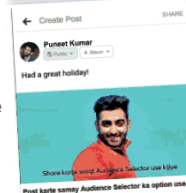
THE WORLD'S LARGEST social network has spent the past few years fighting data and privacy firestorms in markets across the world and senior Facebook executives even launched a global "apology tour." In the aftermath, despite the upheavals the company has been facing in recent times, Indian consumers' faith in the social network hasn't cracked under pressure. In India, where Facebook has 300 million users, the company has launched various marketing initiatives to reinforce the brand's original purpose, and perhaps deflect some of the thumbs-down the brand has been receiving. Ajit Mohan, MD and VP, Facebook India, says "Trust is built when companies do the right thing for people. This means that our products and services are continuously evolving to meet people's growing desire to create, express, and communicate. Building products that people love and find of value leads to a strong sense of trust."

MOST TRUSTED BRAND
No.4
Facebook



Yeh har cheez pe bahut zyada comment karke hai.

210 million users over a period of six weeks. The campaign enabled people to take measures to control and manage their experience on the platform. It has also taken steps to communicate more openly, and give people more control over their information. For instance, last year it rolled-out Off-Facebook Activity, which allows people to see and control the data that other apps and websites share with Facebook and to disconnect this information from their account. "We are also committed to communicating transparently on issues that matter most to people such as helping them



understand why they are seeing an ad or a certain post. We've made several other changes such as redesigning our settings menu, and introducing new privacy shortcuts that make it easier for people to change the settings of their account as per their preferences," says Mohan.

The company's most recent consumer marketing campaign, "More Together," is meant to show the power of connections and communities. Mohan says, "Our mission is to give people the power to build community and bring the world closer together." Preferably not in-person.

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BRAND EQUITY

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Keeping The Shine

A peek into what helped oral care brand Colgate remain in the Top 5 on Brand Equity's Most Trusted Brands list year after year. BY AMIT BAPNA

MOST TRUSTED BRAND
No.5
Colgate

Sometime in early 2019, Colgate embarked on the journey of repositioning its flagship product Colgate Strong Teeth in one of the biggest moves for the oral-care major's 'bread-and-butter' brand since the 1950s. The change involved a new packaging and new formulation (after over 10 years of R&D and testing) with 'Amino Shakti' to make the product more effective. Thus, moving the largest selling toothpaste in the country to the newly coined 'Andar se Strong' platform. It was a complex task for the ubiquitous brand.

Shares Ram Raghavan, managing director, Colgate-Palmolive (India) in an exclusive chat with Brand Equity, "It was an India-first shift, and the company was very clear in the strategy that India would lead the way." He adds, "We made a big choice on a shift to a different experience and engagement model. Until that point, we always spoke of problems (cavities), but with the shift to strong teeth, the conversation has moved to a more proactive solution." The 'Andar se Strong' campaign had real life stories of Deepika Padukone (with her mom) and Mahendra Singh Dhoni (with his wife) among others.

Even as this mega-project kept the company busy, the oral care multinational continued its flanking strategy to build further on its leadership. For instance, its recent launch Vedshakti became a more important part of the company's portfolio. The brand, endorsed by Bollywood actor Kajol and southern star Jyothika, is said to be one of the most successful launches in the category and has also seen the highest rate of trials of the last 15 years in the category. As per company data, Vedshakti today is a ₹100 crore brand with 10 crore consumers using it and is the 2nd highest distributed brand in Maharashtra, Tamil Nadu, Andhra Pradesh and Karnataka in the natural/ayurvedic category of toothpastes.

Another major initiative undertaken in 2019 was the launch of the Colgate 'Equity campaign' which narrated real life stories of courage and



TOP MOST TRUSTED BRANDS By Category

Auto Four Wheelers

- 1 Maruti
- 2 Tata Motors
- 3 Hyundai
- 4 Mahindra
- 5 BMW
- 6 Honda
- 7 Audi
- 8 Mercedes
- 9 Renault
- 10 Toyota

Auto Two Wheelers

- 1 Bajaj Auto
- 2 Honda
- 3 Hero
- 4 TVS Motorcycles
- 5 Suzuki
- 6 Yamaha
- 7 Royal Enfield
- 8 Kawasaki
- 9 Harley-Davidson
- 10 Piaggio-Vespa

PHOTOS FOR REPRESENTATION PURPOSES ONLY



Cold Beverages

- 1 Frooti
- 2 Bisleri
- 3 Thums Up
- 4 Maaza
- 5 Limca
- 6 Sprite
- 7 Coca-Cola
- 8 Rasna
- 9 Pepsi
- 10 7 UP

Fabric Care

- 1 Surf Excel
- 2 Ariel
- 3 Tide
- 4 Rin
- 5 Ujala
- 6 Nirma
- 7 Godrej Eze
- 8 Wheel
- 9 Sunlight
- 10 Ghadi Detergent

- 1 Cadbury Dairy Milk
- 2 KitKat
- 3 5 Star
- 4 Amul Chocolates
- 5 Gems
- 6 Munch
- 7 Perk
- 8 Center Fresh
- 9 Milkybar
- 10 Kinder Joy
- 11 Alpenliebe
- 12 Nestle Eclairs

Food Products

- 1 Good Day
- 2 Amul
- 3 Dettol



Ram Raghavan
managing director,
Colgate-Palmolive
(India)

We consider it our responsibility as leaders to structurally elevate oral health in this country.



health in this country." For the oral-care leader, that claims to be the most distributed oral care product in rural India, the core of its portfolio comprises Colgate Strong Teeth, Colgate Active Salt and Colgate MaxFresh. Each sub-brand has its strong regional hold and loyal base across the country.

It has helped the company to have a dual strategy of nurturing existing consumer base while working on bringing in new ones and upgrading existing users to the premium portfolio. In 2019, the premium portfolio was ramped up with offerings like Colgate Charcoal Clean (the country's first black toothpaste), Colgate Kids toothpaste range and the launch of Colgate ProClinical 150 Toothbrush - the tech powered toothbrush. "We are looking to make sure that we are balancing the efforts between the core of the business as well as new areas of play," shares Raghavan.

A balancing act that has worked well so far.

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optimism. The campaign was around inspiring stories of everyday people like - Haimanti Sen, Divyanshu Ganatra, Anand Arnold, Yashaw Jaiswal etc. This 'Smile Karo Aur Shuru Ho Ja' equity campaign was significant because for the first time ever, it marked a communication for the mother brand - Colgate. The smile integration is now visible in all the brand packaging and in all the messaging of Brand Colgate.

Says Raghavan, "We've had a good year. We consider it our responsibility as leaders to structurally elevate oral health in this country."



Food Services

- 1 Domino's
- 2 Pizza Hut
- 3 KFC
- 4 Cafe Coffee Day
- 5 McDonald's
- 6 Burger King
- 7 Subway
- 8 Starbucks

Health & Personal Care

- 1 Dettol
- 2 Glucon-D
- 3 Dove
- 4 Lifebuoy
- 5 Lux
- 6 Moov
- 7 Zandu Balm
- 8 Pond's
- 9 Sunsilk
- 10 Head & Shoulders
- 11 Clinic Plus
- 12 Vicks
- 13 Vaseline
- 14 Johnson & Johnson
- 15 Eno

Life Insurance

- 1 Life Insurance Corporation
- 2 SBI Life
- 3 Bajaj Allianz
- 4 Kotak Life
- 5 HDFC Life
- 6 ICICI Prudential
- 7 Birla Sun Life
- 8 Max Life
- 9 Reliance Nippon
- 10 Tata AIA

Online Stores & Services

- 1 Paytm
- 2 Uber
- 3 Flipkart
- 4 Amazon
- 5 Ola
- 6 Google Pay
- 7 PhonePe
- 8 Swiggy
- 9 Oix
- 10 Zomato
- 11 BigBasket
- 12 Quikr
- 13 redBus
- 14 BHIM
- 15 BookMyShow

Social Media & Messaging

- 1 WhatsApp
- 2 Facebook
- 3 YouTube
- 4 TikTok
- 5 Instagram
- 6 Twitter
- 7 Snapchat
- 8 Skype
- 9 LinkedIn

Mobile Handsets/Tablets

- 1 Samsung
- 2 Nokia
- 3 Vivo
- 4 Oppo
- 5 MI
- 6 LG
- 7 iPhone
- 8 Motorola
- 9 Micromax
- 10 OnePlus

Private Sector Banks

- 1 ICICI Bank
- 2 HDFC Bank
- 3 Axis Bank
- 4 Kotak Mahindra Bank
- 5 Yes Bank
- 6 Bandhan Bank
- 7 Federal Bank
- 8 RBL Bank
- 9 Indusind Bank

PSU Banks

- 1 State Bank Of India
- 2 Bank of India
- 3 Canara Bank
- 4 Union Bank of India
- 5 Punjab National Bank
- 6 Bank Of Baroda
- 7 Indian Bank
- 8 Central Bank Of India
- 9 IDBI Bank

Telecom

- 1 Airtel
- 2 Vodafone - Idea
- 3 Jio
- 4 BSNL
- 5 MTNL

Consumer Durables

- 1 Samsung
- 2 Prestige
- 3 Usha
- 4 LG
- 5 Philips
- 6 Hawkins
- 7 Whirlpool
- 8 Videocon
- 9 Sony
- 10 Godrej Appliances
- 11 Panasonic
- 12 Bajaj Appliances
- 13 Voltas
- 14 Onida
- 15 Milton



Hot Beverages

- 1 Horlicks
- 2 Bournvita
- 3 Complan
- 4 Nescafe
- 5 Bru
- 6 Brooke Bond Taj Mahal Tea
- 7 Boost
- 8 Tata Gold
- 9 Brooke Bond Red Label
- 10 Tata Premium



Household Care

- 1 Fevicol
- 2 All Out
- 3 Harpic
- 4 Vim
- 5 Goodnight
- 6 Odorox
- 7 Morteln
- 8 Asian Paints
- 9 Nerolac Paints
- 10 Lizol
- 11 HIT
- 12 Dulux Paints
- 13 Domex
- 14 Berger Paints
- 15 Collin



Oral Care

- 1 Colgate
- 2 Pepsodent
- 3 Close-Up
- 4 Dabur (toothpaste)
- 5 Sensodyne
- 6 Patanjali Dant Kanti
- 7 Oral-B
- 8 Vicco Vajradanti
- 9 Babool
- 10 Anchor



SLEEP CAN WAIT. SAYS WHO?

Sleep deprivation can impact productivity and efficiency. Indians at large are suffering from this condition. You could be one of them.

Whatever you are doing, can be done better with sleep. Make a good sleep habit, a well-being habit.

Log on to www.takebacksleep.org to take the sleep quiz today.

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Start a conversation with **#TakeBackSleep**

BRAND EQUITY

BY INVITATION

How Brands Can Build Trust In A Post-Truth World

Just as important as it is to establish what a brand stands for, there will also be times when a brand has to clarify what it does not stand for.

BY DR MUKUND GOVIND RAJAN

I used to be said that we lived in a VUCA world - Volatile, Uncertain, complex, and Ambiguous. More

By New Consumer Classification System



NCCS - A

- 1 Good Day
- 2 WhatsApp
- 3 Cadbury Dairy Milk
- 4 Facebook
- 5 Amul
- 6 Parle-G
- 7 Frooti
- 8 Colgate
- 9 Tata Salt
- 10 Marie Gold
- 11 Surf Excel
- 12 Maggi
- 13 Fevicol
- 14 Airtel
- 15 Horlicks
- 16 Dove
- 17 Bisleri
- 18 Dettol
- 19 Moov
- 20 Parle 20-20

NCCS - B

- 1 Glucon-D
- 2 Samsung (Mobile)
- 3 Colgate
- 4 Dettol
- 11 Harpic
- 12 Facebook
- 13 Parle-G
- 14 Big Bazaar

Recently, a level of additional confusion has been introduced by fake news and the role of social media in proliferating untruths. Beseated by anxiety and deep scepticism, people are taking shelter within groups or communities that seem to reflect their own values. Corporate scandals have also taken their toll on the reputations of some of the biggest names, both overseas (think Volkswagen and Dieselgate) as well as in India (think of the troubles besetting brands like Jet Airways and YES Bank). Building trust in such an environment can be extremely challenging for a brand. What can be done?

It all starts with having a clear sense of who you are and what you stand for. The mission and values must be understood and reinforced across the entire organization. Employees, in particular, are the best brand ambassadors for any organization, and if they are not fully aligned, a lack of coherence gets detected that puts off many outside stakeholders. This is visible with many failing service-oriented organizations in the public sector, such as Air India and BSNL. The tone at the top and how an organization walks the talk will be under close scrutiny. On Important Environment, Social and Governance (ESG) questions, like climate change, business leaders will be expected to demonstrate genuine commitment. Platitudes and glossy reports will be rejected as "greenwashing" if concrete actions like cutting carbon emissions and improving energy efficiency do not accompany such communications. In a world where internet access is ubiquitous and stakeholders are extremely aware and informed,



ILLUSTRATION: ANIRBAN BORA

companies that make exaggerated claims of performance will get called out very fast with an associated loss of reputation.

If the mission and values can be established and fed into brand communication, it will enjoy a measure of authenticity. To the extent that these values resonate with those of the brand's stakeholders including customers, the brand gains traction. Increasingly for customers, it is not just about what they buy, but what they buy into; if the brand values are believable, customers are willing to commit their loyalty. This is the reason

that purpose-driven brands like Patagonia and The Body Shop have large fan followings.

Just as important as it is to establish what a brand stands for, there will also be times when a brand has to clarify what it does not stand for. Brand managers will be tested on the choices they make on issues like gender equality, immigration and LGBT rights—as were many US brands when

they took a stand on the issue of racism in the aftermath of right-wing protests at Charlottesville, to the extent of even defying President Trump. Brand strategy will be about making such choices, and even though it may entail the loss of some audiences, ultimately brands will only be able to build trust if they remain true to their values.

The author is Chairman, E&CUBE Investment Advisors; previously, the first Brand Custodian of the Tata Group. Views expressed are personal.



By Respondent Group

Young Female

- 1 WhatsApp
- 2 Facebook
- 3 Fevicol
- 4 Vodafone-Idea
- 5 Samsung (Mobile)

Young Male

- 1 YouTube
- 2 WhatsApp
- 3 Cadbury Dairy Milk
- 4 Maaza
- 5 Facebook

Older Male

- 1 Colgate
- 2 Horlicks
- 3 Frooti
- 4 Limca
- 5 Vicks

Older Female

- 1 Cadbury Dairy Milk
- 2 Whisper
- 3 Tata Salt
- 4 Ariel
- 5 Parle-G

Housewife

- 1 Bournvita
- 2 Horlicks
- 3 Parle-G
- 4 Cadbury Dairy Milk
- 5 Marie Gold

Chief Wage Earner

- 1 Good Day
- 2 Facebook
- 3 Colgate
- 4 Glucon-D
- 5 Dove

By Gender

Male

- 1 Colgate
- 2 YouTube
- 3 WhatsApp
- 4 Amul
- 5 Frooti
- 6 Facebook
- 7 Good Day
- 8 Dove
- 9 Maggi
- 10 Cadbury Dairy Milk
- 11 KitKat
- 12 Parle-G
- 13 Horlicks
- 14 Thums Up
- 15 Samsung (Mobile)
- 16 Dettol
- 17 Lifebuoy
- 18 Airtel
- 19 Honda (Two Wheelers)
- 20 SBI

Female

- 1 Cadbury Dairy Milk
- 2 Fevicol
- 3 Good Day
- 4 Ariel
- 5 Tata Salt
- 6 WhatsApp
- 7 Dettol
- 8 Complian
- 9 Glucon-D
- 10 Facebook
- 11 Horlicks
- 12 Marie Gold
- 13 Parle-G
- 14 Sunilk
- 15 Whisper
- 16 All Out
- 17 Samsung (Mobile)
- 18 Vodafone-Idea
- 19 Airtel
- 20 Surf Excel

The Methodology: MOST TRUSTED BRANDS 2020

The Most Trusted Brands (MTB) survey commissioned by Brand Equity - The Economic Times is conducted by Nielsen.

An offline survey was conducted among a sample of 2200 respondents across 6 different target groups - Chief Wage Earner, Housewife, Older males, Older females, Younger males and Younger females

TARGET GROUP

1. **CWE (CHIEF WAGE EARNER):** The person who makes the highest contribution towards HH upkeep
2. **HOUSEWIFE:** Female 15-60, Married, Unemployed
3. **YOUNG MALE:** Male 15-25, NOT CWE
4. **YOUNG FEMALE:** Female 15-25, NOT HW
5. **OLDER MALE:** Male 26-60, NOT CWE
6. **OLDER FEMALE:** Female 26-60, NOT HW
7. **NEW SEC A & B**

- The respondents were exposed to 392 brands divided into 11 panels
- The study was conducted in the top 4 metros of India - Mumbai, Delhi, Kolkata and Chennai, with sample being split equally among them.

CREATION OF BRAND LIST AND PANELS

- A total of 392 brands across 20 categories were selected after a thorough review by Nielsen team and ET Brand team
- The brands were divided into 11 panels with an equal chance of exposure across the set of 2200 respondents



■ The brands were tested on the barometer of trust through the following parameters-

Attribute 1: Always maintains a high level of quality	Quality
Attribute 2: It is worth the price it commands	Value for Money
Attribute 3: I would always recommend this brand to my family and friends	Recommendation
Attribute 4: This brand meets my needs	Understand the Consumer's Need

HOW DID WE ARRIVE AT THE BRAND RANKING

STAGE 1: Each respondent was asked to indicate the familiarity for each brand on a four-point scale. The scale range was: 1 - I have not heard of this brand; 2 - I have heard of this brand, but know nothing about it; 3 - I have heard of this brand and know a little about it; 4 - I have heard of this brand and know it quite well

STAGE 2: The respondent evaluated all brands that have been rated by him/her, 3 or 4 on the familiarity scale stated above. Those who rated a brand 1 or 2 on familiarity scale were

not asked to evaluate the brand (their individual brand trust score to be considered as 0)

• **OVERALL RATING:** First stage, evaluation was done at an overall level about each brand by indicating his/her rating to a 10 point scale where 1 stands for "Extremely Poor" and the 10 for "Perfect in every way"

• After that, respondents were asked to respond to a battery of four statements that define brand trust on a '1' to '10' scale where '1' would mean that the statement



'doesn't apply to the brand at all' and '10' would mean that the statement is 'completely applicable to the brand'.

STAGE 3: The final brand rating was arrived at through the following steps...

STEP 1: Brand trust score for each respondent = $\frac{[(0.5 \times \text{Overall}) + (0.5 \times \text{Attr1} + \text{Attr2} + \text{Attr4})]}{4}$

STEP 2: Multiplied the brand score by the familiarity score/weight. This could be either 3 or 4 as those rating the brand 1 or 2 on familiarity are directly considered to have a brand trust score of 0

STEP 3: The total of all the brand scores (across respondents) was calculated and then divided by the total number of respondents (including those who give brand scores of 0) i.e. the average to be taken on the overall base of respondents who are asked about that brand, i.e. coded 1/2/3/4 in familiarity scale, to get the overall brand score.

Thus, the final score for each brand is on a base of all respondents, irrespective of their level of familiarity. This Final Brand Rating for all the brands was sorted in descending order to determine the Most Trusted Brands.