# THE
# BRAND TRUST
# REPORT

## India Study 2011

# Introduction to The Brand Trust Report

A paragraph written in 1859 sounds prophetic of our times. The historic novel, 'A tale of Two Cities' by Charles Dickens, begins with a paragraph that could well be the opening lines of any leading media article today.  The initial words are - "*It was the best of times, it was the worst of times; it was the age of wisdom, it was the age of foolishness; it was the epoch of belief, it was the epoch of incredulity; it was the season of Light, it was the season of Darkness; it was the spring of hope, it was the winter of despair; we had everything before us, we had nothing before us; we were all going directly to Heaven, we were all going the other way.*"

The Brand Trust™ study seems serendipitous; when we embarked on the study in June 2010, the environment of trust in corporate India was fairly normal. However, since November of this year (a little after we finished the fieldwork) some key media revelations have led to the finger being pointed at some of the biggest trust-icons of India's media and corporate world. Therefore, it is important to note that the results of this study are essentially for the period before these revelations were made.

The dynamic nature of trust is almost self-evident. No organization, brand or person can violate the trust without losing something irrevocably. However, those who make the effort to gain the trust of their audiences with consistency in actions and behaviour, get the benefit of an accepting and 'forgiving' audience.

Trust is a complex concept to be measured, and it was indeed a difficult road to travel when we undertook this research. We not only had a vision to understand brand trust, but also a deep urge to map the trust topography and measure the trust that different brands evoked in the minds of the consumers.

Brands are said to be created and owned by the consumers and influencers, and The Brand Trust Report™ is a direct measure of how much these 'owners' trust their brands, and why? We are confident that this research will give every brand custodian a deep insight into the perceptions that lie beneath the attitudes of the owners towards the brand.

Adam's first ever apple-bite is truly a symbol of dichotomy. It represents a breakdown of the trust-bond with God at one end, while reinforcing the trust-bond with Eve at the other end of his relationship spectrum. Such is the complexity of trust, and such is the ephemeral ether through which brands must view their consumers, influencers, owners, custodians, and even those who do not engage with the brand directly.

This study has been an extraordinary learning experience for us at Trust Research Advisory, and I sincerely hope that every brand will benefit from this report as much. It will also help brands refocus their energies to the behavioural and attitudinal aspects of brands.

I am confident that after going through this study, the understanding and usage of the concepts of Brand Trust™ will be more scientific, and therefore more productive to custodians. I would be greatly interested in your thoughts and insights regarding Brand Trust™ in general, and this study in particular. Do write to me at mouli@trustadvisory.info.

N. Chandramouli
*CEO*
*Trust Research Advisory*

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# Trust, Brands and Brand Trust™

## The Business of Trust

The era that we live in is characterized by an enormous trust deficit. The term and its associated feeling have become more common in the last few years than in the several decades that preceded it. While the deficit of trust, manifested as a feeling of insecurity, has existed ever since life existed, it became more predominant after communities were formed. Communities connect beings (animal or human) and depending on one's own real and perceived weaknesses and strengths, they become the basis of bonds of security or insecurity.

Why is the current social environment so different than the ten thousand-year history of human societies? In earlier times, the reasons for trust deficit were visible and common enough to be easily understood. Food, mate, shelter, and physical safety, typically characterized the four deep-rooted territorial instincts, (which exist to this day as seen in market-share wars, or in battles for cubicle-space at offices) and comprised most reasons

for aggression. Over time, these four basic needs were replaced by more intricate social needs in which the competition spread to a variety of other things – looks, wealth, property, or something as intangible as social praise. In current times, trust has become far more complex and difficult to decipher, and trust deficit exists for several reasons, known and unknown.

Unfortunately, as we evolve socially, technologically and psychologically, our trust deficit only grows. Ally countries don't trust each other, as much as honest, patriotic citizens don't trust their governments. Companies dread to place complete trust in their employees, and investors don't trust the companies they place their money with. In fact, we even hear "I don't trust myself", more often than ever.

We live in times when we are more connected than ever before. We have more ways to engage in society, communes, friends' circles and groups than we have

ever had. Today, technology bridges geographies, relationships, and we connect with more people in a day, than we did in a year just a decade ago. Quite recently, two people only electronically connected through me - one person from my office, and the other, my friend of 20 years from college days - became 'friends' on facebook, without even a social introduction by me. Imagine the implications when such social connections become the order of the day, in the not-so-distant future.

Trust requires that the Trustor (one who trusts) must accept a certain degree of risk or vulnerability, for it involves a voluntary transfer of resources – emotional, physical, financial or material - with no tangible or quantifiable commitment from the Trustee (one who is trusted). Leadership, law, economy, love, relationship, civilizations are all based on this bond of trust. Only when you trust your leader, will you allow yourself to be led. Law functions on the trust of citizenry that justice will prevail, if it is lost, chances are that anarchy will take over. Economy, which results from successful commercial transactions, are based on trust. As anyone will tell you, implicit trust is the foundation of any successful relationship.

However, the most visible and direct impact of trust is seen in businesses. Business *is* trust. And it is only natural - after all, the result of trust erosion in businesses is too painful, real, and immediate; one that threatens organizations with its potential to cause monumental and often irrecoverable harm.

Due to the benefits that connections bring to commerce and transactions, relationship bonds in business have increased several times more than our social connections (and perhaps at the cost of our social relationships). So too has increased the need for trust in transacting businesses. We buy from stores we have never visited, we hire people we have never seen, and we partner with businesses over just a few electronically formed sentences.

The dependency on trust is increasing exponentially with every connection we make, social or business, and the need to have a more robust and scientific way of understanding trust is also becoming imperative.

## Belief in Brands

Over time, the word 'Brand' has acquired a multitude of meanings and usages, and is arguably among the most widely used and abused terms. The meaning seems deceptively clear to everyone – deceptively because almost everyone believes that they understand the term. This Brand Trust™

study notwithstanding, we had begun researching and discussing the meanings of the word 'Brand' with a purpose to decipher it and make it easily understood and interpreted by anyone. Most of what we have come to believe and understand about brands is what helped us shape this study to its current form.

To put simply, the term Brand is the manifestation of an idea that encompasses all its physical and non-physical attributes in one single concept. To elaborate, it is a complex *memetic* system (an 'idea' information packet analogous to a genetic information packet) that is dynamic and evolves even as it engages with the environment resulting in physical, psychological, experiential, transactional, ethical, metaphysical, social and cultural experiences.

Imagine an idea to have a soul – this is the brand (the term idea encompasses the idea itself and everything that generates from the idea). The experience could be tactile, vicarious, or imagined - the sum total of these responses would be encompassed in the concept called brand.

If the brand is the soul, we could question the meaning behind its existence. Conceptually speaking, a brand only exists to create and maintain the primary bond of trust with all those who engage with it. Everything else results from this bond of trust. In businesses (or what could be called transactable ideas) the only reason a brand exists is to build a trust-bond with its stakeholders. Since every action and communication of a business has the potential to directly impact the soul we call brand, every business step must be weighed carefully to understand what result it will produce on its brand.

To consider the meaning more materially, without a brand, the idea (which encompasses everything from just an idea, to a product, service or an entity) may exist, but it remains inanimate and lifeless. Using the same soul analogy, an idea without a brand cannot communicate or engage with others. Most importantly,

## BRAND GYAN

### Intel

Intel Inside is one of those "world's top 100 companies" stories but the name and the logo of the company are a story by themselves.

The technology company, founded in 1968 by Gordon Moore and Robert Noyce, was proposed to be called 'Moore Noyce', whice sounded more like 'more noise'. The idea was quickly abandoned and the founders settled for the more staid N M Electronics, which went on to become Integrated Electronics or Intel for short. But a hotel already had the rights to the name and it had to be bought.

And then the famous 'Intel Inside' logo presented its own challenges: whether the 'e' in Intel should be hanging, the colour of the logo and the use of the circular flourish.

In the early '70s, a Japanese client asked the company to design 12 chips for its calculators. The company didn't have the resources or manpower for the job and decided to put 12 microchips into one chip. It worked. Today there are millions of transistors on a chip as in the Pentium. Think technology, think Intel.

The fact that 480 million Indians use a Godrej product or service everyday is a testimony to the immense trust placed in the brand. The trust has shone through the 113 years of relationship that the brand has shared with its consumers. It is the dignity of this tremendous reach, width, depth and relevance in consumer relationships that fuels the trust in brand Godrej.

Godrej continues to nurture that trust by always delivering on its promises and more than meeting the needs of the ever-progressive and demanding Indian consumer. The vast portfolio of innovative Godrej solutions ranges from consumer products to properties, and from agricultural inputs to aerospace.

While Godrej believes in resonating with the entire eco-system through its belief in Brighter Living, the brand puts consumers at the centre of its existence and considers them most important in building trust. It believes that only through delighting the consumers and flexing the entire organization that it can win.

Trust is a vast emotional territory for a brand with different nuances. For Godrej, there was a real threat to the trust in it becoming just about the reliability and assurance of its products. The brand countered the threat by getting closer to the consumer, and building on the traditional foundation of trust. Trust as a value evolved to being more about empathy which helps the brand deliver powerful and innovative experiences to its consumers, and thus going beyond insights and products alone. Godrej refreshed its brand and strengthened its promise – what is called the essence of Brighter Living. Beyond legal rights, Godrej believes that the copyright of its brand is actually held by the millions of consumers, partners and employees in its ecosystem and is activated every time someone somewhere chooses Godrej.

however, is the fact that no idea can evolve and grow without a soul.

## What is Brand Trust™?

The meaning of this term, which is a combination of two such potent words, cannot be anything but significant. Brand Trust™ can be defined as the 'soul of the primary bond of engagement'. It is this bond, in all its complexity, that we have sought to measure and compare in this Brand Trust™ study.

Over time, the more evident notations of trust (pedigree, size, performance etc.) have changed, and the subtler forces are beginning to exert their influence on Brand Trust™. We built a case for the need to understand what these subtler notations are and how we can use them to create and maintain Brand Trust™.

It took more than two years, with several hundred hours of discussions and debates with communication experts and behavioural scientists, to study the theories and concepts in Brand Trust.™ Early on, we realized that Brand Trust,™ along with other intangibles like happiness, cannot be achieved directly and instead must be derived from its myriad

components, which are often elusive. If we attempt to apply a metric to happiness, probably the only way would be to measure the most common 'components of happiness', and accordingly calculate the happiness index. By the same analogy, Brand Trust™ can only be measured if its components are measured. Once such concepts of the study evolved, they were applied empirically in businesses, helping us create a structured format for the analysis of Brand Trust.™

After the evolution of Brand Trust,™ we researched and collated several hundred components that contributed to Brand Trust.™ After several rounds of debate, we culled this set down to 61 primary components and grouped them into 10 Composite components. These 61 primary Brand Trust™ components are the basis of The Brand Trust Report,™ India Study which is the first in a series to be published annually.

## Developing the Brand Trust Index™

The lack of existing information on Trust, and Brand Trust,™ and the complexity of putting a uniform metric for Brand Trust™ pushed us even further to create a study which would have the rigour of becoming the industry standard. The task was set to create a uniform metric for measuring the primary behavioural response to the Brand.

Once we understood Brand Trust,™ we started to plot the 61 primary components to help us create a metric for it; this also helped us create a universal index for Brand Trust.™ And now that we have been able to measure Brand Trust,™ analysis of brands with regard to trust using this scientific approach becomes easy and, also repeatable.

The questionnaire to understand the Brand Trust™ topography in India was intricately
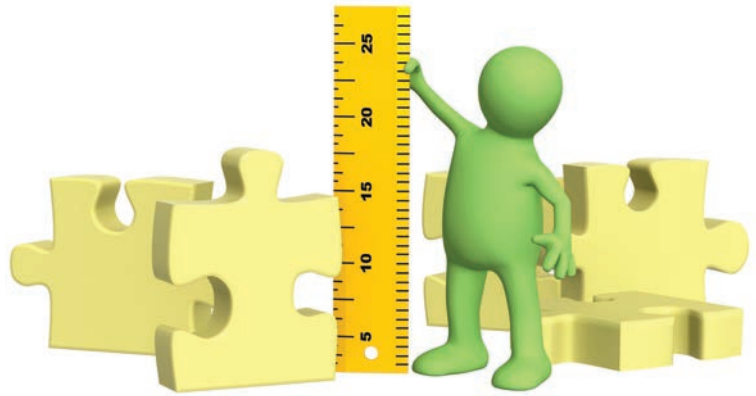
designed, querying over 425 different aspects (of which 391 were directly brand-related), and the study generated a total of nearly 9,75,000 data-points. Naturally, the core basis of the study is our 61 primary components of Brand Trust,™ but it also took into account two other important influences on Brand Trust™ - brand recall and the sum total trust-experience of brands. The brand-related responses were deliberately open-ended to allow the respondent to name any brand that they believed fit the specific question and it generated a mammoth list of 16,000 unique brands. We had to double check many of the names to confirm if they even existed.

The questionnaire was intricate in dealing with the responses to brands. To avoid external influences from creeping in when respondents were naming brands, showcards had to be used. Further, the interviewers were not allowed to assist in any interpretation of the 61 primary components since our pilot studies had showed that responses changed with intonation differences and explanation.

Of the three brand-related influences studied, the first influence was of Brand Recall. This part of the question required each respondent to write down 15 brands that they recalled unassisted, totaling to approximately 34,500 brand name responses.

giving a wide horizon of brands specific to every primary component. Each of the mentioned brands was then rated on a Brand Trust™ suitability score from 1 to 5 ("Not suitable at all" to "Completely suitable"), for the component. This was done to eliminate any bias due to high brand recall alone, and also to give a scale to the brand name. Since our premise was that the primary components helped derive trust, in this part there was no mention of the word 'trust' in any of the questions. This part of the study alone gave us approximately 4,20,000 brand name responses.

The second influence on brands was that of Trust, and, for which we queried respondents at two levels. For each of the 61 primary components, the respondents were asked to name three brands, with each respondent giving a wide horizon of brands specific to

The third influence on brands studied was the Total Trust Experience that helped gain an insight into the overt and the covert factors influencing Brand Trust.™ In this last question each respondent was asked to name five Most Trusted Brands and the reasons why they thought they trusted them. This exercise gave us approximately 11,500 brand names as responses.

The SQC & OR Unit of Indian Statistical Institute was helping us analyze the data statistically and also to create an index. This was done using the two influences on brands according to the study plan, Brand Trust™ suitability, and Total Trust Experience. The index would need to be sensitive to take into account, the invisible aspects of Brand Trust™ (our 61 primary parameters), and also the visible aspects (the respondent's unassisted response on most trusted brands) of trust.

They started with the three most obvious variables arising from the second influence on brands in the study, i.e. the 61 parameters of Brand Trust.™ The three variables, which affect Brand Trust™ within a specific primary component were, the Occurrence – number of times that the brand name occured as a percentage of the set, the Position – whether it was mentioned as the first, second or third choice and finally the Suitability score(in the scale of 1 to 5). It is also felt that the consistency of suitability score of a brand within a parameter should be part of the Index,

hence, the Variation (standard deviation) of suitability score was also taken as a part of the index. This component of Brand Trust™ can be represented as:

$$\sum_{j=1}^{61} \frac{SD_{o,j}}{SD_{i,j}} \times p_{ij} \times o_{ij} \times \overline{X}_{ij}$$

The other direct visible influences (Total Trust Experience) on brands most trusted by the respondent were also considered for the index. The components of this part of the index are: the occurrence, position (in a five point scale)  and, weighted average suitability score.  However, it may be noted here that the first component of index has 3 positional scales and the second one has five, which makes them incomparable. The choice we had was to scale up the first component or scale down the second component. After deliberation, it was decided to scale down the second component index by taking 67% weightage or multiplying it by 0.67.  Hence, this component of trust can be represented as:

$$p_i \times o_i \times \overline{\overline{X}}_i \times 0.67$$

The addition of these gave us the Brand Trust Index™ (BTIi), represented by the following formula:

$$\sum_{j=1}^{61} \frac{SD_{o,j}}{SD_{i,j}} \times p_{ij} \times o_{ij} \times \bar{X}_{ij} + p_i \times o_i \times \bar{\bar{X}}_i \times 0.67$$

Whereas,

$SD_{oj}$ represents all brand standard deviation for the $j^{th}$ primary component,

$SD_{ij}$ represents all $i^{th}$ brand standard deviation for the $j^{th}$ primary component,

$o_{ij}$ represents all $i^{th}$ brand occurrence frequency for the $j^{th}$ primary component,

$p_{ij}$ represents all $i^{th}$ brand average position for the $j^{th}$ primary component,

$\bar{X}_{ij}$ represents the $i^{th}$ brand average suitability for the $j^{th}$ primary component,

$o_i$ represents all $i^{th}$ brand frequency of occurrence in the Most Trusted Brand,

$p_i$ represents all $i^{th}$ brand average position in the Most Trusted Brand,

$\bar{\bar{X}}_i$ represents the $i^{th}$ brand average suitability in the Most Trusted Brand.

## Applying Brand Trust Index™ to Brands

There are several ways of effectively using this template for Brand Trust.™ First among them is to get a better understanding of the trust held in any brand. While most measure a brand in gross terms like market share and brand value, the more important invisible and intangible components of trust are unfortunately lost to measurement. This attempt is to look at Brand Trust™ holistically and have a singular metric for its tangible and intangible components. Some of the ways to use Brand Trust™ and the resultant index are explained below:

**BRAND GYAN**

## Reliance

You can't separate Reliance Industries from Dhirubhai Ambani just as you can't separate the myths from the facts about the man. This much is a fact: that he was the son of a poor school teacher and did not have a college education, that he started out as a clerk in a gas station in Aden (now Yemen) at age 16 and returned to India to set up a business in Mumbai to export spices and fabrics to Aden.

He started out with a capital of INR 15,000 and rented table space in a shared office in Bombay (now Mumbai) for two hours a day. He then moved to textiles and set up a mill near Ahmedabad. He founded Reliance Industries in 1966.

'Only Vimal' was perhaps the best known advertising slogans of the '80s, with the textile known for quality and affordability. The Ambani cachet was to set up factories with the most modern, efficient and cost-saving machinery.

And so the Reliance steam-roller went from textiles to petrochemicals, to oil exploration, to power and a host of other industries.

## S. Gopalakrishnan - CEO, Infosys "On Trust"

The trust in the Infosys brand stems from our belief in conducting ourselves in a manner that will earn the respect of all our stakeholders. At Infosys, we understand that to garner trust for our brand, we must deliver immense value to all our constituents – our clients, employees, investors and the societies we operate in. Also, Infosys believes in clearly communicating its commitment and quality to its customers and employees.

The internal and external reputation of any organization plays a significant role in building trust for it, and therefore all our stakeholders are equally important in the context of our brand. The management of our company is passionate about creating a global brand - so passionate that we monitor the status of our brand's health every quarter. We have a focused and consistent branding program guided by our Global Head of branding for this purpose.

We have always been a pioneer in setting transparency, fairness and corporate governance standards, and stay committed to stand by these objectives at all times to all our key stakeholders.

In 2009, after the Satyam debacle, the entire Indian IT industry went through a test of faith, and we felt the need to act proactively. We kept to our commitment of transparency and made a voluntary declaration of all of Infosys bank accounts along with the amount of money held in them.

The company also issued statements to employees, customers and stakeholders clearly articulating the company's corporate governance practices. It is our firm belief that every individual who is a part of Infosys contributes to our brand and therefore owns the Infosys brand and the proactive approach taken by us helped reiterate the faith that stakeholders placed in our brand.

1. **Knowing what aspects to communicate, what aspects to act on:** An evolved understanding of Brand Trust™ will be useful to find the deficient and proficient primary components of the brand, and thereby address them directly. For an immediate positive impact on the brand, the proficient primary components should be *communicated* better, and the deficient primary components should be *acted upon* to make them better.

2. **Knowing your stakeholder's mindset:** Most brand custodians believe that they have understood all aspects of the brand, which they consider to be stable and fixed, whereas the stakeholders constantly engage with the brand, and see it in a dynamic, ever-changing fashion. The stakeholders' rating of the brand on primary components will help the custodians 'listen' to them and respond accordingly to meet the expectations.

3. **Benchmarking:** The Brand Trust Index™ is a benchmarking tool that allows us to see the best practices in the industry and outside it, to help overcome 'paradigm blindness', and to learn from peers and other industries as well.

# 02 BTR™ – A Study of the Indian Influencers' Minds

Identifying the Indian Influencer

The Influencer's Profile

What the Respondents Read and See

Rigour of Fieldwork

# BTR™- A Study of the Indian Influencers' Minds

**Identifying the Indian Influencer**

For this study, we chose 'influencers' to be our respondents (the 10% who impact the other 90%). The criteria for qualifying as an 'influencer' had to be chosen carefully such that the respondents would primarily understand the nuances of brands and also have the ability to influence others with their impressions. In our study, the respondent had to be from SEC A or B, necessarily working in a large organization (eliminating organizations like BPOs which could have skewed the respondent base) and had to be among the higher salary bracket in their age group. Since every Indian speaks and understands at least one regional language, we added the criteria that the respondents must be English speaking so that they understood the communication of brands in more than one language, and were able to interpret the meanings of the 61 parameters of Brand Trust™ without dilution.

The stringent criteria set for the respondents ensured that those we targeted not only had

a strong influence on the brands because of their actions, but also had the organizational and social status to influence others, due to their strong opinion of brands.

The respondent profile was defined as follows:

- Salaried Individuals (businessmen/ businesswomen excluded)
- Male / Female
- Age Group – 18 to 50 years (must have completed 18 years and not exceeded 50 years)
- SEC – A / B
- Must not be less than a monthly personal income of INR 15,000/ (USD 333)- (i.e. more than INR 1,80,000/- (USD 4000) per annum)
- Must be employed in an organization having more than 200 employees across branches (across India) **OR** must be employed in an organization having more than INR 50 crores (USD 11mn) turnover

## Respondents - Across Cities



*The Brand Trust Report, India Study, 2011*
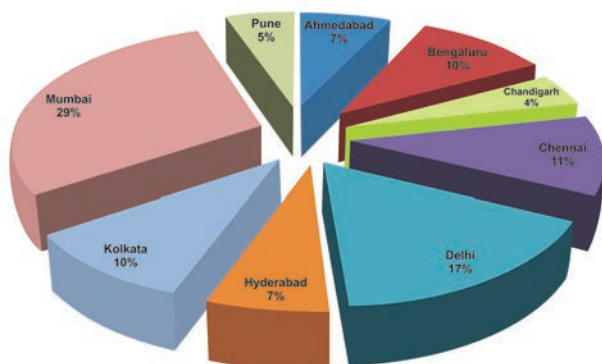
*The respondents across 9 cities were divided by gender, age and cities as per 2010 population estimation*

- Must not be employed with any local courier company, public relations, market research, advertising agency, BPO or KPO.
- Not more than 15 interviews were to be conducted in an organization.

Though identifying such respondents was not difficult, to make them spare over an hour for our interview was more challenging than we had anticipated. To balance between making the questionnaire crisp, clear and respondent friendly, and making it detailed enough to make this study valuable and unprecedented was truly a Herculean task.

The act of fixing interviews itself was a marathon exercise which involved multiple calls for appointments, several postponements of confirmed appointments, and abrupt mid-interview endings. Instead of ensuring that each interviewer was pushed to do the maximum interviews per day, our aim was quite the opposite, limiting them to do only 2 interviews per day to ensure quality. Maintaining a fieldwork team for the project that spanned over 75 days was a tall order for each city's leader, to put it mildly. And of course, voluntary and forced departures of interviewers

due to the high degree of difficulty remained a tough challenge throughout.

## The Influencer's Profile

The profile was decided such that the respondent would be someone who understood brands, probably discussing them regularly with friends, peers and colleagues. With these criteria it was expected that the target profile would be knowledgably influenced by the brands, and in turn would also exert a subtle influence on them.

To get a statistically valid geographic spread, we chose 9 major cities to conduct the interviews with 2310 respondents. The respondent categories were divided by gender, age and city as per census data.

The profile of the respondent was mapped by the size of the company (which had a minimum turnover or employees

## Respondent as an Influencer Work Profile



*The Brand Trust Report, India Study, 2011*
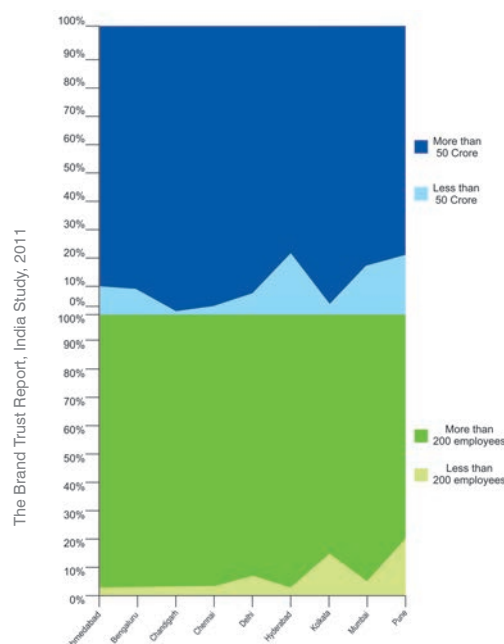
*The respondents profile across cities was mapped to the influencers' profile by the type of company and monthly salary criteria*

## Anand Mahindra - Vice-Chairman & MD, M&M "On Trust"

There is no great secret behind Mahindra becoming a highly trusted brand. Ever since the group was founded in 1945, the brand has lived up to the values and ideals that defined the company then. Its founders strongly believed that businesses must drive positive change for customers and the communities in which they operate. The current leaders at the helm continue to believe in this simple tenet, and every Mahindra business strives to become a part of the community.
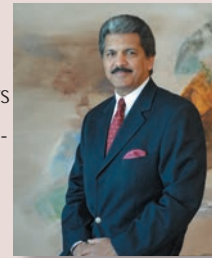
Mahindra considers its employees as most important in building trust for its brand. Perceptions about a brand are built through signals sent out by two sources – products/services, and employees (including leadership). While superior products/services are necessary and always good to have, the true source of brand differentiation will always be the employees. Brand Mahindra believes that products quickly become commoditized whereas a unique culture with empowered employees who constantly deliver value to stakeholders is extremely difficult to emulate or beat.

As a business grows - organically and/or inorganically - it often becomes difficult to maintain a consistent level of performance on the parameters on which the brand is built. This could have mutated into a threat to the trust in brand Mahindra, but the company had a set of clearly defined values and good leaders who could "walk the talk". Hence, it became easier to manage high business growth while ensuring adherence to the values.

In the late 90's, Mahindra went through an exercise to identify, define and articulate a set of values that specify how it conducts the business. It is important to note that these values have always been with the company, ever since the Group was founded in 1945. Today, these values have permeated every part of the Group and have proven to be an invaluable set of guiding principles in helping brand Mahindra remain true to its core. The company has no doubt whatsoever that brand Mahindra is co-owned by its employees and all external stakeholders. Mahindra believes that in this age of the internet and social media, major decisions on the brand are often a result of crowd sourcing, wherein external stakeholders contribute major insights. Internal employee buy-in is also seen as a very crucial factor in brand decisions.

## Respondents as per SEC - Across Cities



The Brand Trust Report, India Study, 2011
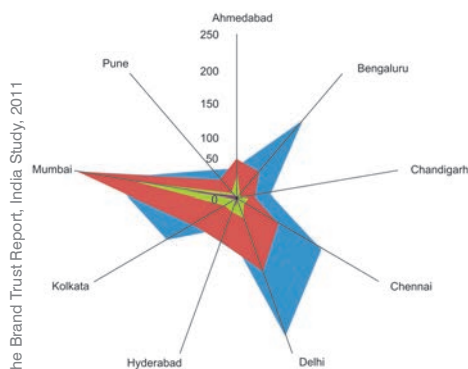
number criteria), SEC classification, and monthly salary criteria.

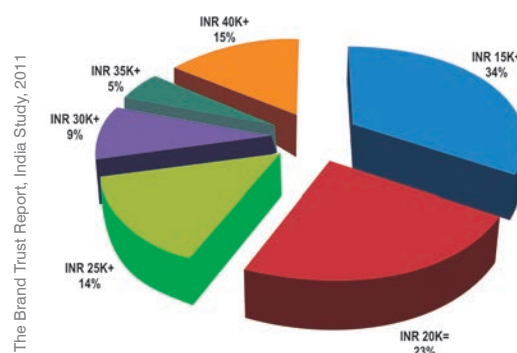The employee size of the companies that the respondents worked in were chosen carefully and only a small percent fell below the acceptable cut-off of 200 employees. *In some cities like Hyderabad, there was a challenge of finding A1 category, and the quota had to be completed with A2 and B1*

Also, the alternative criteria of turnover representing company size, the cut-off of INR 50 Crores (USD 11mn) was adhered to. The SEC classification of the respondents chosen was such that the maximum number and efforts were made equally across cities to get a standard ratio of respondents from SEC A and B, though this was not always possible. In some cities like Hyderabad, however, there was a challenge of finding A1 categories and the quota had to be completed with A2 and B1. If the ease of finding respondents for this study is any indication of the city's affluence then the SEC categories found most in each of the cities were as follows: Mumbai – A2, Pune A1, Ahmedabad – A2, Chandigarh – A1, Chennai – A1, Delhi – A1 (by far), Kolkata - A1, and Hyderabad - A2.

A closer look at income profiles reveals that the maximum number of respondents in the highest bracket of INR 40,000 (USD 889)

### Monthly Income of Respondents All India



The Brand Trust Report, India Study, 2011

INR 40K+ 15%
INR 35K+ 5%
INR 30K+ 9%
INR 25K+ 14%
INR 15K+ 34%
INR 20K= 23%

*29% of the respondents were in INR 30,000+ (USD 667) monthly salary bracket*

monthly salary were from Chennai, followed by Kolkata and Bangalore. Also, in the INR 15,000 (USD 333) to INR 25,000 (USD 556) monthly income levels (the lowest in the cut-off) were from Pune, followed by Ahmedabad and Chandigarh. Chennai respondents' profiles look pinched from both ends of the salary spectrum.

## BRAND GYAN

## Adidas

A shoe is a shoe is a shoe. How much value can you add to it? A lot more and then some, Adidas has proved.

In 1920, 20-year-old Adolf Dassler made his first canvas running shoe. He was joined by his brother Rudi in 1924 and their factory, the Dassler Brothers Shoe Factory in Herzogenaurach, Germany, created the first soccer and track shoes with studs and spikes. There was no stopping the brothers from then. Dassler shoes debuted at the 1928 Amsterdam Olympics and have been seen in every Olympic Games since then.

The brothers Adi and Rudi Dassler's, Dassler Brothers Shoe Factory aimed to create the best shoe for each sport. Their shoe company was a pioneer in partnering with athletes for promotion and feedback.

After World War II, the bitter differences between the brothers were too wide to be bridged and they went their separate ways, with Adi forming Adidas and Rudi going on to set up Puma.

The name Adidas derives from the name of the founder of the company Adolf (Adi for short) Dassler.

The company's famous three-stripe brand was bought from the Finnish sport company Karhu Sports and was introduced in 1949. Then came diversification with Adidas entering the bags business in 1952 and apparels in the 1960s. Its own soccer ball came into the market in 1963. Adidas shot to further fame when the high jumper Dick Fosbury won the gold in the 1968 Mexico Olympics with the famous 'Fosbury Flop' technique – and wearing Adidas shoes.

More sport accolade was to come the company's way when Mohammed Ali beat Joe Frazier in 'The fight of the century' in 1971 – wearing Adidas shoes.

Adi Dassler died in 1978 and his son Horst and Horst's wife, Kathe, inherited the company.

## Monthly Income of Respondents – Across Cities
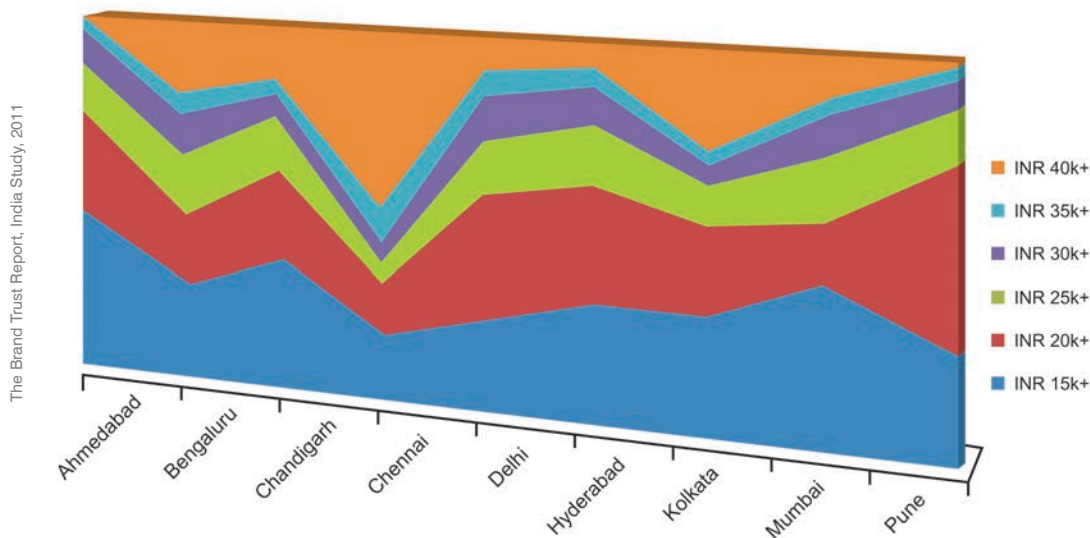


*The highest number of respondents with INR 40,000+ (USD 889) monthly salary was from Chennai*

Further, a post-facto analysis of the income profiles of the respondents showed that over 29% of the respondents were above the INR 30,000 (USD 667) monthly salary bracket, and therefore would not only influence decisions, but also make a strong contribution to purchases directly.

### What the Respondents Read and See

When Dr. Seuss said, "The more that you read, the more things you will know", he may or may not have been talking about the media. But surely enough, it applies to this type of reading as well. To gauge the respondents better, we asked them two questions about their media habits. These questions, asking the respondent about media viewed/ read most regularly (what we hereon call Preferred Source), and, media found to be most informative (which we measure in terms of Information Value), generated 3 each responses from every individual and we got a total of 6930 media names from these responses.

The respondents' choice of source of information has The Times of India leading

by three times a higher score than Hindustan Times which has the second highest Preferred Source Score from among all respondents across 9 cities. Aaj Tak, the Hindi news channel comes third (and is first among TV channels) as the Preferred Source.

## Most Preferred Media Sources - All India



*The Times of India leads as respondents' choice of source by three times that of the second, Hindustan Times*

## "Ravi Venkatesan - Chairman, Microsoft India "On Trust"

Microsoft's reason for existence, its mission, is to enable people and businesses throughout the world to realize their full potential. For Microsoft, the one value most essential to achieve our mission is openness – being open with ideas, thoughts and in receiving input. This value is at the core 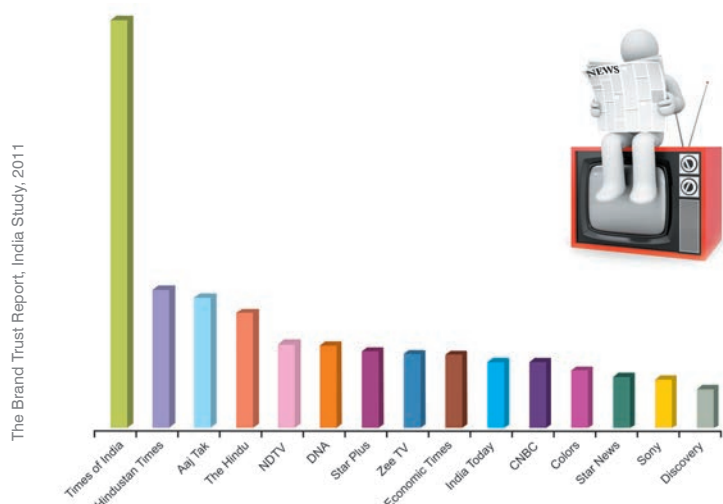of all our interactions – demonstrative of our high respect for teams, partners, industry, workgroups, and most of all, our customers.

When you add to this Microsoft's other core values of integrity and honesty, it expresses the accountability of our brand's commitments to all our stakeholders. Our passion for customers, partners and technology, a willingness to take on big challenges, and analyzing ourselves critically, we believe, makes all the difference.

The fact is that we can succeed only if people want to do business with us. Microsoft understands and values this. Our customers' belief on Microsoft's high standards of reliability, quality and security, and the respect that partners hold for our business practices, is the basis of our relationships. Customers share their personal information with us in the confidence that it will be protected.

We strive to be an industry leader shaping and implementing policies and practices that focus on productivity, security, reliability, privacy and, transparent and ethical business standards. These factors, vital for our success, give our stakeholders the faith that Microsoft will do the right thing for its customers, its business partners and the communities in which it operates.

A deeply held value of Microsoft, and the commitment of our 90,000 employees, is to make a difference in the world through innovative technology and fair business practices.

## Most Informative Media - All India



The Brand Trust Report, India Study, 2011

Times of India, Aaj Tak, NDTV, Discovery, Hindustan Times, CNBC, Star News, India Today, DNA, The Hindu, Economic Times, Zee news, TV 9, ETV, BBC
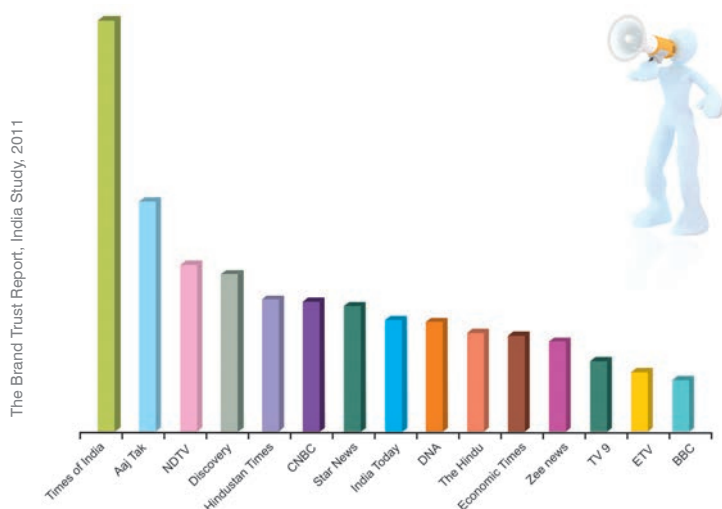
*The Times of India leads as the most informative source across all mediums, whereas NDTV and Discovery acquire third and fourth positions*

A comparison of the 25 most-read print and 25 most-watched TV media shows that the Preferred Source score of print is 38% higher than TV, laying to rest apprehensions, if any, about reader base erosion.

The responses to the most informative media are graphically represented here. In this list too, The Times of India has the highest Information Value. However, Aaj Tak takes the second place and Hindustan Times moves to the fifth place in the Most Informative media list. NDTV and Discovery take third and fourth positions across India.

| Info-Punch Power | |
|---|---|
| BBC | 321% |
| Discovery | 319% |
| Star News | 192% |
| TV 9 | 167% |
| NDTV | 156% |
| CNBC | 154% |
| ETV | 148% |
| Aaj Tak | 139% |
| India Today | 133% |
| DNA | 104% |
| Economic Times | 103% |
| Hindustan Times | 75% |
| Times of India | 73% |
| The Hindu | 68% |
| Zee News | 63% |

Other disparities in the most informative media list become evident too. The Info-Punch Power chart shown here demonstrates the Informative Value to Preferred Source percent, a representation of the information power of that media. BBC and Discovery are superstars in that they fight far above their weight category delivering over 300% Info-Punch. Star News, TV9, NDTV, CNBC, ETV, Aaj Tak and India Today also seem to pack in more than the just numbers would reveal. However, the last four of this list in reverse order, Zee News, The Hindu, Times of India and Hindustan Times lack effectiveness in the information punch. It must be said here that despite The Times of India having a lower 'Info-Punch Power', it is still considered to be the Most Informative media across geographies by far.

## Rigour of Fieldwork

Having spent substantial time and effort to understand Brand Trust™ scientifically, it followed that its measurement be also conducted with matching rigour. We were clear that Brand Trust™ had to be derived from the uninfluenced response of the respondents to our 61 stimuli for Brand Trust™. Pilot studies showed that once the respondents were asked to narrowly micro-focus on a primary component, the respondents' associative memory fatigued after some time, and they were unable to bring all known brands into their active-memory. Our pilot studies also revealed that getting the respondent engaged in the process (for instance by having them to write the names of the brands themselves) improved recall of other brands. These changes were incorporated and the brand-recall question was moved up to the beginning of the questionnaire to prime the respondent's memory upfront; with each respondent having to write down (in their own handwriting) 15 brands that first came to their mind in an independent brand sheet.

In our pilot studies, it was also observed that the respondents initially did think hard to associate a brand to each of the primary component statements. However, as they moved down the list, typically after the 40th statement, their mind tired. To avoid any such bias in the latter part of the questionnaire, we adhered to statement rotation across respondents, giving an opportunity for every statement to being seen first and hence fatigue factor, if any, being uniformly distributed across statements.

Contrary to the value that experience adds in other professions, experienced interviewers in primary research are generally assumed to be using shortcuts and deviating from the stated methodology rigour. To tackle such issues, it was decided to engage freshers or interviewers with a little or no market research fieldwork experience. While finding interviewers of this type was not difficult, the motivation needed to keep them focused, and the training needed to ensure that these fieldwork freshers kept to the line was very high. We found, of course, that only a low percentage of interviewers were interested in a long term project that had the tedium of identifying respondents, fixing appointments, and conducting the long questionnaire. Further, there were no 'incentives' given to the respondents for sharing

their time and knowledge, and the lack of a quid-pro-quo increased the degree-of-difficulty of the study as well.

Though responding to the questionnaire seems simple on the surface, the primary components of Brand Trust™ are intangible behavioural attributes and not very easy to respond to. For example, one attribute among the 61 that the respondents had to give three brand responses to, was "The brand is caring". A reasonably easy concept to understand, but, if the reader attempts to give three relevant brand names in response to this stimulus, the difficulty will become evident. With three brands' names for each of the 61 primary components, 183 brand responses from each interviewee, just this part of the questionnaire in each interview took over an hour, with some going over 2 hours too. The total interviewing hours crossed 10,000.

To be fair to the respondents, all were informed *a priori* about expected interview time, so naturally getting them to acquiesce to the interview took considerable convincing. Since the queries placed a considerable strain on the mind of the respondent, fatigue was encountered even in the most enthusiastic respondents. After naming three brands for each statement of Brand

Trust™, the question was inversed and the respondent was asked a corresponding question on suitability of the brand named to the statement. This forced the respondent to focus back to the question, and also gave us a brand suitability rating, a depth indicator, for each primary component.

The degree of difficulty in imparting the questionnaire compounded as the interviewers were not allowed to state the primary attributes, and instead had to switch over to showcards for getting responses on the 61 primary components. Moreover, the interviewer was not allowed to explain the showcard or even read out the statement, so that differences in style, intonation, voice pitch and pronunciation would not impact the response.

To ensure respondent authenticity, the person giving the response was asked to sign in two places in the questionnaire and also give a visiting card or any other identity proof. Any questionnaire without any one of the above two was cancelled without further ado. The demands on the interviewers were so ridiculously high that three teams hired in different cities quit en masse within a week of starting the interviews. 100% telephonic back-checks were to be done since it was impossible for respondents to remember the exact brand names given, the questionnaire had some dummy questions which would help assess the authenticity in verifying their authentic. Five different questions asking for three names each of respondent's favorites in cities, movies, destinations, sports players and food dishes helped ascertain the veracity of the respondents' taking the questionnaire. Other back-check criteria included minimum time of interview (which had to be more than one hour each). Questionnaires were cancelled with a very low tolerance for any error.

To maintain better consistency, we insisted on a single team leader in each city who controlled other interviewers. When checking for errors, interviewers with more than 5% cancelled questionnaires were changed immediately, and if the teams had a collective cancellation of more than 5%, complete teams were changed. Mid-way, we were forced to change two teams. The direct consequence of changing a team is the need to replace it. Equally daunting were the associated problems of material exchange logistics (which had to pass through Mumbai each time to maintain complete project confidentiality).

The total sample base collected was of 2310 respondents. To reduce non-sampling bias, we eliminated questionnaires of respondents who gave more than 25% responses as the brand of the company they worked for. This eliminated 93 responses bringing the total valid respondents down to 2217, but made our data much more robust.

A study of this volume, rigour and depth can only be successful with the right partners, and we chose each of our partners with great diligence and care. The research partners we chose were unconventional, with the only condition being that they should be extraordinary in the service they were hired for. Our research fieldwork partner, e-nxt, steadfastly followed the rigour. (In the interests of full disclosure we would like to state that e-nxt is a Tata Group Enterprise, who had no awareness of the Brand Trust Index calculation formula, or the way we planned to use the data of this study). To ensure quality with fieldwork, we closely monitored e-nxt through a second agency, Brix Market Research, which was our supervising and coordinating agency. Brix personnel travelled to all 9 cities for training interviewers conducting random checks at interview spots (as all interviews were logged on the previous day) and to observe the quality of interviews.

To the interviewer's satisfaction, many a times, respondents stated that they 'had never ever looked at a brand through so many dimensions'. To some it was an exercise to check their knowledge on brands, while for others it was a test of patience.

## BRAND GYAN

### Sony

It is futile to even pretend to tell the Sony story, which truly is an epic tale. All we can offer is nuggets from its history.
Just look at the innovation. The company which began by putting together a tape recorder with tapes made from paper with hand-printed magnetic material went on make the world's first pocket transistor radio, a new cathode ray colour television tube which transformed colour television, the Walkman, the camcorder and the digital still camera.
It takes a combination of genius and gumption to start a company like Sony in a garage in bleak, post-war bombed out Tokyo. Masaru Ibuka and Akio Morita, Sony's founders, were visionaries in different fields. Ibuka could think of products that people would buy and Morita understood how to take it to the people.
When a then well-known company, Bulova, offered to buy 100,000 radios from Sony and sell them under the Bulova name, Morita refused. His reply: "Fifty years from now I promise you our name will be just as famous as your company name today." A boast that turned out to be a famous understatement.

# 03 Understanding Brand Trust™ Through Composites

The Composites that make Brand Trust™

The Three Foundations of Brand Trust™

- **Foundation I - Building Capacity to Trust**

- **Foundation II - Creating Perception of Positive Interest**

- **Foundation III - Showcasing Competence**

# Understanding Brand Trust™ through Composites

## The Composites that make Brand Trust™

Trust, in its most basic form, is the quality of anything being considered trustworthy or believable. This environment of trust is the essential foundation for any progressive transaction to take place, and it is the primary bond on which every other positive response is built.

There have been various theories of Brand Trust, but none which is comprehensive. In our research, we approached Brand Trust™ from the viewpoints of the Trustor (the one who trusts), Trustee (the one who is being trusted) and the Environment. All three are quintessential to build a strong edifice of Brand Trust.™

Brand Trust™ is built on three levels of foundation. The first level of foundation is to create the 'Capacity to Trust' in the Trustor, by making the environment conducive for assuming a degree of vulnerability in the relationship.



The second foundation is to build a 'Perception of Positive Intention', in which the intent of the Trustee must be perceived as beneficial to the relationship. The third and final foundation of building trust is to showcase that the Trustee has 'Relevant Competence' for the trust assigned.

These three foundations of Brand Trust™ are made up of 10 Composites grouped from 61 primary attributes of Brand Trust™. Here, we discuss these three stepping stones to Brand Trust™ in their sequential order.

## "Dr. Wilfried Albur - MD & CEO, Mercedes-Benz India "On Trust"

Mercedes-Benz, the inventors of the automobile have been at the forefront of automotive development globally for the last 115 years, earning immense trust amongst automobile aficionados of the world. Mercedes has pioneered many major landmarks in vehicle safety, technology and driving dynamics and this has been possible by retaining the fascination for our brand through best in class design, technology and value offerings. The Mercedes-Benz brand promise reflects "best or nothing" reinforced by the exciting products offered and the highest standards of ownership experience for its customers.

Our employees, customers and our network are critical factors in our brand's success. The enthusiasm of our highly skilled employees makes Mercedes-Benz one of the most revered brands in the world. The aspiration quotient of Mercedes-Benz is judged by the passion of our customers for brand Mercedes. Our dealerships go far beyond car-ownership alone and offer a rich experience to car aficionados, technology fans and fashion enthusiasts alike. The Mercedes-Benz dealerships are designed for an experiential and interactive world that immerses visitors in the passion, heritage, values and innovation of our brand. The media, the unbiased and credible source of information to the world, acts as the window of information on our brand and hence also has a pivotal role in establishing the trust and faith on the brand.

With 22 launches in 2010, Mercedes continued the product excitement through the year bringing the latest and best products in the least possible time through our network present in 26 Indian cities with 55 touch points.

Mercedes makes a consumer connect through two platforms – sports and lifestyle. The Mercedes Trophy Golf celebrated a decade of golfing excellence this year. Fashion, the other engagement pillar for Mercedes-Benz conducts fashion weeks in Berlin, Miami and New York regularly. In India, the "Fascination Line" Inspired by Mercedes-Benz, has been launched by Manish Arora, one of India's leading designers. The holistic brand engagement of Mercedes-Benz and the world class experience which it brings to its customers has earned the three-pointed star their confidence and trust.

### Foundation I: Building Capacity to Trust:

The first step towards building trust is to sensitize the Trustor and help create an environment which is conducive for trusting. All other trust related reinforcements notwithstanding, a person would be amenable to trust if they perceived the transaction environment to have three essential Composites.
(i) The ambience must be **Non-Threatening**
(ii) There must be a showcase of **Shared Interests** between Trustor and Trustee, and

(iii) There must be visible **Empathy** that the Trustor must see in the Trustee's attitude and behaviour.

A detailed analysis of the Composites which form the core part of the first foundation and make the environment trust-ready are given herewith:

### Non-Threatening Ambience

This is a very important condition for Brand Trust™ to develop. Any environment, which

## NON-THREATENING AMBIENCE



## SHARED INTERESTS

has a hint of competition, manipulation, intimidation or coercion, is immediately seen as a source of threat (gross or subtle) by the Trustor, eliminating this basic requirement for trust. Unless the ambience is seen as being beneficial by the Trustor, building trust becomes impossible.

Perceived vulnerabilities in any situation lead to awareness of threat, and in turn, result in a response of pressure or fear. Contrary to what we understand, vulnerabilities are mostly never overt or visible. Rifts in beliefs, opinions, morals, values, stereotypes, even expectations, and innate cultural differences lead to an increased threat perception.

In the case of Brand Trust, **Non-Threatening Ambience** can be reinforced by displaying *cultural neutrality*, *absence of bias* and, an overall *concern for safety*. One of the important aspects for a brand to create a trust-conducive environment also depends on the *ease of approachability* to the brand. Also, if the brand helps in creating a *comforting atmosphere* for engagement with its audience, and demonstrates a *high awareness of stakeholder's perceptions*, it will have a high index for this Composite of **Non-Threatening Ambience**.

### Shared Interests
**Shared Interests** are symbolic of common

cultural and *social backgrounds* and therefore lead to an expectation of better mutual understanding. **Shared Interests** also helps in higher transactional predictability, eventually leading to a better Brand Trust™ environment. Liking similar things, in a manner, implies similarity of thought processes and also shows a long-term compatibility of the individuals. The **Shared Interests** Composite also showcases a *congruence of values, beliefs and thoughts.*

For example, people who like football are more likely to trust others who also like the game, even if there was nothing else the two hold in common; as also will there be a higher degree of trust among readers who enjoy books of the same author. When the **Shared Interests** extend from the casual into areas of professional, academic and social overlaps, Brand Trust™ gets reinforced even more. Among the not-so-visible aspects of developing **Shared Interests** is also the *initiative* shown by the brand as well.

### Display of Empathy
To create a trust-conducive environment, the **Display of Empathy** is even more important than the earlier two Composites discussed. Empathy is a complex sequence, which shows and reinforces an emotional connect between target and the brand. Colloquially speaking, it is the ability of the
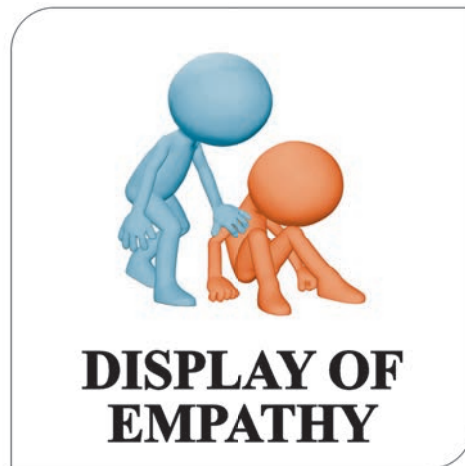
brand to step outside of itself and see the world through the eyes of its audience. The advantage of this ability is that it allows the brand to quickly perceive new opportunities with the audiences. Empathy also gives the ability to take risks on unexplored fronts with greater confidence, and develops a 'gut-feel' for the right decisions.

Important aspects that help in creating and showcasing brand empathy are care, listening and *emotional sensitivity*. But apart from the obvious aspects, Empathy comprises *showcasing compassion*. The most significant aspect of Empathy, however, is in the brand's ability to relate to and *understand the audience.*

## Foundation II: Creating Perception of Positive Intent:

Not only is it necessary for the Trustee (the brand in this case) to have the right intent behind its actions, but this intent must also be openly displayed for Brand Trust™ to take root. This important second foundation of Brand Trust™ needs to be established firmly and reinforced frequently, since the brand's audiences are constantly reassessing and recalibrating their *'intent-o-meter'*, as it were.

If a strong and deep-rooted perception of the positive intent exists, it can, though

temporarily, cover for the lack of the other two levels of foundation of Brand Trust.™

There are three important Composites for building perception of the brand's positive intent. These are (i) **Display of Sincerity**, (ii) **Corporate Altruism** and (iii) **Enthusiasm.**

### Display of Sincerity

Though the term sincerity has many interpretations in normal usage, it has a stricter application when it comes to Brand Trust™.
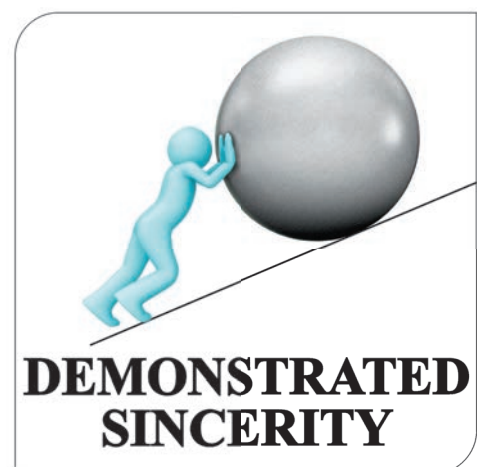


**Display of Sincerity** for a brand has both social and personal implications, and consequently, 'outer' and 'inner' manifestations. A brand which displays inner sincerity shows *high ethical and moral values*, *self-regulated governance*, and *integrity*. Brands which display outer sincerity do so by showcasing the *highest degree of transparency* and by *commanding genuine respect* from their audiences.

### Corporate Altruism

Social responsibility is handled by some brands as charity, by some as brand building exercises, but everyone understands its direct benefits without a doubt. **Corporate Altruism** gets demonstrated when the brand acts beyond its own narrow

## R.S Sodhi - MD, Amul "On Trust"

The trust that consumers have in brand Amul is based on their faith that Amul will consistently provide the highest quality products at the most reasonable price. Our brand's stature is based on the warm and pleasant experiences that millions of our customers have had with brand Amul. Since 1956, several generations of Indian consumers have grown up with the brand and Amul has been an integral part of their daily lives. The value proposition of brand Amul goes beyond mere functional and emotional benefits and our customers love to express themselves through the brand.

Awareness about the organizational dimension of brand Amul; its role in unleashing socio-economic revolution in rural India; its perceived contribution to nation-building; has also served to enhance our brand image among consumers. Many consumers are aware that this brand is owned by 3 million milk producers in Gujarat. Through a series of consumer-centric and innovative brand extensions, brand Amul has acquired a high sense of energy and momentum. This has given our brand an image of modernity, youth, vigor, energy, dynamism and has helped to connect with and remain relevant to the younger generation of consumers.

Amul has an offering for every phase of human lifecycle, from infants to senior citizens, and this has kept us relevant with consumers across age-groups and through their entire life-spans.

While a brand essentially lives in the minds of consumers, holistic brand building and brand management efforts require high involvement and sense of shared ownership of all relevant stakeholders. This includes the farmers who own Amul, employees who contribute their professional expertise and media which is responsible for correct information dissemination. Most of all is the involvement of our loyal consumers who display their high sense of ownership for brand Amul.

An iconic brand like Amul continues to retain dominant leadership position since the last 55 years because it stays alive in the minds of our consumers and has a loyal consumer base. The 1.2 billion Indians have a direct sense of ownership towards Amul - the Taste of India.

**CORPORATE ALTRUISM**

interest-areas, and works for a larger, socially beneficial cause. In the context of Brand Trust™, **Corporate Altruism** is a very important Composite that organically builds a high trust-quotient for the Trustee. Yet, **Corporate Altruism** has a significant time lag from its action to its result, and therefore requires patience for results to show. Brands must engage socially without looking for swift results that they are so accustomed to. When the brand engages in

*selfless action*, *showcases compassion* and a *generous attitude*, and is *socially conscious and active*, it gains a part of Brand Trust™ that is highly resistant to erosion. An often neglected but crucial aspect of Corporate Altruism is also the brand's universal *association with teaching and guiding*.

### Enthusiasm

The third important Composite of Brand Trust™ is displayed **Enthusiasm**. While many appreciate the value of an enthusiastic response, few know it to be an important constituent of Brand Trust™. There is a direct correlation between the success of a transaction and



**enthusiasm**, probably because **enthusiasm** is an indication of greater mutual interest in the outcome. Since **enthusiasm** implies a greater involvement of the Trustee, leading to a commensurate increase in the chances of success, it holds an important position in building Brand Trust™. Displayed **Enthusiasm** also demonstrates the Trustee's *self-assurance* and shows a greater degree of Trustee confidence in a positive outcome. The Composite of **Enthusiasm** reaches out far beyond our casual understanding and is best felt when the brand relationship is charged with *vibrancy*. However, a higher degree of *outcome motivation* and a *proactive approach* add to a stronger Brand Trust™ bond as well.

### Foundation III: Showcasing Competence:

The third level of foundation of Brand Trust™, Competence, appeals to the rational side of the brain. Brand Trust™ is unidimensional, and is best reflected when it is demonstrated. For instance, while you may trust the competence of your boss in giving you a career direction, you may not trust the boss to cook you a dinner (or vice-versa in some cases). Therefore when it comes to **Showcasing**

**Competence**, all aspects must be measured on the barometer of relevance.

Competence is perceived through physical, transactional and social factors. The Outward Appearance accounts for much more than the first impression, and is a combination of all the physical engagements of the Brand. Perception of Competence, a transactional factor of Brand Trust™, is a measure of the ingredients that are necessary for the best outcome in the Trustee's perception. The Social factors of Commanding Respect and Authority are equally important in showing competence, as these aspects are reflective of history and hierarchy.

The founding base of **Showcasing Competence** rests on the Composites of (i) Outward Appearance, (ii) Perceived Competence, (iii) Commanding Respect and, (iv) Authority.

**Outward Appearance**
Beauty is not just skin deep as this Composite would suggest, but a lot of Brand Trust™ is dependent on the 'packaging'. We often tend to predict the contents based on the **Outward Appearance**, and hence this becomes an important determinant in the Trustor's perception.

The **Outward Appearance** is also symbolic of achievement, success, and good

**OUTWARD APPEARANCE**

content. However, **Outward Appearance** is more than just aesthetic appeal, and it is important for the brand to 'look the part' (of being relevant). For instance, a security brand would need to have a strong and tough external persona in order to 'look the part'.

*Physical appearance, expression, functional fit, conformation to standards, consistent performance,* and *honours and titles* help give a trustworthy outward appearance to the Trustee.

**Perceived Competence**

**PERCEIVED COMPETENCE**

Competence and perception of Competence are completely different from each other. While the former is the ability to execute successful outcomes, the latter is only a perception or judgment based on physical and non-physical cues.

**Perception of Competence** directly results from several physical and non-physical aspects. The physical aspects of this important Composite are *expertise* and *experience* (both of which are very different aspects), and *credentials* (a proven history of competence). The non-physical aspects of this Composite includes the brand's *sincerity*, and the much-discussed aspect of *knowledge*.

**Commanding Respect**

**Commanding Respect** is the trait of a leader and it is not easy to decipher how or why one accomplishes it. However, in the Brand Trust™ context, this Composite takes into



consideration several tangible aspects like *accountability, high skill, leadership, values* and *personality* of the brand.

To command respect, a brand must not only be successful in its field, but it also needs to have *strength of personality* as well. Having a *significant following* and holding sway over its following add to its Brand Trust.™

**Accepting Responsibility**

This Composite of Brand Trust™ is clubbed under Showcasing Competence, the third important foundation of Brand Trust™. The meaning of the word 'responsibility' implied here is responsibility in normal working conditions, and should not to be misunderstood as being limited to 'accepting responsibility when wrong'.

While the courage to accept failures is an important primary component of this Composite, the brand's *responsibility towards stakeholders* and an acute *awareness of*

## Gulu Mirchandani - Chairman & MD, Onida "On Trust"

The most important aspects that help build trust for Onida are consistent delivery and honesty. Consumers are first to discern the difference between brands that consistently deliver on their promises and brands that do not.  Since inception, Onida has been constantly focused on delivering functionally and aesthetically superior products at reasonable prices, and caring for customers even after the sale, by giving them a good after-sales experience. Our dealings with our trading partners too is based on mutual respect and transparency, and it is therefore not surprising that Onida scores high on the trust of both, as can be seen from dealers' recommendations and consumer testimonials of our brand.

Though employees, investors and media help several critical aspects of the brand, it is the customers who are most central in building trust for the brand. Employees define the organizational culture which directly impacts brand consistency, consumer experiences and product quality. Investors and their expectations impact organizational priorities and management action. Media helps the brand communicate its promises to customers. All three are important components in building confidence in the brand. However, consumers place the most trust in the brand by partaking in the actual experiences that the brand provides. By virtue of their experiences, their word becomes the best transmitter of trust for any brand.

Onida has zero-tolerance on any deviation from our quality commitment. On several occasions we have refused to budge on our strict quality norms, even at the cost of a price disadvantage in the market. We once even kept our factory idle for a few weeks waiting for the right quality product. All this only so we get the satisfaction of giving the best to our customers.

Onida regularly faces threats to its brand integrity, and every time our response to such threats is to take that action which will help  grow our brand's trust with our customers. In the strict commercial sense, investors own our brand and employees own the delivery mechanisms of the brand. But most important of all, the true value of a brand lies in the happiness that it can bring to the consumers - all other brand measures stem from this basic consumer propensity for the brand.

*its duties* add to the strength of **Accepting Responsibility**. Brands which show a high score in this Composite have two more components - *professional poise* and balance, and *standing by its decisions* in the face of adversity.

To make the Composites of Brand Trust™ more easily understandable, we have mapped them

for the top 50 brands in the following chart. On mere visual examination, a comparison of the various Composites will almost paint a descriptive picture of the brand. However, if the reader needs to compare brands more closely, it could be done by drawing a simple line for each brand across the Composite ranks, and it will show the brand's Composite graph for a visual comparision.

| NON-THREATENING AMBIENCE | | SHARED INTEREST | | EMPATHY | | DISPLAY OF SINCERITY | | CORPORATE ALTRUISM | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| RANK | BRAND | RANK | BRAND | RANK | BRAND | RANK | BRAND | RANK | BRAND |
| 1 | LIC | 1 | Idea | 1 | Dettol | 1 | Infosys | 1 | Infosys |
| 2 | SBI | 2 | Lakme | 2 | Dove | 2 | SBI | 2 | Wipro |
| 3 | HDFC | 3 | HP | 3 | Colgate | 3 | LIC | 3 | Idea |
| 4 | ICICI | 4 | Bata | 4 | Pond's | 4 | Tata | 4 | Dabur |
| 5 | Godrej | 5 | Vodafone | 5 | Lakme | 5 | HDFC | 5 | IBM |
| 6 | Bata | 6 | Nokia | 6 | Airtel | 6 | Videocon | 6 | Tata |
| 7 | Reliance | 7 | Intel | 7 | Vodafone | 7 | Wipro | 7 | Dettol |
| 8 | LG | 8 | Airtel | 8 | Nokia | 8 | Dabur | 8 | Birla |
| 9 | Birla | 9 | Lux | 9 | Titan | 9 | Birla | 9 | Microsoft |
| 10 | Hyundai | 10 | HDFC | 10 | Lux | 10 | Onida | 10 | Dell |
| 11 | Dettol | 11 | Hero Honda | 11 | Hyundai | 11 | ICICI | 11 | Onida |
| 12 | Samsung | 12 | Titan | 12 | Levi's | 12 | Godrej | 12 | HCL |
| 13 | Bajaj | 13 | Colgate | 13 | Lee | 13 | Dell | 13 | Reliance |
| 14 | HP | 14 | Sony | 14 | Samsung | 14 | HP | 14 | Godrej |
| 15 | Peter England | 15 | Samsung | 15 | Bajaj | 15 | Bajaj | 15 | Intel |
| 16 | Levi's | 16 | Dabur | 16 | Idea | 16 | Pond's | 16 | Videocon |
| 17 | Philips | 17 | HCL | 17 | Hero Honda | 17 | Bata | 17 | Bajaj |
| 18 | Dabur | 18 | Levi's | 18 | LG | 18 | Apple | 18 | Hyundai |
| 19 | Pond's | 19 | ICICI | 19 | Videocon | 19 | Hyundai | 19 | SBI |
| 20 | Wipro | 20 | Philips | 20 | Godrej | 20 | Reliance | 20 | LIC |
| 21 | Intel | 21 | Reebok | 21 | Adidas | 21 | Idea | 21 | Colgate |
| 22 | Videocon | 22 | Raymond | 22 | Maruti | 22 | Sony | 22 | Reebok |
| 23 | Lux | 23 | Dove | 23 | Nike | 23 | LG | 23 | Maruti |
| 24 | Maruti | 24 | Wipro | 24 | Bata | 24 | Microsoft | 24 | Philips |
| 25 | Titan | 25 | Maruti | 25 | HCL | 25 | Maruti | 25 | Pepsi |
| 26 | Reebok | 26 | LG | 26 | ICICI | 26 | Dettol | 26 | HP |
| 27 | IBM | 27 | Pond's | 27 | LIC | 27 | Dove | 27 | Vodafone |
| 28 | Colgate | 28 | Dell | 28 | Reebok | 28 | Philips | 28 | Pond's |
| 29 | Hero Honda | 29 | Adidas | 29 | Sony | 29 | Colgate | 29 | HDFC |
| 30 | Infosys | 30 | Pepsi | 30 | Philips | 30 | Raymond | 30 | Lee |
| 31 | Nokia | 31 | Onida | 31 | Raymond | 31 | Lux | 31 | Lux |
| 32 | Onida | 32 | LIC | 32 | Dell | 32 | Titan | 32 | Samsung |
| 33 | Dell | 33 | Bajaj | 33 | HDFC | 33 | BMW | 33 | LG |
| 34 | Tata | 34 | Hyundai | 34 | Dabur | 34 | Hero Honda | 34 | Nike |
| 35 | Raymond | 35 | Videocon | 35 | HP | 35 | Adidas | 35 | Airtel |
| 36 | Lee | 36 | Reliance | 36 | SBI | 36 | Reebok | 36 | Hero Honda |
| 37 | Lakme | 37 | Microsoft | 37 | Reliance | 37 | HCL | 37 | ICICI |
| 38 | BMW | 38 | Apple | 38 | Peter England | 38 | Haier | 38 | Sony |
| 39 | Idea | 39 | Nike | 39 | Onida | 39 | Samsung | 39 | Adidas |
| 40 | Dove | 40 | Peter England | 40 | Haier | 40 | Intel | 40 | Dove |
| 41 | Airtel | 41 | Haier | 41 | Tata | 41 | IBM | 41 | Bata |
| 42 | Adidas | 42 | Lee | 42 | IBM | 42 | Nokia | 42 | Peter England |
| 43 | HCL | 43 | Godrej | 43 | Wipro | 43 | Pepsi | 43 | Titan |
| 44 | Sony | 44 | SBI | 44 | Pepsi | 44 | Airtel | 44 | Nokia |
| 45 | Microsoft | 45 | Dettol | 45 | Apple | 45 | Nike | 45 | Lakme |
| 46 | Vodafone | 46 | IBM | 46 | Birla | 46 | Peter England | 46 | Raymond |
| 47 | Nike | 47 | Tata | 47 | Intel | 47 | Levi's | 47 | Haier |
| 48 | Pepsi | 48 | Birla | 48 | Microsoft | 48 | Lee | 48 | BMW |
| 49 | Haier | 49 | BMW | 49 | BMW | 49 | Vodafone | 49 | Levi's |
| 50 | Apple | 50 | Infosys | 50 | Infosys | 50 | Lakme | 50 | Apple |

| ENTHUSIASM | | OUTWARD APPEARANCE | | COMMANDING RESPECT | | PERCEIVED COMPETENCE | | ACCEPTING RESPONSIBILITY | |
|---|---|---|---|---|---|---|---|---|---|
| RANK | BRAND | RANK | BRAND | RANK | BRAND | RANK | BRAND | RANK | BRAND |
| 1 | Pepsi | 1 | BMW | 1 | BMW | 1 | Microsoft | 1 | Infosys |
| 2 | Apple | 2 | Levi's | 2 | Apple | 2 | Intel | 2 | Reliance |
| 3 | Nike | 3 | Peter England | 3 | Raymond | 3 | Apple | 3 | Tata |
| 4 | Adidas | 4 | Raymond | 4 | Haier | 4 | IBM | 4 | ICICI |
| 5 | Microsoft | 5 | Lee | 5 | Microsoft | 5 | Hero Honda | 5 | Birla |
| 6 | Vodafone | 6 | Adidas | 6 | Pepsi | 6 | Sony | 6 | SBI |
| 7 | HCL | 7 | Lakme | 7 | Wipro | 7 | Haier | 7 | Dell |
| 8 | Onida | 8 | Nike | 8 | Peter England | 8 | Godrej | 8 | Wipro |
| 9 | Birla | 9 | Titan | 9 | IBM | 9 | Dettol | 9 | HDFC |
| 10 | Reebok | 10 | Apple | 10 | Lee | 10 | Lee | 10 | IBM |
| 11 | Airtel | 11 | Reebok | 11 | Dell | 11 | Dabur | 11 | Haier |
| 12 | Levi's | 12 | Haier | 12 | Nike | 12 | Tata | 12 | Intel |
| 13 | Samsung | 13 | Bata | 13 | HCL | 13 | Birla | 13 | Airtel |
| 14 | BMW | 14 | Maruti | 14 | Infosys | 14 | Dove | 14 | Onida |
| 15 | LG | 15 | Sony | 15 | Adidas | 15 | Philips | 15 | Videocon |
| 16 | Haier | 16 | Hyundai | 16 | Philips | 16 | HCL | 16 | Lux |
| 17 | Lee | 17 | Lux | 17 | Reebok | 17 | Maruti | 17 | Pepsi |
| 18 | IBM | 18 | Samsung | 18 | Sony | 18 | Dell | 18 | Maruti |
| 19 | Reliance | 19 | Nokia | 19 | HP | 19 | SBI | 19 | Philips |
| 20 | Intel | 20 | Onida | 20 | Titan | 20 | Nokia | 20 | Bajaj |
| 21 | Bajaj | 21 | Colgate | 21 | Tata | 21 | Bata | 21 | Dabur |
| 22 | Hero Honda | 22 | Pond's | 22 | Intel | 22 | Pepsi | 22 | LIC |
| 23 | HP | 23 | Vodafone | 23 | LG | 23 | Videocon | 23 | Titan |
| 24 | Peter England | 24 | Videocon | 24 | Hero Honda | 24 | HP | 24 | Nokia |
| 25 | Videocon | 25 | Pepsi | 25 | Nokia | 25 | Onida | 25 | Vodafone |
| 26 | Philips | 26 | Dove | 26 | Vodafone | 26 | LG | 26 | Samsung |
| 27 | Nokia | 27 | Airtel | 27 | Hyundai | 27 | Reebok | 27 | Lakme |
| 28 | Sony | 28 | Godrej | 28 | Birla | 28 | Bajaj | 28 | HP |
| 29 | Pond's | 29 | Philips | 29 | Maruti | 29 | Nike | 29 | LG |
| 30 | HDFC | 30 | LG | 30 | Bajaj | 30 | Peter England | 30 | Sony |
| 31 | Hyundai | 31 | Hero Honda | 31 | Lakme | 31 | Infosys | 31 | HCL |
| 32 | Lux | 32 | Bajaj | 32 | Reliance | 32 | Airtel | 32 | Microsoft |
| 33 | Maruti | 33 | Dettol | 33 | Pond's | 33 | Pond's | 33 | Colgate |
| 34 | Infosys | 34 | Dell | 34 | Lux | 34 | Lux | 34 | Hero Honda |
| 35 | Idea | 35 | HCL | 35 | Dove | 35 | Samsung | 35 | Godrej |
| 36 | Godrej | 36 | HP | 36 | Bata | 36 | Titan | 36 | Hyundai |
| 37 | Wipro | 37 | Intel | 37 | Godrej | 37 | Hyundai | 37 | Nike |
| 38 | Titan | 38 | Dabur | 38 | Dabur | 38 | Levi's | 38 | Idea |
| 39 | ICICI | 39 | Birla | 39 | Colgate | 39 | ICICI | 39 | Dove |
| 40 | Bata | 40 | ICICI | 40 | Samsung | 40 | Raymond | 40 | Bata |
| 41 | Lakme | 41 | Tata | 41 | Airtel | 41 | Colgate | 41 | Apple |
| 42 | Dove | 42 | Reliance | 42 | ICICI | 42 | Idea | 42 | Adidas |
| 43 | Colgate | 43 | IBM | 43 | HDFC | 43 | HDFC | 43 | Pond's |
| 44 | Tata | 44 | Microsoft | 44 | Levi's | 44 | Reliance | 44 | Lee |
| 45 | Dell | 45 | Wipro | 45 | Videocon | 45 | Vodafone | 45 | Raymond |
| 46 | Raymond | 46 | SBI | 46 | Onida | 46 | Adidas | 46 | BMW |
| 47 | Dabur | 47 | HDFC | 47 | Idea | 47 | BMW | 47 | Levi's |
| 48 | Dettol | 48 | Idea | 48 | LIC | 48 | Lakme | 48 | Reebok |
| 49 | SBI | 49 | LIC | 49 | Dettol | 49 | Wipro | 49 | Peter England |
| 50 | LIC | 50 | Infosys | 50 | SBI | 50 | LIC | 50 | Dettol |

# 04 The BTR™ A–List – Ten Most Trusted Brands in India

**India's Ten Most Trusted Brands**

**Brand Trust Composites**

**BTR™ Top Ten - A Study of Composited**

**Zonal Pull of Brands**

**A Detailed Study of India's Ten Trusted Brands**

# The BTR™ A-List - Ten Most Trusted Brands in India

India's Most Trusted Brands are presented here as the BTR A-List. A study of this list will not only give the ranking, but also a deeper insight into Brand Trust,™ and how brands have consciously or inadvertently acquired it. This chapter will help brands to analyze themselves closely and add various components of Brand Trust™ to their persona, thereby directly improving the consumers' trust in any brand which chooses to use this model.

This section could be considered as a chapter of case studies on Brand Trust;™ each part of the study will show the prominent components of Brand Trust™ mapped for the various brands, how they have acquired and maintained them, and how the consumers are influenced by them.

The field work for this study was done before November 2010, and most influences on Brand Trust™ are happenings before this period. Naturally, anything impacting the brand after the said period will not reflect in this study.

## India's 10 Most Trusted Brands

Nokia stands out as India's Most Trusted Brand. Significant, however, is the fact that a comparison of the Brand Trust™ Indices of Nokia with the second most trusted brand, Tata, Nokia's Brand Trust™ is higher by more than 26%, leaving a large gap between the indices of the two. Sony, which takes the third place in the Brand Trust™ study is 18% behind Tata. With the same trend flowing down, average Brand Trust Index™ differences in the first 10 brands is just a little more than 17% showing that wide gaps exist in the BTR A-List. Just to show how distanced the Brand Trust™ Indices in this list are, the BT Index™ of the first, Nokia, leads fifth on the list, Samsung, by a 229%.

The Brand Trust™ of the jointly-owned brand Reliance makes a valid case for both groups contributing significantly to its sixth position. The Tata Group is the only one to have two brands in the top 10, with Titan making entry at the tenth position. The significance of trust

| Brand Trust Rank | Name of Brand |
|:---:|:---:|
| 1 | Nokia |
| 2 | Tata |
| 3 | Sony |
| 4 | LG |
| 5 | Samsung |
| 6 | Reliance |
| 7 | Maruti |
| 8 | LIC |
| 9 | Airtel |
| 10 | Titan |

placed on brands like Maruti and LIC lend to the immense potential that public sector units (current and erstwhile) have/had, both of which have been able to ably monetize the trust placed in them. Airtel is the only mobile operator in the privileged top 10 BTR list.

Further, the high skewing of Brand Trust™ in favour of the top 5 brands is evident since the Brand Trust Index™ total of the first 5 brands is five times the total BT Index™ of the next 45 brands.

## Brand Trust Composites

The 61 primary components of Brand Trust™ have been grouped into 10 Composites to help in better understanding, application and discussion. These 10 which can be considered to be a proxy for each face of the 10 sided Brand Trust™, are **Empathy, Non-Threatening Ambience, Perceived Competence, Corporate Altruism, Commanding Respect, Shared Interests, Displayed Sincerity, Enthusiasm, Outward Appearance,** and **Accepting Responsibility.**

The graph below analyzes the average of these Composites for the 50 top rankers in the Brand Trust Report™, and there are some surprising patterns that emerge.

Among the top 50, the two obvious and visible Composites of **Outward Appearance** and **Commanding Respect** score higher than the rest. **Outward Appearance**, which is literally the external expression of the brand - not mistakenly to be limited to its visual attractiveness alone - also comprises factors like *appropriateness of expression*, *high standards* and even *consistency*. The Composite of **Commanding Respect**, apart from the very obvious ability to *lead by example*, also consists of a healthy *respect for social and moral values*, *firmness of action*, and having a *significant following*.

## India's Ten Most Trusted Brands



*The Brand Trust Report, India Study, 2011*
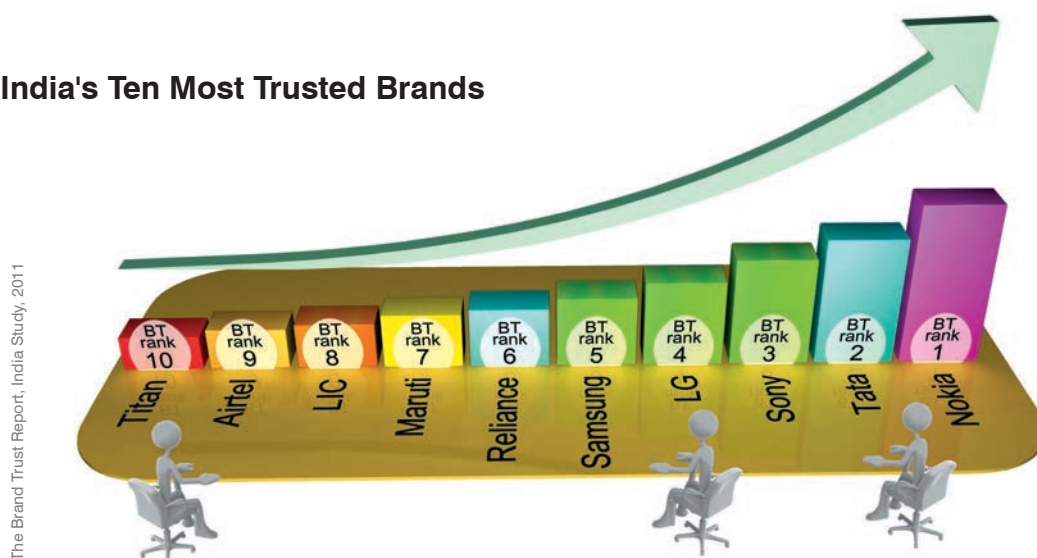
*Among India's Most Trusted Brands, Nokia ranks on top, followed by Tata and Sony in the 2nd and 3rd positions respectively*

Unfortunately, corporate India scores the lowest on the two Composites which also have the potential to be the most sustainable ingredients to Brand Trust.™ **Corporate Altruism** and **Accepting Responsibility**. **Corporate Altruism** is most visibly gained by *demonstrating care* for society and doing *socially constructive work*, but also comes from having an attitude that is *guiding and teaching*. On the other hand, while **Accepting Responsibility** gets most demonstrated best a brand's *courage to accept failure*, attributes like the *demonstrated stakeholder responsibility*, and a brand's *awareness of its own duties* are important components as well.

These two underinvested Composites are the pillars of Brand Trust™ for they are akin to the foundation of a building, invisible yet imperative, whereas the other Composites are like the superstructure, more visible and engaging. Be it a building or Brand Trust,™ either part without the other will not work; however the lack of a strong foundation will most definitely place the entire structure at risk at all times.

## Average Composite Index of top 50 Brands



*The Brand Trust Report, India Study, 2011*

*In the list of Top 50 Composites, Corporate Altruism and Accepting Responsibility stand as the most sustainable Brand Trust™ Composites, although they rank the lowest*
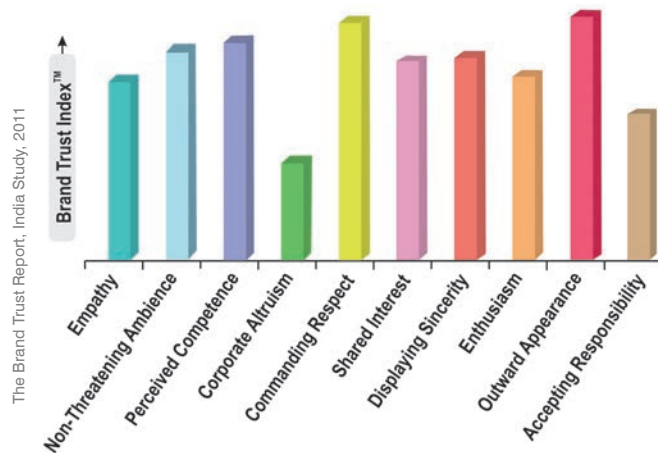
### BTR Top Ten – Study of Composites

The 61 primary components of Brand Trust™ are clubbed into 10 Composite components to make for easier interpretation and application. In the graph above the top 10 brands are compared against the Composite components contributing to Brand Trust.™

While a majority of the Composite components of the top 10 stay close to the average,

## BRAND GYAN

### Nokia

The story of Nokia has all the ingredients fit for a smashing blockbuster – humble beginnings and a dramatic turn-of-events that catapulted the brand to incredible heights.

The brand that made the world's first satellite call in 1994, has its roots in a wood pulp mill. Founded in 1865 by a Finnish Engineer in the small town of "Nokia", (so called because of the river Nokianvirta that flowed through the town), Nokia, at the age of 145, today stands proud among the few companies who have shown remarkable consistency.

Three companies – Nokia (the wood pulp mill), Finnish Rubber Works and Finnish Cable Works decided to come together to form The Nokia Group in 1967. The introduction of mobile network changed things around for the company, when Nokia invented the Nordic Mobile Telephony (NMT), the world's first multinational cellular network in 1981. What followed after is common knowledge.

Brand Nokia also experienced the wrong side of fortune, when in 2009 its global revenues fell down drastically. However, in India Nokia's fortune shows no signs of ebbing, with its handset being the most visible in the Indian market.

## Top 10 Brands and 10 Brand Trust™ Composites

Legend: Nokia, Tata, Sony, LG, Samsung, Reliance, Maruti, LIC, Airtel, Titan, Overall

X-axis: Empathy, Non-threatening Ambience, Perceived Competence, Corporate Altruism, Commanding Respect, Share Interest, Demonstrated Sincerity, Enthusiasm, Outward Appearance, Accepting Responsibility
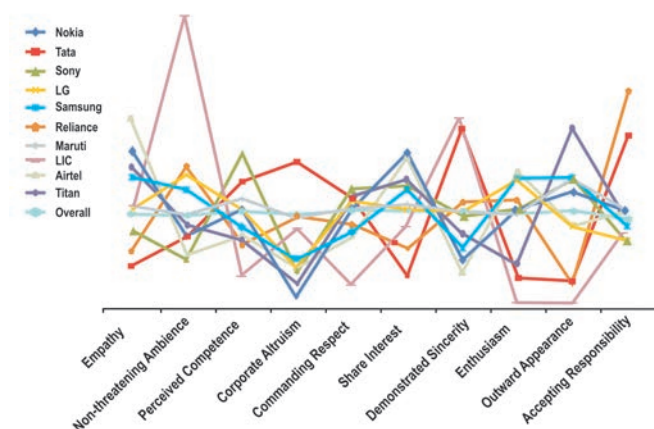
*The brand LIC shows two distinctive peaks in Non-Threatening Ambience and Display of Sincerity among the Top 10 Most Trusted Brands, whereas Tata is one of the few brands to score high on Corporate Altruism*

there are significant breakouts for some Composites' lines. Perhaps the most significant is LIC, since it has two peaks (**Non-Threatening Ambience** and **Display of Sincerity**) counterbalanced by two troughs (**Enthusiasm**, and **Outward Appearance**). Another brand which has a few breaks-outs on the upper side is Tata (above average rating for **Corporate Altruism**, **Display of Sincerity** and **Accepting Responsibility**) and its lower side ratings, though not too significantly, come from 3 Composites showing the need for better **Shared Interest**, **Enthusiasm**, and improvement of **Outward Appearance**.

Sony shows the highest **Perceived Competence** among the Top Ten, though it stands a little low on its ability to create a **Non-Threatening Ambience**. Reliance on the other hand shows above average ratings for its **Non-Threatening Ambience** and **Accepting Responsibility.**

On the most tangible aspect of Brand Trust™, i.e. **Commanding Respect**, almost every brand in the top ten nears the average, but on **Corporate Altruism**, most brands, bar-

ring Tata, show a consistently low index. One might have expected all brands to come shining on **Outward Appearance**, but this Composite is conspicuous by its highs and low, and here, Titan shines with the best scores, whereas LIC, Tata, Reliance keep to the lows.

## Zonal Pulls of brands

It is only natural that not all brands will be able to create the same experience across the four zones of the country, and therefore each zone will exert its own influence on the brand's trust. To elaborate on this part, we have created charts that map the trust indices across zones and thus show the 'Zonal Pull' of each brand.

The zonal figures of the Brand Trust Index™ show how significant (or not) the trust for the brand is in that particular geography. It is important to remember that the Brand Trust Index™ across India is not an average or addition since the index includes a multiplying factor in its brand occurence, measured as the percentage of the frequency of the total number of brand mentions in that zone.

## Reading the Data

Each of India's 10 most trusted brands is analyzed here keeping in mind three considerations.

The first consideration studied is the Composite, the grouped attribute made of several primary components of Brand Trust™. The second part studied for all the top brands is their Zonal Pull, a factor which shows which zones preferentially pull a particular brand. And lastly, we microscopically reviewed the primary components of each of these brands by analyzing the lowest and highest. This shows the proficient and deficient areas of trust in a brand and suggests easy improvement steps for the brand. To improve Brand Trust, a simple rule typically applies:

## Moon. B. Shin - MD & CEO, LG "On Trust"

LG always believes in putting the customer above everything. To give the best global standard products to our customers we maintain the most stringent quality controls including processes like Six Sigma. The depth and width of our service channel is designed to exceed our customers' expectations at all times.

LG's core objective is to offer products that are in sync with the needs of the Indian consumer with the offer of supreme functionality. At the same time, LG India continuously invests in building brand trust, as well as in the flagship product communication.

Trust is important and a key factor in building brand loyalty for LG, and, employees, customers, investors and media all play a major role in building trust for our brand. We try to establish an emotional connect with our target audience and develop products customized to their needs and requirements. This delivered consistently leads to trust in the LG brand.

Brands are important in the consumer market since they are the interface between consumers and the company, and consumers tend to develop staunch loyalty to brands. Failure to have a dialogue with a brand's current and future consumers by any deficiency in recognizing consumer aspirations and life-truths can be a threat to that brands. India is currently one of the most competitive markets in the world and any brand targeting Indian consumers must have a very thoughtful and distinctive approach. Brand LG is in a constant process of listening to its consumers and trade partners, creating products and services that make life better for them.

Our customers are the real owners of the brand. LG is for the customers and by the customers; external customers who are the users of our products and services, and internal customers who are our employees. It is with their inputs that we create ever improving offerings, and it is with their patronage that we enjoy growth and profitability.

Communicate the HIGH (to focus on communicating the proficient primary components) and Action the LOW (to ensure action on the deficient primary components).

The reader may note that the graphs shown here should only be compared with its zones. Cross comparision of graphs of different brands will not be valid as different scales have been used for each graphs.

## A study of India's 10 most Trusted Brands

### BTR rank 1: Nokia

Nokia ranks first in India's Brand Trust™ study,

and by a good margin. Among its Composite Brand Trust™ components, Nokia has the highest in **Empathy** and second highest in **Shared Interests**, scoring the 8th highest and 6th highest respectively when the top 50 brands were compared. This implies that the brand has a *Caring* and *Compassionate attitude, Understands its Audiences, Relates to them well* and *also Shares their Values*.

The combination of these two Composites shows a very high emotional connect that Nokia enjoys with its customers. Brands that have this *Emotional Synchronicity* with customers and other stakeholders should be

able to see approaching opportunities faster than competition, and also be able to risk taking on new initiatives as they almost 'instinctively' understand the impact of such actions on their audiences.

However brand Nokia lags behind in **Corporate Altruism**, on which it ranks 44th. This Composite, is best derived by demonstrated *care for society* and involvement in *socially constructive work*. An often missed, but equally important primary attribute for **Corporate Altruism** is the *Brand's Association with Guiding, Teaching and Counsel*.

**Zonal Pull**: Nokia has a good balance of Zonal Pulls across the 4 zones without much variance. However, Nokia's highest Brand Trust Index™ is in the North, followed very closely by the South. The West Zone has the maximum drag on the brand.
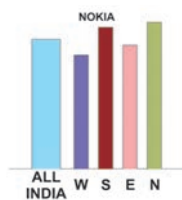


**COMMUNICATE/ACTION**: An analysis of the primary components shows that Nokia would be able to improve its Brand Trust™ even further if it focuses its communication



on the primary component on which it scores highest, that the *Brand is Caring*. The Brand Trust™ can be further supported if it actions its lowest scoring primary component, i.e., by making a stronger commitment to visible action in *Social Development Activities*.
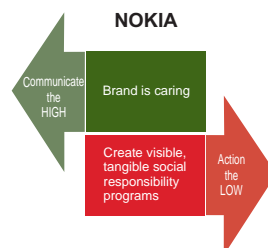
**BTR rank 2: Tata**

Brand Tata, as India's second most trusted brand, has been synonymous with trust for nearly a century and half. Added to that, the group's buyout of internationally renowned

brands like Corus and JLR, as well as the creation of the visionary Nano, have not only made a significant global impact, but have also had a deep-rooted psychological impact on its brand in India.

Among Composites, Tata scores highest for **Display of Sincerity**, which has both personal and social implications. The internal aspects of sincerity get shown by the display of *Ethical Values, Self-Regulated Governance, and Integrity,* whereas the external sincerity aspects are demonstrated by showcase of *Loyalty,* acquiring *Genuine Respect* and *Transparency.*

On the other hand, the Composite in which Tata scores the lowest is **Outward Appearance**, usually the most visible of the 10 Composites. This Composite is very important in Brand Trust™, since visible, external attributes are most often used to judge internal content and prowess. The primary components which contribute to a better **Outward Appearance** are *Attractive Appearance, Appropriate External Expression,* and *Conformation to High Standards*. The other Composite on which Tata scores low is **Enthusiasm,** demonstrated by lower values for the three attributes, *Vibrancy, Proactive Behaviour* and *Competitive Spirit*.

**Zonal Pull:** Though Tata's presence is felt in every part of the country and its products probably touch some part of every Indian's life, Tata has very strong zonal variations. Understandably, and probably because of the brand's beginnings in Jamshedpur (also known as Tatanagar), Tata's Brand Trust Index™ is high in the East Zone, but the fact that the East Index is more than double its All India Brand Trust Index™ still
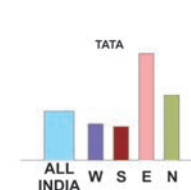
comes as a surprise. On the other hand, the brand's South and West Zone Trust indices are 25% lower than the All India Brand Trust Index™, reflecting a lower-than-average trust impact of the brand in these two zones.

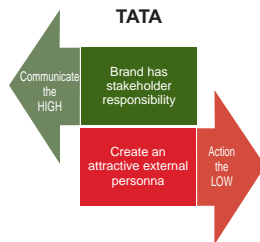**COMMUNICATE/ACTION:** A study of the primary compo-nents scores shows that the Brand Trust™ for Tata could be impacted most if the brand subtly communicat-ed its highest scoring primary component, i.e. the brand displays *Strong Moral Values*. Also, Tata's Brand Trust™ could be further re-inforced if the brand focuses action on the primary components where it scores lowest by focusing more on creating an *Attractive Persona* and External Appearance.

**TATA**

Communicate the HIGH

Brand has stakeholder responsibility

Create an attractive external personna

Action the LOW

**BTR rank 3: Sony**

Sony, the Japanese brand with its mainstay as electronics durables, and other diverse inter-ests including mobile phones and entertain-ment, is ranked 3rd in The Brand Trust Report.™ Sony's highest Brand Trust Composite is the brand's **Perceived Competence**, rank-ing 6th across India on this Composites' score. Sony's competence edge is seen as a result of its *Strong Credentials, Experience, ShowCase of Sincerity,* and *Demonstrated Knowledge* in its area of expertise.

Sony however scores low on the **Corporate Altruism** Composite, which typically will be seen if the brand demonstrates a *Generous Corporate Attitude, High Care for Society*, shows *Socially Constructive Action*, and if the brand has an association with *Guiding* and *Teaching*.

**Zonal Pull:** The East Zone gives Sony's brand the highest trust index, contrasting its West Zone Trust Index in which it lags behind sig-nificantly from other three zones (quite astonishingly, the zonal BTI average of the other three zones is almost 2.17 times that of the West Zone).

SONY

ALL INDIA  W  S  E  N

**COMMUNICATE/ACTION:** To improve Brand Trust™, Sony would do well to focus its communications on the primary attribute

## Harish Bhatt - COO, Titan "On Trust"

Titan has manufactured more than 100 million watches till date, and has a customer base of over 80 million. It is India's leading watch manufacturer and the fifth largest in the world.

From its launch, Titan epitomized things that were new to the industry – innovation, style and consumer focus, bringing a paradigm shift in the Indian watch industry. These three elements which have been consistently adhered to by the brand over its 25 year journey have played a vital role in making Titan one of the most trusted and respected brands in India.

Titan has become a vehicle to bring consumers a step closer to their unexplored dreams and the brand has become a form of self-expression for customers. However, the fact that Titan has always remained true to its end customers, is the biggest factor that contributed to Titan's desirability.

While many stakeholders play a significant role in building a brand, for Titan it is the customers who have played the pivotal role in making the brand what it is today. At Titan, the customer is like a nucleus around which everything else revolves. Our employees and other stakeholders single-mindedly work towards ensuring customer satisfaction and delight at every point. Our customers reciprocate the affection that Titan shows them by making the brand an important part of their lives. In each customer is a brand ambassador for Titan, who deserves and gets every bit of the attention and respect from the brand. This in turn, has led to a deep trust and respect for Titan in the customers' minds.

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in which it scores the highest, that will focus on showing Sony *As an Expert.* At the same time, Sony has the lowest score in the primary attribute - *Action in Social Development Work.* Action in this area is bound to add significantly to Sony's Brand Trust.™

**SONY**

Communicate the HIGH — Brand helps create a good impression

Make the brand more 'human' — Action the LOW

### BTR rank 4: LG

LG, the durables major, leads the South Korean pack and ranks 4th on the Brand Trust Report.™ Though its other South Korean 'cousin' follows it to the next rank, LG has a considerably higher Brand Trust Index, leading the next by more than 20%.
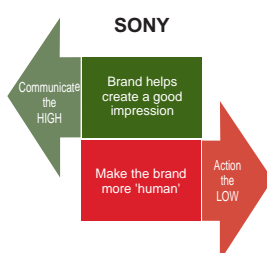
Comparing the Composite Trust parameters, LG, a value player, gets the maximum trust weight from presenting a **Non-Threatening Ambience** to its stakeholders. Absence of threatening ambience is usually perceived only if immutable and deep-rooted *Cultural Differences are Absent*, and there is a good understanding of the individual identities, beliefs, morals, values and stereotypes. It is a significant achievement for a non-Indian brand, with only a decade's history in the country. Despite India's varied cultural topography, LG's top marks for Brand Trust™ are largely because it has been able to surmount these challenges successfully and swiftly.

However, LG scores low on the **Corporate Altruism** Composite, which in this case implies

that the brand's *Social Involvement, Corporate Generosity, and Social Mentoring* do not have high visibility or action.

**Zonal Pull:** LG draws the strongest Zonal pull



from the North which is at more than 2.5 times the average pull of the other three zones. LG's weakest Brand Trust™ is demonstrated in the West, where this Zonal Trust Index™ is less than half the All India Brand Trust Index™.
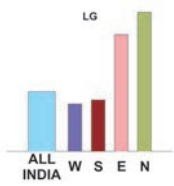
**COMMUNICATE/ACTION:** LG's highest score among primary attributes is because the brand has



successfully created a comforting ambience for stakeholders to engage in. If this part is infused into LG's communications, it is likely to gain the most Brand Trust™. More focus and action in *Socially Relevant Activities* will buttress Brand Trust™ as this is an area where LG scores the least.
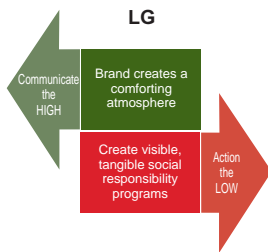
**BTR rank 5: Samsung**
At BTR rank 5, Samsung is the second South Korean brand to feature in India's 10 Most Trusted Brands. While the two Korean brand leaders may draw parallels in many ways and in the way the audiences perceive them, Samsung, the 'premium-cum-mass' positioned player, is higher than the 4th ranked LG when it comes to the Composite of **Enthusiasm.**

Enthusiasm is only visible if the brand shows *Vibrancy, Motivation, Self-Confidence and a Strong Competitive Spirit*, all of which are available in plenty for this brand. This is a direct indicator of a brand which involves itself

very deeply with its stakeholders, is believed to have a high *Proactive Attitude*, resulting presumably in better quality for those who engage with the brand.

Like its sibling, Samsung too misses out scoring very high on **Corporate Altruism**, and the low score is close to the earlier two ranked brands, Sony and LG.
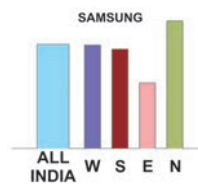


**Zonal Pull:** While the West Zonal Pull and South Pull are almost the same as the All India Brand Trust Index,™ the Northern Pull for Samsung is almost twice that of East Zone Pull, showing a much higher trust index for the Brand in the East as compared to the West.

**COMMUNICATE/ACTION:** Samsung scores the highest in the primary attribute of *Demonstrated Enthusiasm*, and if this is communicated in a manner that can be felt, it is bound to in-



crease its Brand Trust.™ On the other hand, Samsung scores the lowest on the primary of *Social Guiding and Teaching,* which if actioned can have enormously beneficial effects for the brand.
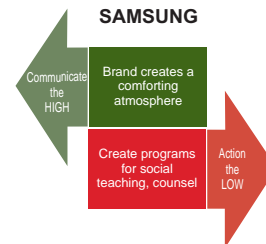
**BTR rank 6: Reliance**
Reliance has been ranked the 6th Most Trusted Brand in India by this study. Due to the dual-ownership and multiple manifestations of this brand, whatever impact is seen, is the sum total of all actions and communications through this brand. As with anything else, dual ownership of this brand presents advantages of size, visibility, and impact resulting in more than the sum of its parts.

Dual ownership also presents a challenge that gets multiplied manifold as the expected meanings and representations of the brand are not in total control of any of the custodians of the brand.

The most prominent Composite for Reliance is **Accepting Responsibility**, which is evidenced in a brand which is **Aware of Its Duties** and having **Poise** and **Professional balance**. One important Ambani legacy the brand carries most significantly in displaying **Acceptance of Responsibility** is its consistent success in *Fulfilling Stakeholder Responsibility*. The second highest Composite for Reliance is that of **Non-Threatening Ambience**. This is displayed by a brand that has a high awareness of its stakeholders' perception, has a *High Approachability*, and one that *Gives a Feeling of Security.*

Among the Brand Trust™ Composites, Reliance scores lowest on **Outward Appearance**. This translates as lower value scores for *Appropriate Expression* and *Attractive Appearance, Lack of Conforming to High Standards* and *Lack of Consistency.*

**Zonal Pull:** The Brand Trust Zonal pull for Reliance is highest from the North, at 3.18 times greater than the East Zone Brand Trust,™ and is almost twice the South Zone pull. The West most closely mimics the All India Brand Trust Index™ for this brand.
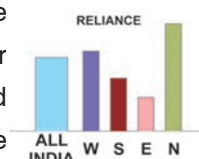


**COMMUNICATE/ACTION:** Reliance stands to gain the most if it communicates the primary component that it scores highest on, that the brand has consistently shown successful *Fulfillment of its Responsibility to its Stakeholders*. The brand is perceived to lag in Conforming to High Standards, and the brand could improve its Brand Trust™ significantly with focused action on this primary component of Brand Trust.™



**BTR rank 7: Maruti**
India's first indigenous car brand of international stature, Maruti, ranked as BTR's 7 made its

humble beginnings as a government-owned company. Today, it is a listed company and the Indian subsidiary of the Japanese carmaker Suzuki Motor Corporation. Maruti's cars truly fuel the aspirations of middle-class India, making the brand get its well deserved ranking among India's 10 most trusted brands.

Maruti's Composite Brand Trust™ scores stay very close to the average line with the third lowest variance across the 10 Composite parameters showing a strong consistency. While there are no major shifts seen in these Composite scores, the little extra edge is given to Maruti's Brand Trust™ by its **Outward Appearance**, representative of the brand's *Attractive Appearance, Appropriate Expression, Conformation to High standards,* and last, but not the least*, Consistency.*

Maruti's **Corporate Altruism**, an important part of Brand Trust,™ is the only place where the brand falls a little short of its other Composite scores. If the brand focused on this Composite closely it would benefit the overall perception of the brand very significantly.

**Zonal Pull:** While the brand maintains a good balance in Composite scores, its Zonal pulls and variations are quite high. Maruti's East and North Zone Trust indices are substantially higher than the other two zones. The East Zone pull leads the lowest Brand Trust Zone, West, by 3 times, and the next lowest zone, South, by almost 2 times.
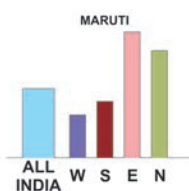
**COMMUNCIATE/ACTION:** Maruti's highest score among primary attributes of Brand Trust™ is in the brand's *Consistency Over Time*, something that Indians will relate to closely. If this message were to be communicated to the audiences, there is likely to

be a good impact on the brand's trust generated. As with several other brands in the top 10, Maruti scores lowest on *Social Involvement*, and would do well to action this important primary attribute.
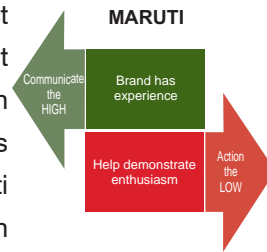


**BTR rank 8: LIC**

The inclusion of Life Insurance Corporation of India, the only government-owned company among India's 10 most trusted brands, shows how deeply these three alphabets have been etched into the stakeholders' minds over the last 5 decades.

Among the top 10 trusted brands of India, a measure of LIC's Composite scores shows significant aberrations. It has among the most significant variations between its high and low Composites. LIC has the distinction of achieving the highest score in **Non-Threatening Ambience** across the top 50 most trusted brands. It probably shows that the stakeholders of LIC feel extremely secure and 'non-vulnerable' while investing emotionally in this brand.

Equally astonishing is the fact that LIC scores low on the Composite of **Enthusiasm**, with the dubious distinction of scoring the lowest across the top 50 brands. A true contrast of opposites. The other Composite on which LIC scores significantly low is its **External Appearance**. It is best left to the imagination of the reader, that if these two lowest Composites were changed to even average levels, how much higher the perceived Brand Trust™ of LIC could jump quickly to.
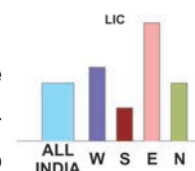
**Zonal Pull:** The East Zone is highest when comparing zones for LIC. The two

lowest zones for the brand are from South (at 3.61 times the East Zone index) and North (at 2.48 times the East Index).

**COMMUNICATE/ACTION:** A study of the highest primary attribute score of LIC shows that if the brand's ability to make its *Stakeholders Feel Secure* is communicated, its Brand Trust™ will move up quickly. On the other side, if LIC were to action improvements in its *External Appearance*, which includes all aspects of visual and perceived appeal, there would be a very direct impact on LIC's trust.
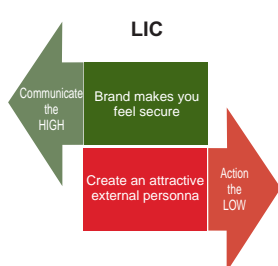


**BTR rank 9: Airtel**
Airtel, with more than 20% market share (TRAI figures, as on September 2010), stands at BTR rank 9, and is the only mobile operator to be ranked in India's Ten Most Trusted Brands.

Airtel has a high Composite Score for **Empathy**, demonstrative of its *Caring, Understanding* and sharing of an *Intimate Connection* towards its audiences. The result is displayed in Airtel's ability to fill in opportunities before others see it, and the evident courage of the brand to take bolder risks, meeting audience expectations with almost a gut-instinct. This 'Blink' ability for Airtel results from a high **Empathy** score towards its target audience.

The lagging Composites are behind by quite a bit, showing low scores in **Corporate Altruism** and **Display of Sincerity** (where it is the second lowest among the top 10).

**Zonal Pull:** At first glance through the graph, Airtel seems to maintain a steady trust-line across the 4 zones; however, on calculation and closer scrutiny, the West zone pull is

actually lower from the South and North by 20% and 30% respectively. However, the East Zone Brand Trust Index walks the path of the All India Brand Trust Index™ very closely.
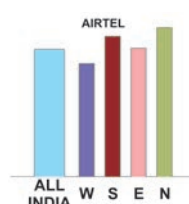


**COMMUNICATE/ACTION:** The most proficient primary attribute of Airtel is the aspect that it shares an *Intimate Connection With Its Stakeholders*. If this were to become the core communication point for the brand, especially in view of its changed identity, it may make a significant impact on its Brand Trust.™ The brand, however, scores low in its perceived *Respect for Moral and Social Values* and this aspect must be addressed through direct action, to help add more trust to the brand.
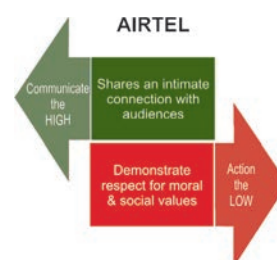


**BTR rank 10: Titan**
Known for its quality watches, Titan ranks as the 10th Most Trusted Brand in India, and is the second brand from the Tata stable to feature among the top 10.

Titan leads in the Composite of Outward Appearance standing up to the brand's *High Standards, Consistency, Appropriate Expression and Attractive External Appearance*. However, as with several others in the top 10, Titan has the lowest Composite on **Corporate Altruism**. This is in direct contrast to its mother brand Tata, which scored second highest in **Corporate Altruism** and lowest in **Outward Appearance**, naturally raising a brow about such a contrast of Composites between related brands.

**Zonal Pull:** For Titan (as for Tata) East pull leads. The North Pull lags in Zonal Trust by

## Sunil Duggal - CEO, Dabur "On Trust"

Brand Dabur is a part of every Indian household and its products are marketed in more than 60 countries worldwide – including the UK and the US. This brand has been built over years of trust and the company's motto is to remain dedicated to the health and well being of every household.

A noble thought - "What is that life worth which cannot bring comfort to others?" - led a Kolkata-based Ayurvedic doctor Dr. S. K. Burman to set up an Ayurvedic pharmacy – named Dabur – way back in 1884. Building on this legacy of quality and experience of over 125 years, Dabur is today among India's most trusted names and the world's largest Ayurvedic and Natural Health Care Company.

Dabur works continuously to update its portfolio in line with changing consumer demands and aspirations. Its herbal heritage has helped the brand achieve several gains - consumers' trust, market share and growth. Dabur has a strong in-house research wing that follows a 'bush-to-brand' approach, and has an in-house nursery, which grows several rare herbs that go into its various products.

Dabur considers its products, consumers, investors and employees as important pillars in building the brand trust. While very few Indian companies have survived the vagaries of time, fewer still have been able to withstand the onslaught of multinationals post-liberalization; probably no one has been able to adapt and transform itself so well as Dabur, during its 125-year-long existence, thanks to the unflinching support of its consumers. Dabur considered the onslaught of MNCs post-liberalization as a big threat. The brand overcame the threat by remaining a nimble-footed organization committed to its heritage and by living up to its motto of being dedicated to the health and well-being of every household.

With its range that boasts several Ayurvedic and natural products, Dabur has been at the forefront of making Ayurveda contemporary and more acceptable for the modern day consumer – both in India and abroad. Today, Dabur's products are spreading the goodness of traditional India and traditional Indian medicine across the world.

Brand Dabur has been built on the trust of its consumers and considers them as the true owners of the brand.

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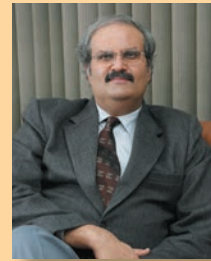
a factor of 3.26 to the East. And, the All India Brand Trust Index™ is approximately half the Trust that emerges from the East, showing the wave-like tops of the four Zone pulls for Titan.
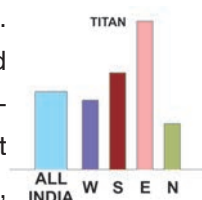
**COMMUNICATE/ACTION:** If Titan were to implement communication of its *Attractive Ap-pearance*, the primary attribute it scores high on, getting quick results on positive Brand Trust™ seems very likely. On the action front, if Titan were to take up an active interest in Visible *Social Action* where it has scored the least, it would boost Titan's Brand Trust™ directly.
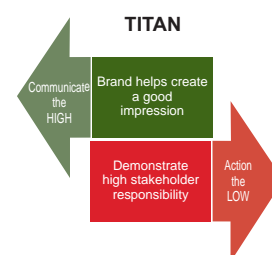
# 05 Analysis of Brand Trust™ by Categories

Personality

Aerated Soft Drinks

Media

Telecom Service Operators

Healthcare

Mobile Phones

Cars

Banks

Technology

# Analysis of Brand Trust™
# by Categories

The A-List of Brand Trust™ just discussed is a very good showcase of what a brand should do (or should not) to gain and maintain Brand Trust.™ In this chapter we benchmark Brand Trust™ within a category, and help get insights on what the industry toppers best do, and why the stakeholders place trust on them.

Before taking up the best of each category, let us analyze how the categories themselves fare with the help of the graph given below. The size of each bubble gives an indication of the number of brands in the category (from the top 300 Brands), and the distance of the bubble from the base gives the Category Trust Index (the Category Trust Index™ is measured as an average of all the Brand Trust™ Indices™ in the category).

The category that gets the highest trust score is the white-goods segment titled *Durables* in

this graph. This is followed very closely by *Personal Gadgets* (which includes mobile phones, cameras) and a high involvement category like *Finance* is third highest on Category Trust. Despite their highly tangible nature and the perception of size, *Large Industries* and *Manufacturing sectors* are bottom-scrapers; their intense focus on the tangibles itself may be their undoing (implying that they may be lacking focus on the intangible and behavioural attributes, leading to an erosion of trust). *Healthcare* is also among the lowest Brand Trust™ categories despite the thought that what this sector would need the most is trust. What maybe most reflective of our times is perhaps the *Category Trust of Media* (specifically news media) which dots the very bottom, and has the lowest trust among categories.

*Food and Beverage* features the largest number of brands, garnering more than

## Category Trust Mapping



*Size of bubble shows number of brands in category*
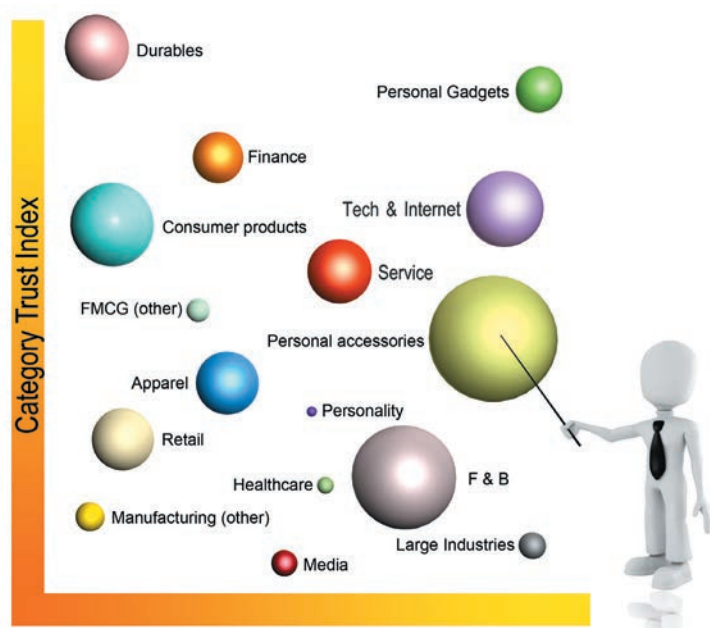
| Category Trust Rank | Category | No. of Companies |
|---|---|---|
| 1 | Durables | 14 |
| 2 | Personal Gadgets | 12 |
| 3 | Finance | 15 |
| 4 | Personal Accessories | 27 |
| 5 | Tech & www | 22 |
| 6 | Service | 19 |
| 7 | FMCG (other) | 7 |
| 8 | Consumer Products | 25 |
| 9 | Apparel | 21 |
| 10 | Personality | 3 |
| 11 | Retail | 19 |
| 12 | F & B | 31 |
| 13 | Healthcare | 5 |
| 14 | Manufacturing (other) | 9 |
| 15 | Large Industries | 7 |
| 16 | Media | 8 |

*Healthcare, Media and Manufacturing score the lowest on Category Trust, as well as in the number of brands in the category*

11% of the brands from the top 300. *Personal Accessories* and *Consumer Products* are close behind (with approximately 9% of the numbers each). There are 22 brands from *Internet and Technology* (which includes hardware, software and internet). *Healthcare, Media and Manufacturing*, apart from having the lowest Category Trust™, also feature the least number of brands.

## 1. The Few Who Count

### Category: Personalities

The high visibility and recall of personalities should make them more amenable to being named in such open-ended brand studies.

| Personalities - All India | | |
|---|---|---|
| Brand Trust™ Rank | Brand | Category |
| 59 | Sachin Tendulkar | Cricketer |
| 232 | Mahatma Gandhi | Leader |
| 242 | Aamir Khan | Actor |

However, since this study ensures removal of all 'noise' (like popularity and visibility) only three genuinely trusted personalities make it to the 300 Most Trusted Brands list.

When looking at this category through the lens of primary trust attributes, the one thing that is visibly common in all three personalities is their high **Corporate Altruism**. The passion for excellence of each of these 'brands' (and we must call them that) can be understood better by studying their high scoring Composites - **Competence** and **Sincerity.**

Sachin Tendulkar, the legend of cricket, the highest scorer of runs, and the only man to achieve fifty Test 100s, scored the highest among personalities and stood at Brand Trust™ rank 59. His unquestionable consistency on the field and his strong values which have been often tested and proved, have made him symbolic of what may be termed as appropriate behaviour.

Mahatma Gandhi, an icon of values, chose to live steadfastly by each value he advocated and is an inspiration for millions, including many global leaders; his entry in the Brand Trust™ top 300 list, provides ample learning for other brands. He was a 'brand' in the truest sense, and his lasting values still resonate strongly with modern India.

Aamir Khan, ranking 242 on Brand Trust™ list, is a talented actor, director, and producer with 7 of his 9 movies becoming major hits during the last decade. His passion for excellence is legendary as is his ability to repeat his successes. His presence in a movie makes it a 'must-watch' for its immense entertainment value. His behavioural aberrance that includes displaying a stoic press silence (on all matters other than his movie promotions) and his shunning of awards has been his visible value-related hallmark.

For personalities, it is easy to both gain and lose Brand Trust™ - irrespective of whether they are from corporate, sports, acting or politics. However, if it is garnered in the right manner, and maintained with diligence, the Brand Trust™ on *Personalities* lasts generations, with the impressions enduring over time.

## 2. Official Thanda
### Category: Aerated Soft Drinks

From *Personalities*, we move on to the brands that many personalities would like to endorse. The *Aerated Soft Drinks* category (or Cola category), is the ground for the most visible of market battles.

Pepsi reverses a global trend in India, beating its main rival Coca-Cola in market share. In terms of Brand Trust™ too, Pepsi at rank 36 is at 160% higher than its closest cola competitor, Coca-Cola at 60th rank.

## Pepsi camp Vs Coca-Cola camp on BT Rank



The Brand Trust Report, India Study, 2011

| BT rank | BT rank | BT rank | BT rank | BT rank | BT rank | BT rank | BT rank |
|---------|---------|---------|---------|---------|---------|---------|---------|
| 60 | 123 | 196 | 229 | 270 | 36 | 211 | 294 |
| *Coca-Cola* | *Limca* | *Fanta* | *Thums-Up* | *Sprite* | *Pepsi* | *Mirinda* | *Slice* |

*Ranked among top 300 brands*

***The average Brand Trust Index™ of the Pepsi camp is higher than that of the Coke camp by about 1.8 times***

However, the Coke camp has 5 brands among the top 300, as compared to the Pepsi-camp which is only represented by 3 brands among the 300 Most Trusted Brands of India. Colas naturally have fans for taste and thirst-quenching properties, but apart from these the Composite attributes of **Shared Interests** and **Empathy** also contribute significantly in this category (interestingly, the colas too seem to recognize this instinctively because a web search of these brands along with "Empathy" throws up direct initiatives that both the cola brands have initiated or funded).

The average of the Brand Trust™ Indices of all Pepsi camp brands (including Mirinda and Slice), is also higher than that of the Coke camp (including Limca, Fanta, Thums-Up and Sprite) by about 180%, almost mimicking the camps' own Brand Trust.™

## 3. Between the Lines

### Category: Media

Information has become as necessary as food and clothing, and today's staple of news has moved from the traditional to multi-channeled and instantaneous sources. Despite this, well established print and TV news continue to grow as major sources of news information. This is probably because the traditional media are non-intrusive, convenient and habit-forming, making readers and viewers quite glued to them once used to the source.

The role of the 'skeptic' media as a true watchdog of society requires that the trust placed in the source is paramount. But there are only 6 news media brands featured among the top 300 Most Trusted Brands of India (with the most trusted media brand being The Times of India, ranked far down at 151). Aaj Tak, the Hindi news channel from India Today group, is the second most trusted media with NDTV,

## India's Most Trusted News Sources
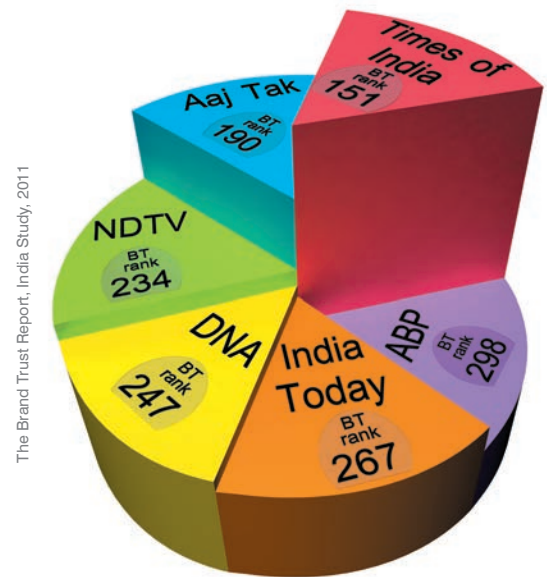


*Ranked among top 300 brands*

*Anandabazar Patrika makes a borderline entry in the top 300 BT list with Brand Trust Rank of 298*

DNA and India Today at 3rd, 4th and 5th positions on Brand Trust™ respectively.

Anandabazar Patrika is the surprise entrant, and with only a regional presence, makes an entry with an All India Brand Trust™ Rank of 298.

Unfortunately, the *Media* Category Trust is the lowest among all the categories, which probably indicates that the skepticism has shifted from the media to the audience. More than anything else, the *Media* category Brand Trust™ is synonymous with the two of the Composites, **Shared Interest** and **Sincerity**. News media success depends on keeping focus on audience interest, but when the media begins to give more value to advertiser interest, trust in media usually falls. Sincerity of reporting and balanced understanding of the readers/viewers remain strong factors for gaining the audience trust.

## 4. Making the call

**Category: Telecom service operators**

At 687 million mobile connections as of September 2010, India has the fastest growing telecommunications industry in the world, and mobile networks are available even in the remotest parts of the country. Under the watchful eye of the regulatory agency TRAI, the reducing costs of mobile services and handsets have made mobile phones universally essential. With 11 telecom service brands among 19 services brands in top 300, phones become an important sub-category.

While the *Services* Category bubble appears somewhere in the middle of the Category Trust™ graph shown earlier, when you consider only the mobile phone services category, its trust is the third highest among all categories, showing the high importance of mobile services in the everyday lives of Indians.

It may be noted that the BSNL mobile service and its landline service are often referred to by the same name, we have included these in the graph to avoid any confusion. MTNL

### India's Most Trusted Mobile Service Providers
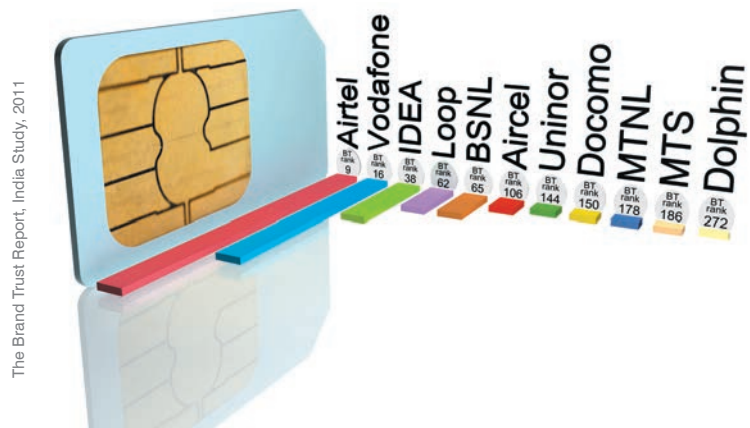


*The Brand Trust Report, India Study, 2011*

*Ranked among top 300 brands*

*Airtel comfortably leads Vodafone to become India's Most Trusted Telecom Operator*

was also included in the graph as a corollary, since BSNL has a large landline network as well.

Three mobile operator brands, Airtel, Vodafone and Idea, feature among the 50 Most Trusted Brands in India. While other service providers are multiple location, Loop's inclusion at All India Brand Trust™ rank 62nd is significant, considering that its service is only limited to Mumbai.

### BRAND GYAN

## Colgate-Palmolive

A little known factoid is that Colgate began as a starch company in 1806 and actually derives its name from its founder, William Colgate.  The company then went into manufacture of soaps much after William Colgate's death and after his son.

It was only in 1871 that the company introduced its first toothpaste – in jars. Even so, as late as 1900 Colgate was still a soap company and won the top honors for its fine soaps and perfumes at the World's Fair in Paris. However, its product line included 800 products and toothpaste was only one among them.

In 1906, Palmolive dishwashing liquid was introduced and today it is sold in over 35 countries.

From then on Colgate-Palmolve has grown into a company with $15 billion in sales a year.

While millions of users and their dentists will vouch for the toothpaste, there is no denying that marketing savvy has lent a distinct edge to the company. Back in 1908, a company executive said at the time of its incorporation, "We couldn't improve the product, so we improved the tube." You have to sell something,

Bata is India's largest footwear retailer and manufacturer with a retail presence across 400 cities. Our brand's success has been made possible only by the trust we have enjoyed among our customers over the last 75 years of our existence.

Bata has always been known for its reliable, comfortable and reasonably priced footwear and we have always kept the consumer at the heart of our business, never overlooking their needs - giving them the best product lines and shopping environment. We have grown keeping pace with consumer expectations and this is reflected by changes in our store design, ambience, superior service, and introduction of trendy designs.

Over the years, Bata has earned prestigious awards and accolades at some of the most celebrated retail and lifestyle forums and this too has contributed to shaping its place of pride in the Indian footwear industry.

Every brand must have a strong value proposition to meet the growing customer demand of 'more for less'. At Bata, we have been consciously focusing on delivering customer value, and constantly reviewing 'what value is' and 'whether it is being delivered' to the customer.

While all publics are important, the key to building trust for Bata lies with the customer. If the customer is satisfied and patronizes our brand, the company will grow and give good returns to the investors, which will further remunerate and motivate our employees, and in turn earn accolades from the media and others.

Trust is a very delicate attribute built over years, but runs the risk of being shattered with just one incorrect experience. Overlooking consumer expectations would be the biggest folly for any brand – be in terms of quality, pricing or product. Though we are the leaders in footwear market in India, we fully recognize changes in the market trends and consumer expectations. We also foresee opportunities in market growth and a rapidly expanding middle class. For this, we are systematically transforming Bata into a completely customer centric organization to serve this new market.

The brand Bata is owned by its loyal customers. 1,20,000 customers walk into our 1200 stores daily, and Bata sells over 45 million pairs of footwear each year, making the Bata brand an integral part of every Indian household. From the school going child, to the office going executives, or the youth in playgrounds – Bata is etched in India's memories.

With all service providers giving 'good' service quality (with the rare transgression), the only motivation for a customer to continue with a service provider is probably a negative incentive (the pain of going through a change of number if the service provider is changed). With the inevitability of Mobile Number Portability, the only factor (apart from service) that will probably play a vital role in customers continuing with the service provider is bound to be Brand Trust.™ Not brand recall, not brand value - but Brand Trust™.

## 5. A Better Life
**Category: Healthcare**

Healthcare is an essential service expected

# India's Most Trusted Healthcare Companies

The Brand Trust Report, India Study, 2011

Johnson & Johnson

Cipla

Ranbaxy

Apollo

Glaxo

| BT rank | BT rank | BT rank | BT rank | BT rank |
|---------|---------|---------|---------|---------|
| 72 | 133 | 194 | 257 | 263 |
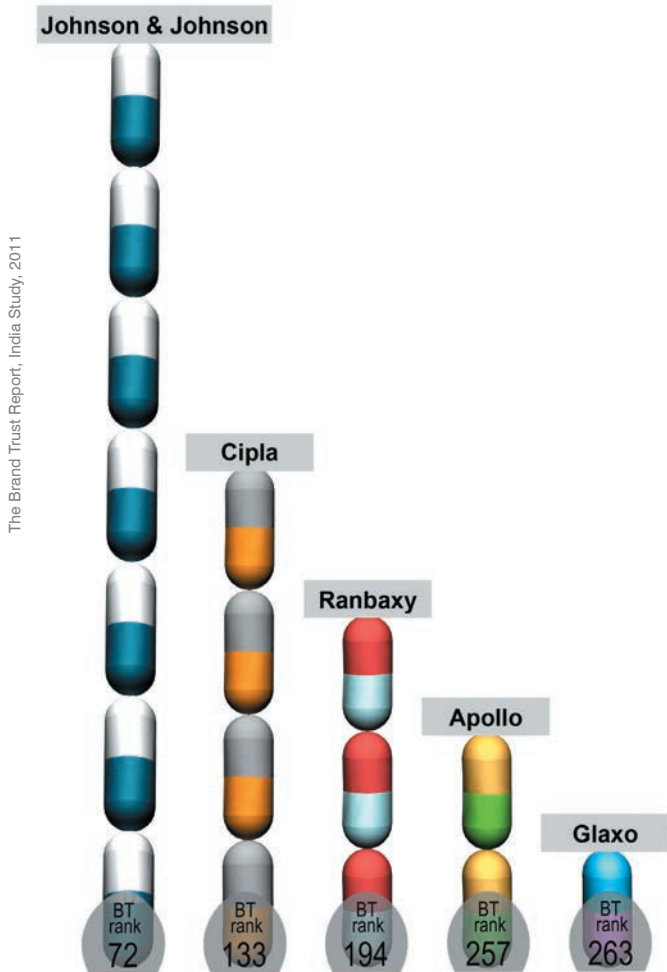
*Ranked among top 300 brands*

*Out of the 5 brands that feature in the category, Apollo is the only healthcare delivery entity while the other four are either pharmaceutical companies or medical product manufacturers*

in any country and its efficacy depends a lot on the trust placed on the system. No doubt, Brand Trust™ is also impacted by the quality of delivery, but the reverse is true only for very few categories like healthcare. The more trust in the healthcare system, the better will be the outcome.

Slow but sure outcomes can be brought about by building Composites of Brand Trust™ like **Empathy**, **Non-Threatening Ambience**, **Sincerity** and **Competence**. Despite the high importance these intangibles have in the healthcare industry, this category has the second smallest representation among India's top 300 Brand Trust™ list. Quite

astonishingly, the category's Brand Trust Index™ is among the lowest, though normal logic would dictate that if a category's Brand Trust™ impacts its fortunes, it would get sufficient focus and be in the higher trust bracket.

Despite the importance of Brand Trust™ in this category, only 5 healthcare brands make it among the toppers. Of these, only one Apollo, is a healthcare delivery entity and the other four are either pharmaceutical companies or medical product manufacturers.

While individual brands move their own agenda, it is important for the category to come together to build Brand Trust™ in healthcare

## Nike

There are a handful of logos which cannot be separated from the brand and, indeed, are as important as the product itself. An immediate example that comes to the mind is Nike's Swoosh: Simple, memorable and somehow evocative.

And thereby hangs a tale.

Nike co-founder Phil Knight was looking for a logo back in 1964 for his company, then known as Blue Ribbon Sports. He was teaching accounting in Portland State University to supplement his income while launching his partnership company.

In a hurry to come up with a logo, he commissioned a design student he met in the hallway of his college. She created several designs, none of which Knight liked very much. Being short of time, he reluctantly went for the Swoosh design with the prophetic words, "I don't like it, but it will grow on me." It grew on millions of others, and in 1972, the company's name was changed to Nike, the Greek goddess of victory. The idea of Swoosh is said to have been inspired by the statue of Nike seen in the ruins of Ephesus city in Greece – the folds of the robe fall in a swoosh-like pattern. Nike's motto, "Just do it", puts the Nike story in a nutshell, describing the go-getter attitude of a company that employs one million people worldwide.

as a whole. With resources invested towards building Category Trust,™ healthcare consumers, companies and the investors will benefit directly.

## 6. Always Close at Hand
### Category: Mobile phones

Ask any person about the three most essential things in his or her life today, and a mobile phone brand name is most likely to come up. Mobile phones have become an indispensable part of modern life. At the most basic level, these phones are devices to communicate, but there are many who

### India's most Trusted Mobile Brands



The Brand Trust Report, India Study, 2011

| Brand | BT rank |
|-------|---------|
| Nokia | 1 |
| Micromax | 80 |
| Blackberry | 84 |
| Sony Ericsson | 92 |
| Motorola | 96 |
| Maxx | 168 |
| O2 | 210 |
| HTC | 273 |
| Intex | 290 |
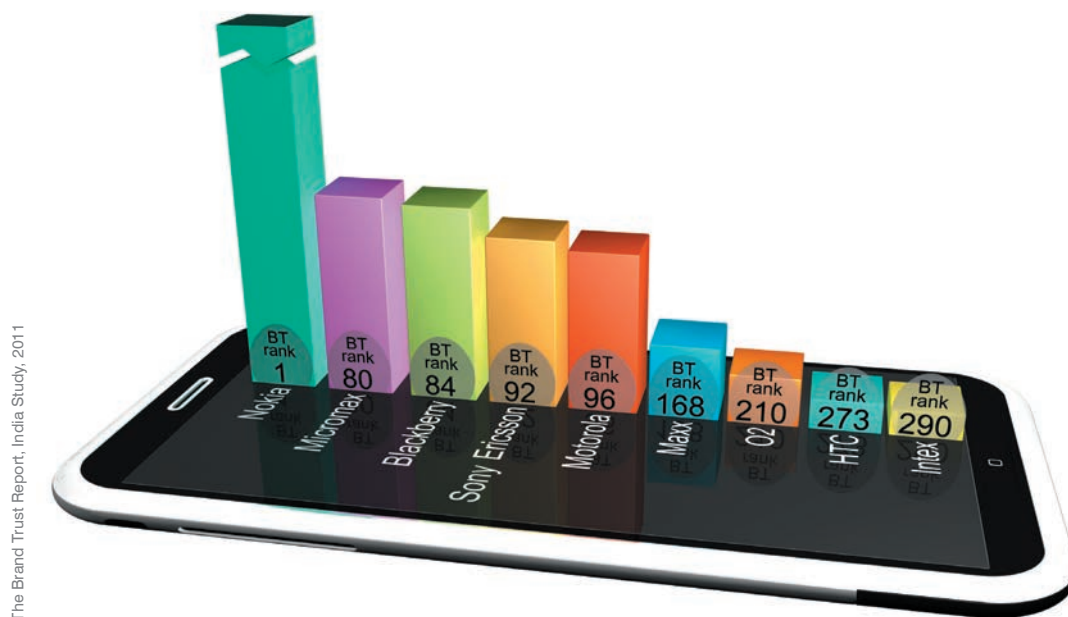
*Ranked among top 300 brands*

*Out of the 9 brands that feature in this category, 5 are amongst the top 100 Most Trusted Brands in India*

can lead an exciting life with no other device but a mobile phone. The mobile phone has become a single device for communication, information, entertainment, personal assistant, clock, alarm, and even as a payment medium.

Having said the above, can there be any doubt as to where this essential gadget of modern times will feature in Category Trust™ Rank?

*Mobile Phones* as a category are ranked second among all categories. Nokia, the Most Trusted Brand in India, leads the other 8 among mobiles by a very significant margin, and also lends weight to the category overall.

Each mobile phone brand is unique and different in its features, and learning curves for different phone brands are high. Accordingly, the user's comfort or 'stickiness' with a mobile phone brand is also correspondingly high, and results in high resistance to change in phone brands. A comparison with the Brand Trust™ Composites will show overlaps for this category with two main aspects, **Outward Appearance** and **Shared Interests**, and noticeably, the successful brands typically communicate using these platforms.

Now, take into account some facts. First, 130 million mobile phones were sold just in 2009. Add to this, the newly added mobile subscriber base each year, and the 18 month obsolescence of phones, and the total will add up to more than a few phones.

With growth comes some collateral damage. With an increasing number of phones being discarded as m-waste, amidst growing concerns of environmental sustainability, one

more important Composite will significantly impact this category's Brand Trust™ in the very near future. The mobile phone brands that take their **Corporate Altruism** seriously, especially with specific relevance to the impact of m-waste on the environment, will stand to gain the most Brand Trust.™

## 7. Driving Around
### Category: Cars

Speeding at 18% annual growth, the *Cars* category is among the fastest growing

### India's Most Trusted Car Brands



| BT rank | Brand |
|---|---|
| 7 | Maruti |
| 33 | BMW |
| 43 | Hyundai |
| 66 | Toyota |
| 74 | Ford |
| 81 | Mercedes |
| 104 | AUDI |
| 126 | Skoda |
| 159 | Tata Motor |
| 162 | Ferrari |
| 206 | Honda City |
| 246 | Volkswagen |
| 288 | Swift |
| 296 | i-10 |

The Brand Trust Report, India Study, 2011
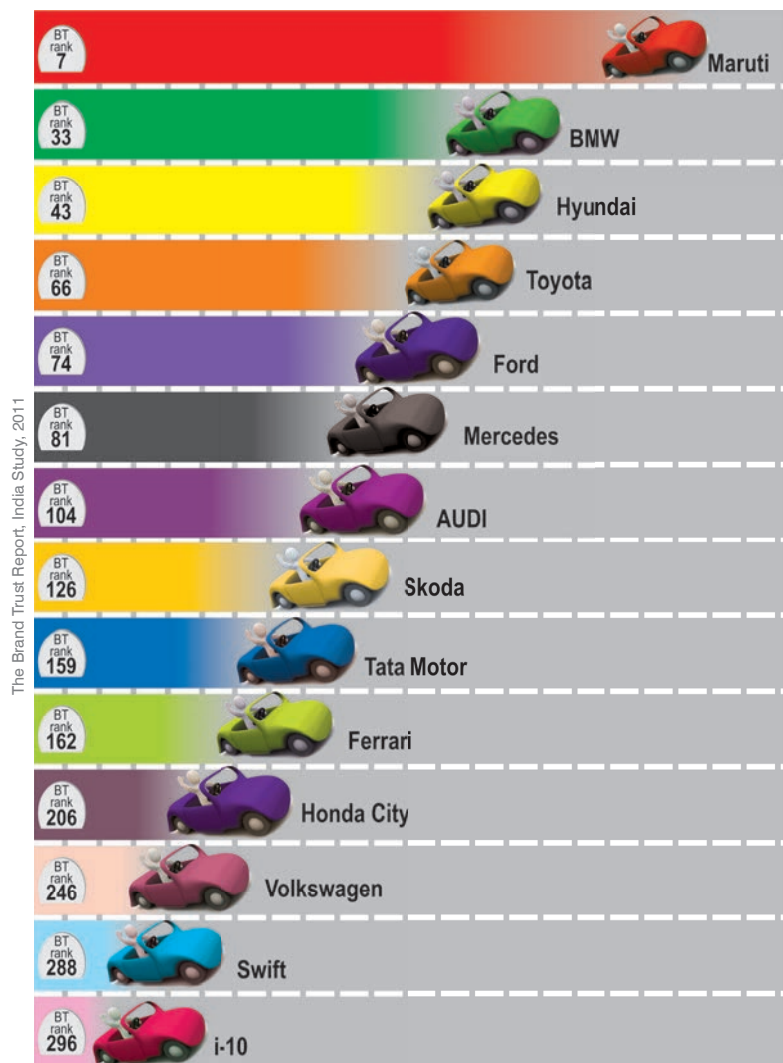
*Ranked among top 300 brands*

*Maruti Suzuki with its 14 brands is the 7th Most Trusted Brand in India*

## Vikram Bakshi - MD (North & East), McDonald's India "On Trust"

Building the brand trust has not been an easy journey for McDonald's in India. In the initial years, consumers rejected quite a few products. But as it started adapting to the local tastes and preferences, the consumer trust in the brand soared. McDonald's commitment to quality, service, cleanliness and value has been a big driver for building consumer trust. McDonald's is committed to be sensitive to local culture, values and preferences.

McDonald's is owned by the customers - not only the end consumer but also every stakeholder who connects with McDonald's and its functioning - employees, suppliers, vendors, customers, government and society at large. Brand McDonald's is a personification of its relationship with all the key stakeholders - employees, investors, customers as well as media.

In 2002-03, McDonald's was in a situation that threatened its business. There was misinformation floating in the Indian market that the french fries are cooked in beef fat, which obviously was not true. In India, McDonald's has always been using vegetable cooking oil in all its preparations. Media, religious leaders, customers, and political leaders were invited to visit McDonald's kitchens and the initiative generated positive media stories which helped its cause and clear up misconceptions.

## Amit Jatia - Vice Chairman (West & South), McDonald's India "On Trust"



McDonald's promise to serve highest quality product in a clean environment at affordable price has paid off very well as it has created an element of trust among the customers. With a high degree of respect for the local culture, it has developed a vegetarian menu especially for India and does not offer any beef and pork items.

When McDonald's entered India, customers were not certain of what to expect in terms of price and were wary of consistent quality and service standards. There was also a lack of efficient supply chain, but over a period of time things have has changed due to continuous efforts from the brand.

McDonald's works a three legged stool model. The three legs here are the owner, operator and partners. If anyone falls short than the brand loses its essence and would not be able to achieve its objective.

McDonald's is characterized by a commitment to be driven by the leadership of local owners. The brand also hires local personnel for all positions within the restaurants.

In true sense, brand McDonald's is owned by the people operating it and associated with it – its employees, its suppliers and of course the most important, its customers.

sectors in India, second only to China. As a micro-sector, cars have the highest brand density with 14 entries among the top 300 Brand Trust™ list and 6 car brands among the first 100 itself.

In his book, *Spent*, evolutionary psychologist Geoffrey Miller asserts that purchases, especially of visible assets like cars, are displays of personality traits, creativity, and even intelligence - maybe some of the reasons why so many cars feature on the top list.

Maruti Suzuki is the 7th Most Trusted Brand in India. The second on the car list, is BMW, the luxury car manufacturer, ranked 33rd in the All India Brand Trust™ Index. In comparison, luxury cars like Mercedes-Benz and Audi are ranked 81st and 104th respectively.

Car owners are known to get into heated arguments over these possessions and it shows how much car brands affect the empathetic aspects, and therefore also become emotionally sensitive topics. Brand Trust™ in cars, being such symbolic and emotive elements, cannot be just measured in terms of **Outward Appearance**, their most visible manifestation.

While India grows fast in this segment, it yet has among the lowest global penetration in cars, at only 8.5 cars per thousand. Sectors like telecom have benefitted immensely by leap-frogging technologies, and in the car segment too, India is likely to benefit by adopting progressively better technologies developed globally. Despite this, the long-term impacts of growth like pollution, high fuel consumption and the challenge of recycling waste will remain major concerns. To maintain the high aspiration for cars and make them an object of high Brand Trust,™ the industry and the individual carmakers must take significant and concrete steps at this juncture through the mechanism of **Corporate Altruism**.

## 8. Making a Buck
### Category: Banks
Banks survive on Trust, on the primary promise of safety of the money invested, and the secondary promise of good returns. The Indian banking system is financially stable and has been quite resilient to the recent shocks felt by the world. So much so that 20 Indian banks have been included in the Brand Finance® Global Banking 500 with a total brand value of USD 13bn.

From a large list of India's 96 scheduled commercial banks, 27 public sector banks, 31 private banks and 38 foreign banks, the 300 Most Trusted Brands of The Brand Trust Report™ study includes 10. State Bank of India leads the list of Indian banks with an All India Brand Trust™ rank of 11 and ICICI follows closely behind at rank 15. Just to note, 7 of the banks in the most trusted list have a wide stakeholder base as they are well-traded, publicly listed companies.

When we compare banks on the Brand Trust™ Composites, the two most important ones for this sector are **Commanding Respect**, and **Sincerity**. Trust, which is slowly and painstakingly gained, always faces the danger of getting eroded if there is any loss to these two important Composites. India's expected growth of 9% is actually fuelled by a robust and well balanced bank-led financing system under RBI's guidance. Most amazingly, RBI itself is ranked 161st on the Brand Trust™ list.

These visible Composites apart, one of the less visible Composites that can make a very large difference to the Brand Trust™ of this category is **Enthusiasm**, which directly implies *confidence* and *proactive response*, and these are very important when dealing with money.

## 9. Digital Combine
### Category: Technology
India has come to mean two things, technology

## India's Most Trusted Banks
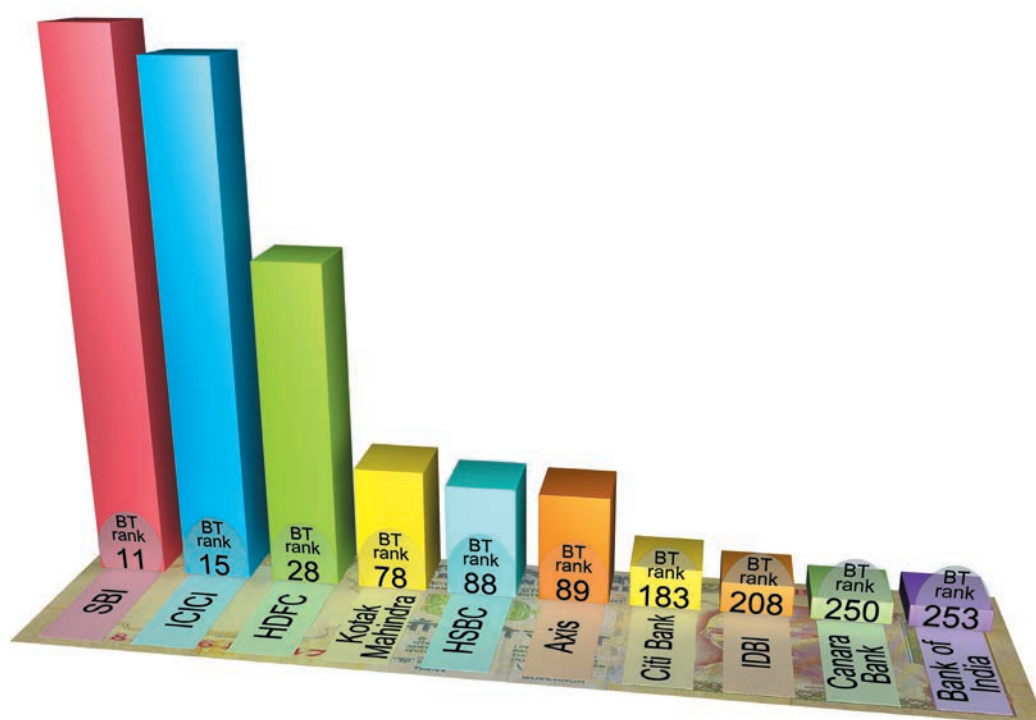
*Ranked among top 300 brands*

*State Bank of India leads the list of Indian banks with an All India Brand Trust rank of 11 and ICICI follows closely behind at rank 15 respectively*

and growth. The two are also inextricably intertwined and probably feed each other.

The Y2K acted as an inflection point for India, after which it never looked back and has become the center of the world for processing technologies, both onshore and offshore. Apart from software processing and programming, India's young millions are taking to computing and the internet, and can be attributed with a high growth.

*Technology* has always been accorded high Category Trust,™ a dream fueled by the high growth of many companies that benefitted millions by way of shareholding and employment over the last decade.

| Software | |
|---|---|
| **Rank** | **Brand** |
| 30 | Microsoft |
| 32 | IBM |
| 35 | Infosys |
| 37 | Wipro |
| 76 | TCS |
| 281 | Oracle |
| 293 | Cognizant |
| **Hardware** | |
| 27 | Dell |
| 23 | HP |
| 29 | HCL |
| 49 | Apple |
| 51 | Intel |
| 86 | Lenovo |
| 110 | Acer |
| 182 | Compaq |
| 197 | Toshiba |
| 297 | CISCO |
| **Internet & www** | |
| 70 | Google |
| 107 | Yahoo |
| 254 | Orkut |
| 295 | Facebook |

In the table on the earlier page, one can see the ranking of the various tech companies. With 8 brands in the top 50 list, this category gets a relatively larger share of Brand Trust™ than others.

Among internet companies, the ubiquitous Google ranks way above the others, followed by Yahoo. The next ranked most trusted internet brand is Orkut, the Google owned social networking site which uniquely has the second highest number of visitors from India. Facebook, with its 500 million followers (and growing) only just makes into India's 300 Most Trusted Brands.

Among the seven software companies that feature in Brand Trust™ Report study, the top four in order of their rank are Microsoft, IBM, Wipro and Infosys. In hardware brands, the most trusted is HP, followed by Dell, HCL, Apple and Intel.

The way we perceive and sort information depends on the way we categorize it, and these categories are extremely important to absorb and react to stimuli. However, one may want to exercise caution in this generalization technique, since over doing it can lead to a myopic and limited vision.

## India's Most Trusted Hardware, Software and Web



*The Brand Trust Report, India Study, 2011*
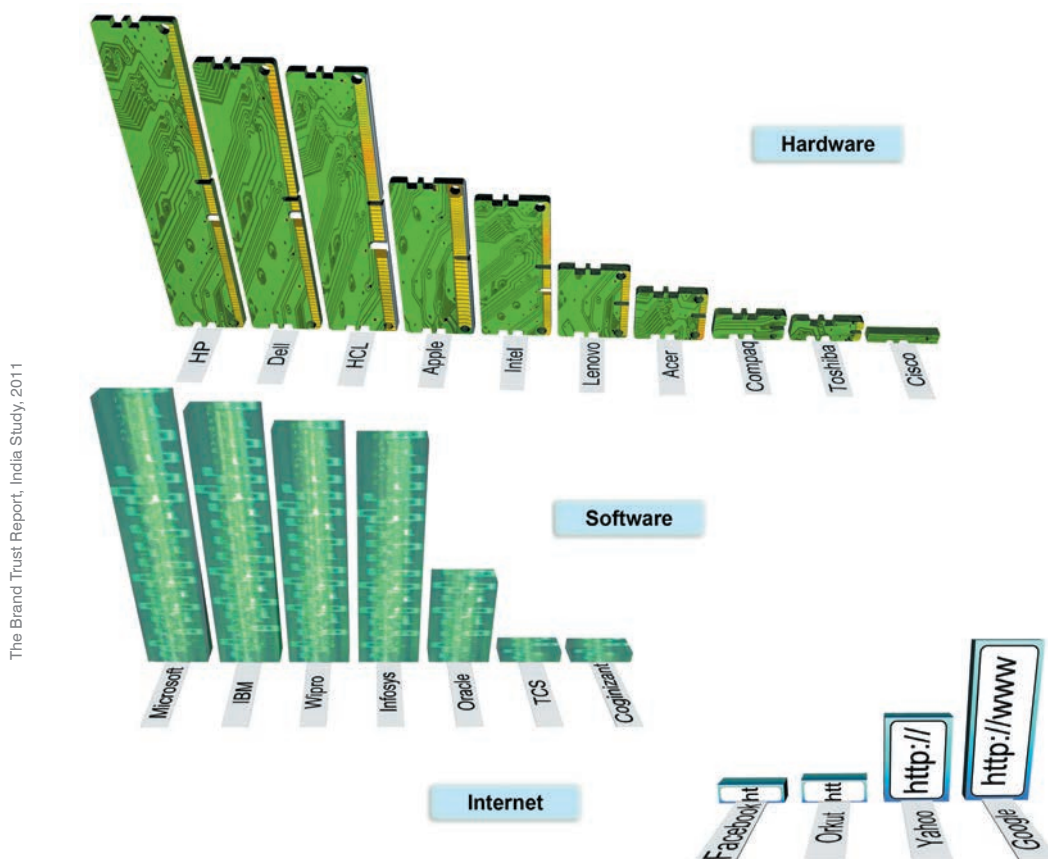
*Ranked among top 300 brands*

*With 8 brands in the top 50 list, the Technology category gets a relatively larger share of Brand Trust™ than others*
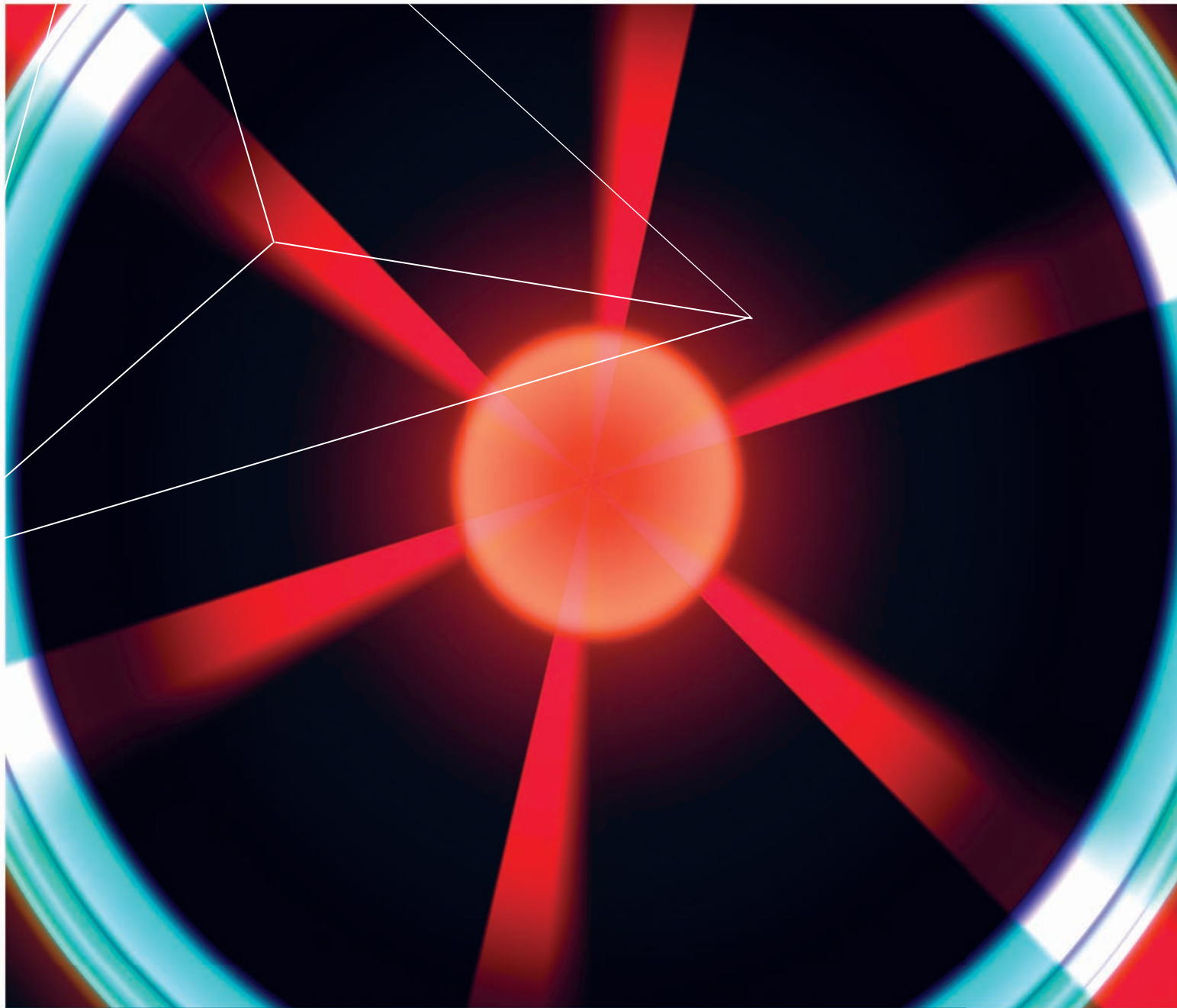
# 06 Analysis of Brand Trust™ by Zones

**Zonal Respondents' Profile**

**Zonal Media Preferences**

**Zonal Brand Trust™**

# Analysis of Brand Trust™ by Zones

India is a land of paradoxes and understanding its contradictions can be really difficult. With 28 states, 7 union territories, 22 official languages, and 13 dialects for the national language Hindi alone, India is a mosaic with intricacy at its best. Even within the four zones of India, the differences between States are stark, and sometimes even confusing. An inter-culture diffusion is setting in, largely on account of job related migrations. Despite this, the unique regional distinctions are still sharp as ever, and understanding the cultural, social and behavioural aspects of the local regions is imperative for understanding India as a whole.

In this chapter we try to understand how the various zones exhibit their trust on brands, and by this exercise we may perhaps create one more way to understand the four zones, and thereby India, better.

In this study, the 2217 valid respondents (reduced from 2310, after eliminating 93 respondents who showed bias in their answers) were divided city-wise, and the zone numbers were kept close to the population estimation figures of these zones for 2010.

## Zonal Demographics

### Zonal Income Profile

As the graph here shows, the least number of respondents were in the income range of at

**Zone-Wise Income profile of Respondents**



*The South Zone had the largest number of respondents with monthly earnings of INR 40,000 and above*
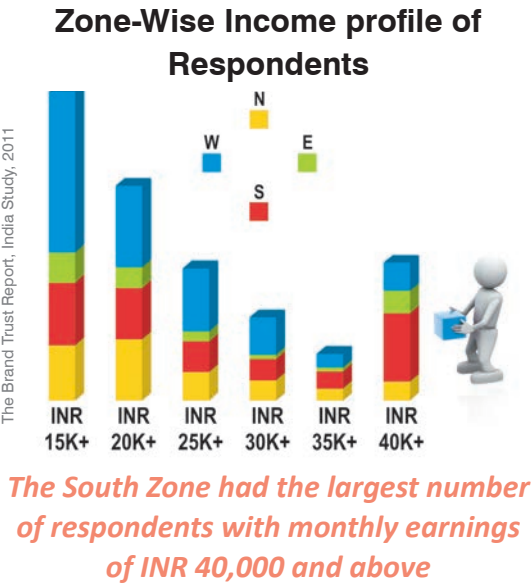
## Zone-Wise Division of Respondents



POPULATION ESTIMATION

RESPONDENTS

Total West 39%
Mumbai, Pune, Ahmedabad 42%
Total North 26%
Delhi, Chandigarh 21%
Kolkata 10%
Total East 9%
Bangalore, Chennai, Hyderabad 27%
Total South 26%

N
W    E
S
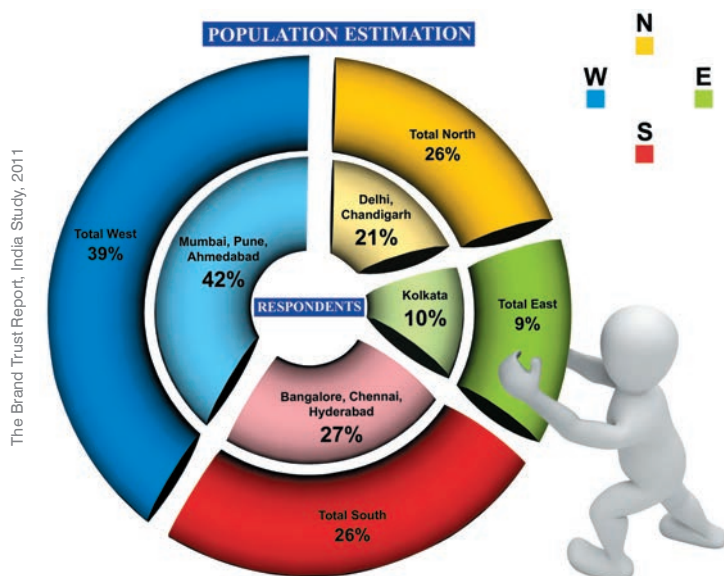
*Respondents were divided city-wise, and the zone numbers were kept close to the population estimation figures of these zones for 2010*

| Zones | Cities | Total Respondents |
|-------|--------|-------------------|
| West | Mumbai, Ahmedabad, Pune | 924 |
| South | Bangalore, Chennai, Hyderabad | 609 |
| East | Kolkata | 216 |
| North | Delhi, Chandigarh | 468 |

least INR 30,000/- (USD 667) to INR 40,000/- (USD 889) per month. The South Zone had the largest number of respondents with monthly earnings above INR 40,000/- (USD 889), while respondents from the West had the largest number of respondents in INR 15,000/- to INR 25,000/-(USD 333 to USD 556) range

## All India Most Informative Media

For the purposes of studying the next two graphs it is important to note these are 100% stacked columns and only show a percentage comparison between zones, not the actual figures.

The most informative print source is The Times of India, with a good spread across the four zones. At numbers 2 and 3 are Hindustan Times and India Today, which gets a high Information Value from the North, followed by DNA which has a preference from the West.

Only two regional print publications, Lokmat and Anandabazar Patrika, figure among the 10 most informative print media. For English print publications, having the headquarters

## Zone-Wise Most Informative Print Media

N
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S
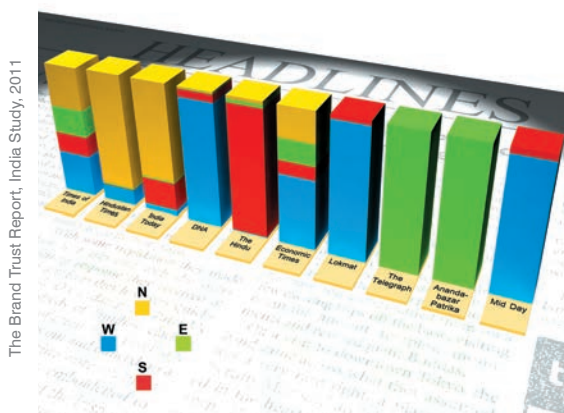
*Two regional publications, Lokmat in the West and Anandabazar Patrika in the East, figure among the 10 Most Informative Print Media*

## Zone-Wise Most Informative TV Media

N
W    E
S
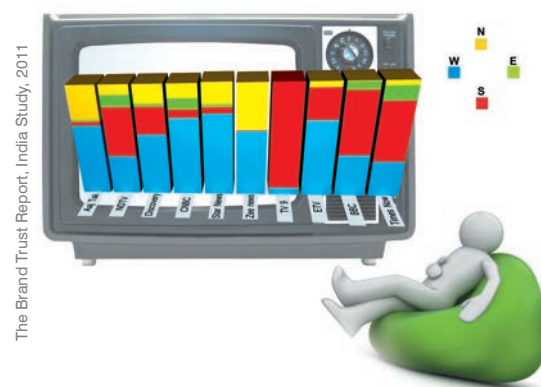
*Discovery being the only General Entertainment Channel stands out in the list of Most Informative Media*

## Anand Singh - Director- Marketing, Coca-Cola "On Trust"

Coca-Cola is a unique brand that communicates directly with the consumers and, at the same time, draws from its corporate identity and perceptions. The brand strives to provide uplifting refreshment and promotes the joy of sharing. Coca-Cola is seen as an icon of happiness that personifies optimism for all those who interact with it. The brand is trusted by Indian consumers who are one of the most optimistic people across the world, truly believing that the 'best is yet to come'.

Coca-Cola believes that be it the employees, investors, customers, or media, all are equally important as stakeholders. The brand has demonstrated this with consistency and simplicity, time and again.

Being the flagship of the company, brand Coca-Cola has faced trust issues due to certain issues leading to wrong perceptions in the past. Coca-Cola overcame such threats to its brand trust by being honest, open, direct and consistent in its communication. The management met all the stakeholders, understood their issues and got third party validation to refute the allegations. It also invited consumers to personally visit the plants to reassure them of the highest standards of manufacturing as well as convey the brand's highest regard for their well-being.

While brand Coca-Cola believes that all stakeholders are equally important, it would have no reason to exist unless it satisfies its consumers' needs. The core consumers of the brand - the teens - are the owners of the brand in the truest sense

in a particular city seems to give it greater city-focus resulting in respondents marking it with a higher information score.

Aaj Tak tops the most informative TV media list. The most Information Value for this Hindi news channel comes from its Western audience, followed by North. NDTV, as the second most informative media, gets a balanced following in South and West. Discovery and CNBC follow at third and fourth positions. West gives both channels a high information score.

BBC ranks as the ninth most informative TV channel, and is the only international news channel in the top 10 across India. It gets more score from the South than from the West while the other two zones give BBC low scores on its Information Value.

## Zonal Respondents' Gender

The gender division of participating respondents was matched to represent the working

### Zone-Wise Respondents According to Gender
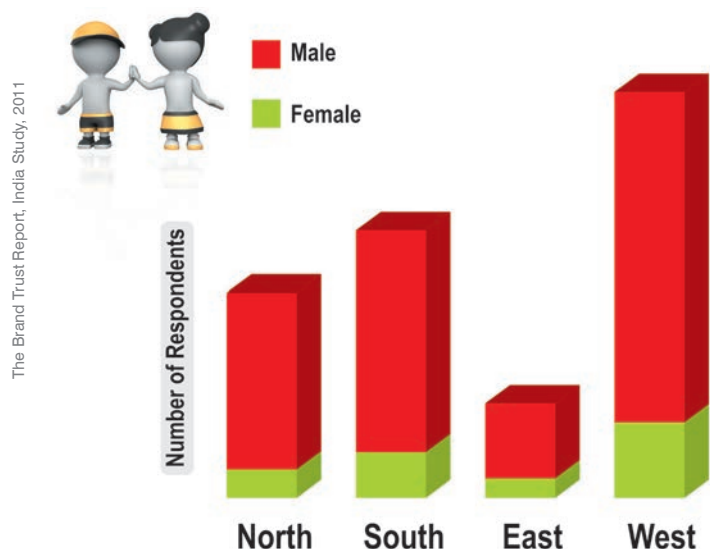


*In the random sample study across zones the highest representation of women respondents were in the East*

population of the corporate India (currently estimated at approximately 20%). Female respondents in our study averaged 16% and varied from 14% to 20% among zones, with the highest representation of women respondents from the East.

## Zonal Most Informative Media

Questions to respondents on most most-read/viewed media and most-informative media showed that media 'stickiness' was more habit-based than just information-based. From among all media, including print and TV, The Times of India was scored the most informative in North and East India. The daily was nudged to second place in West (preceded by Aaj Tak) and South India (preceded by The Hindu). Barring Hindi and English media, the regional leaders among the top 10 Most Informative media across all zones are as follows: North - ETV Kannada, West - Lokmat, East - Anandabazar Patrika and Star Ananda, and South – Sun TV. The General Entertainment Channel, Discovery, consistently featured among the most informative channels across all four zones. Hindi News channels are considered high on informative content in North and Western India.

The only business media to make it to any of the zonal lists are Economic Times (though it misses the Southern top 10 list), and CNBC (which only features in West and East India lists). BBC is the only international news channel that features among the 10 most informative media in South Zone.

When most informative sources across zones are compared, English Dailies, Hindi News Channels and English News Channels follow in that order. Among magazines, India Today is the only one to make it but only in the North and South list of top 10 most informative sources.

## Zonal and All India Brand Trust™ Comparisons

As discussed in Chapter 1, the indices - zonal and All India - are independent of each other in calculations, implying that the sum of the parts do not make up the whole. Brand Trust Index™ is made of four parts, (i) frequency

## Most Informative Media



*Across all 4 zones, BBC makes an appearance only in the South and Economic Times misses the same zone's top 10 Informative Media list*

of occurrence of a brand, (ii) its position of occurrence (iii) suitability of the brand to the primary component and (iv) Standard Deviation of the brand. Therefore the Brand Trust Index™ varies with the set it is being calculated for.

Individual brand indices, zonal indices, and categories can be compared within themselves, but not across each other. And, it must be noted that adding of individuals brand indices will not give zone indices, or adding of zones will not give the All India Brand Trust™ Index as they are independent data sets. In this chapter we will compare zonal indices across categories to emphasize on some trends.

If Brand Trust™ is the 'soul of the primary bond of our relationships' then, what we trust is typically an expression of who we are, and therefore Brand Trust™ may be used to map some behaviour patterns of the zones as well.

The graph below compares the Zonal Category Trust (taken as an average of the number of brands that feature in the top 100) to try and decipher the mindsets of the audiences in these zones. Visibly, the general propensity to trust brands is highest in the East, followed by North. South trails,

### Zone-Wise Category Preferences
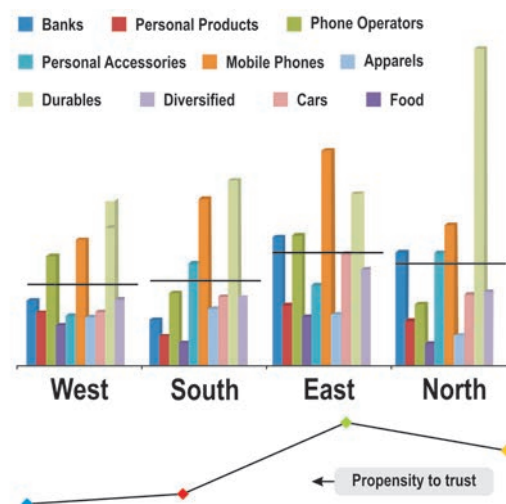


*Across all categories, East comparatively shows the highest propensity to trust*

and West displays the lowest Brand Trust™ inclination.

Across the 4 zones, *Durables*, a household necessity, and the indispensible *Mobile Phones*, have the highest Category Trust, while *Food* and *Consumer Products* get the lowest Category Trust perhaps showing a low involvement with the this respondent category of influencers.

## Getting the Bank Tills to Ring

Six banks make it to the top 100 zonal lists of most trusted brands, and two brands lead in

### Zone-Wise Most Trusted Banks
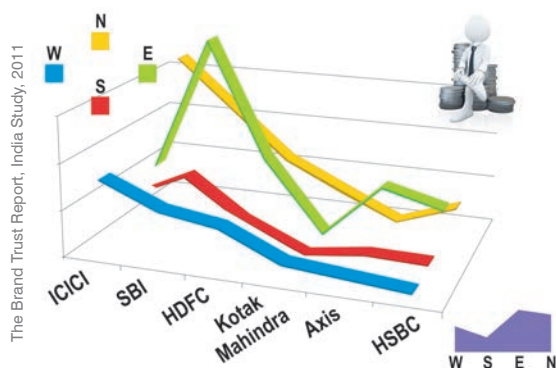
*The Category Trust average of banks across zones demonstrates the high trust levels in the East and North compared to the other zones*

two zones each. ICICI leads the most trusted banks in both West and North India, and SBI, on the other hand, takes the high ground on Brand Trust Index™ in the East and South.

The Category Trust averages across zones (shown as an insert) demonstrates the high trust that the East and North reposes on Banks as a whole, as against the South, which comparatively shows the least Brand Trust™ in this category.

## Consumer Products Looking Good

Consumer Products which feature in the

### Zone-Wise Most Trusted Consumer products
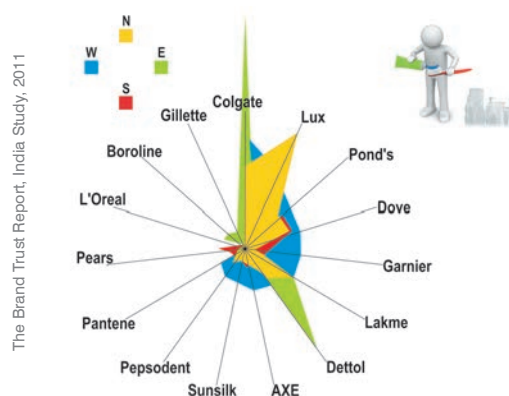
*Lux has the highest Brand Trust™ score in the North, where it displaces Colgate to the second place*

top 100 Category Trust zonal lists are led by Colgate in the East (it also leads in South and West). Lux has the highest Brand Trust™ score in the North, where it displaces Colgate to second place. The brands that come second in other zones are Lux - North, Dove – South (with Pond's close on heels) and Dettol – East.

Behaviour of the East is a little different from that of the other zones in that L'Oreal, Boroline and Gillette are uniquely visible only in the East top 100 list, drawing a blank in the other three zones. On the other hand, some brands, like Garnier, AXE, Sunsilk and Pears, do not show up in the top 100 East list whereas they are present in all other three zones.

The other zonal aberrations in top 100 most trusted brands are Pear's taking a miss from the Western zone, and Pantene which is missing from the Northern Zone list of top 100.

## Mobiles Make a Connection

Only five mobile service brands make it to the zonal top 100 most trusted brands in this category, with Loop featuring only in the West, limited to its area of operations.

## Zone-Wise Most Trusted Telecom Operators



*The Brand Trust Report™, India Study, 2011*
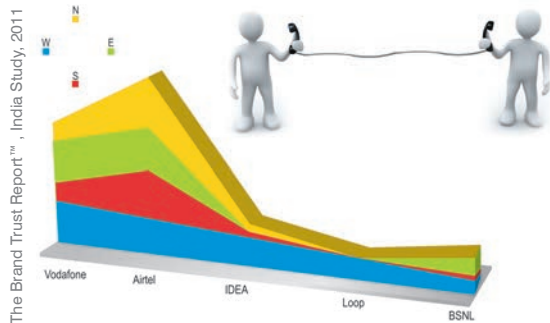
*Airtel takes first place as most trusted mobile service brand in the South and North, whereas Vodafone leads in the West and the East*

Vodafone leads in zonal Brand Trust™ in the West and the East, and Airtel takes second place in both zones. However, Airtel takes first place as most trusted mobile service brand in South and North Zones (and Vodafone follows to rank second in both these zones). IDEA ranks third in Western Zone followed by Loop and BSNL.

BSNL shows a very low zonal Brand Trust™ Index in the North, but carries a substantial trust in the other 3 zones, ranking zonal #39 in the East and zonal #52 in the West.

### Good Enough to Eat

Seven food brands are included in the zonal top 100 lists of most trusted brands. The A, B, C of this category - Amul, Britannia and Cadbury - are joined by Parle, and feature in all the four zones. Amul leads the food category in most trusted brands in the Eastern and North Zones, Parle leads the West, and Britannia and Cadbury jointly lead the South Zone. Nestle enters the East list along with Complan, and in the North it is accompanied by Haldiram.

### The Coke-Pepsi Trust Turf

As is evident from the graph, Pepsi consistently

## Zone-Wise Most Trusted Food Brands



- Amul
- Parle
- Britannia
- Nestle
- Cadbury

*The Brand Trust Report, India Study, 2011*
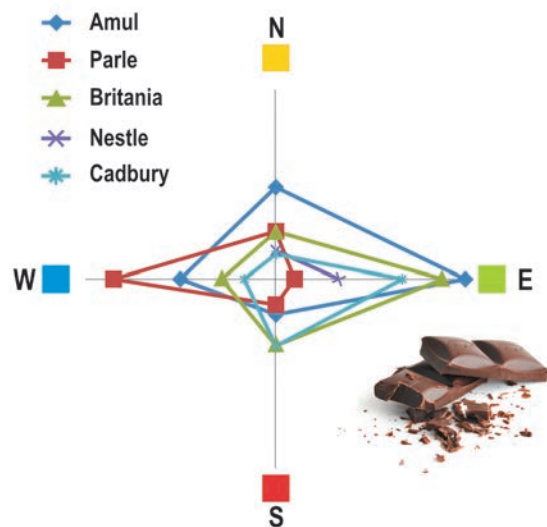
*Amul, Britannia and Cadbury the ABC of food, feature in all the four zones*

enjoys a higher Brand Trust™ across the four zones. As compared to Coke, Pepsi takes a sharp rise in the North and West, where its consumers resonate better with the brand. Coke Brand Trust™ is more or less even across the four zones, and it shows a narrowing of the Brand Trust™ gap between these two brands in the East.

The only brand other than these two to make it in the top 100 Zonal Brand Trust™ list is Limca from the Coca-Cola camp, and that too only in the North, where it scores about

## Zone-Wise Pepsi Vs Coca-Cola



*The Brand Trust Report, India Study, 2011*

- Pepsi
- Coca - Cola

| West | South | East | North |
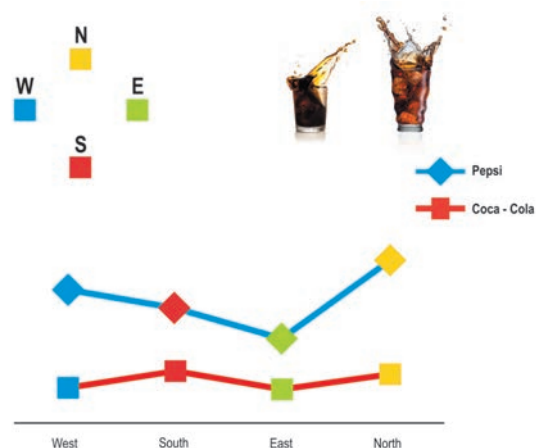
*Pepsi consistently enjoys a higher Brand Trust™ across the four zones*

a fifth of the Trust Index value of Pepsi in the zone.

## Personalizing the Accessories

Among *Personal Accessories*, Titan leads across three zones, with the exception of North, where Reebok has the second highest

### Zonal-Wise Most Trusted Personal Accessory Brands



*The Brand Trust Report™, India Study, 2011*
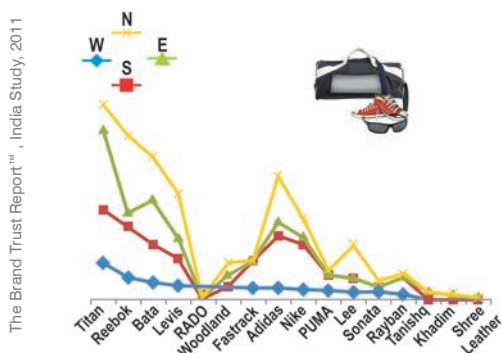
*The Trust Index for Personal Accessories in South is almost twice the index of West, showing differing priorities for the Western zone*

Zonal Brand Trust™ Index. Though a visual comparison of zones in the graph shows a higher Trust for personal accessories brands in the North, in actual, the East has the highest average of Trust index for this category. This is followed closely by North. The trust index for Personal Accessories in South is almost at twice the index of West, showing differing priorities for the Western zone.

Rado, the international luxury watch brand only makes an appearance in the West zone list.

East once again shows aberrant behaviour and three brands which feature in all other zones are absent here (Puma, Lee, Sonata). To add to the aberration, three brands that exclusively feature only in this zone – these are Tanishq, and two purely regional brands, Khadim's and Shree Leathers.

## Dialing Success

From our earlier discussions, we have seen that *Mobile Phones* are a highly trusted category. Nokia leads all brands across 3 regions (Nokia overshoots the graph by a very large margin and its end point has intention-

### Zone-Wise Most Trusted Mobile Phones



*The Brand Trust Report™, India Study, 2011*
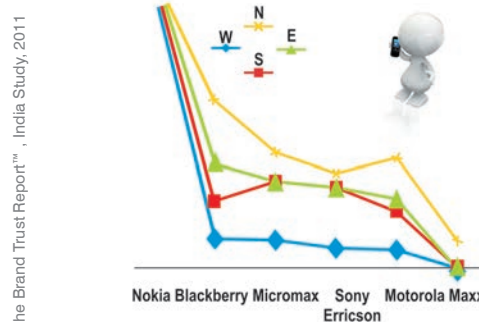
*Micromax, the Indian brand of Mobile phones features in all zones except in the East*

ally not been shown in the graph), other than in the East, where it is the third most trusted brand. The South Zone Brand Trust™ Index for Nokia lags by almost 20% from the leading zone, North. While Nokia's Brand Trust™ may vary across the regions, it is so far ahead of the other mobile phones in terms of Brand Trust™ that the closest, Blackberry in the North, is lower by a factor of 15.

Micromax, the Indian brand of mobile phones also features in all zones other than in East, and while the similar sounding, Maxx, makes it to the top 100 most trusted brands in the North zone alone.

## How You Wear it

The Apparels category (casual-wear and sports-wear excluded) is a high visibility category, and with recent international entrants, the prominence of this category has only increased. When you compare the zonal most trusted, surprisingly none of these international apparel brands feature.

## Zone-Wise Most Trusted Apparels



The Brand Trust Report™, India Study, 2011
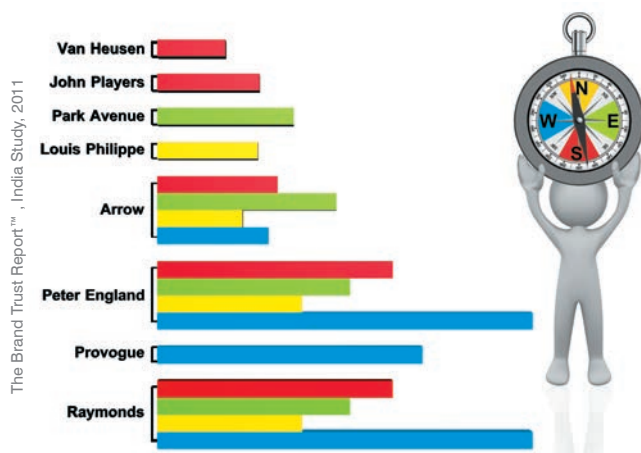
Raymond, Peter England and Arrow are the only three brands that are seen in all the four zone lists of top 100 most trusted brands. Raymond commands the highest Brand Trust™ in three zones by a good margin, only barring the North, where Peter England snatches the lead from it.

Provogue only enters the West Top 100 list, Park Avenue, Van Heusen and John Players likewise are single-zone top 100 entrants in the East.

*Raymond, Peter England and Arrow are the only brands that are seen in all the four zones in the list of top 100 Most Trusted Brands*

## Dr. Y. K. Hamied - Chairman & MD, Cipla "On Trust"

Our mission is 'None shall be denied' and it is our firm belief that every human has the right to high-quality, affordable medicines. With a singular objective of providing accessible health to all ever since we started in 1935, Cipla has innovated to create several drugs and devices, many of which have been India's and World firsts. With our gamut of over 1200 products in 80 therapies we reach millions across 120 countries.

Cipla's 75 year contribution towards making India self-reliant in medicines, and its unique humanitarian approach have made Cipla one of the most respected pharmaceutical names in the country. Also, the integrity in our business approach and functioning evokes a sense of trust that has helped us to grow across geographies.

We believe that the consistent hard work and commitment of our employees have played a crucial role in building trust for Cipla. The day-to-day work that we do culminates in alleviating suffering of millions and saving lives. Trust is our natural by-product and it incrementally accrues from everything that we do. It is our 20,000 employees who carry the essence of brand Cipla.

Efforts to downplay the significance and quality of generic drugs have been a major threat to the entire generics industry. However, through discipline and focus, Cipla has been able to set standards through our state-of-the-art manufacturing units. A large number of Cipla's drugs have been approved by some of the most stringent approving authorities from across the globe. In places as different from each other as Samitapur and San Francisco, the name Cipla evokes trust in every person who uses our high-quality medicines. Every individual who has benefited from Cipla's medicines and devices 'owns' brand Cipla in some way.  When someone uses our medicines, it alleviates their suffering, and they experience Cipla in the process. It is with this experience that their ownership of the Cipla brand begins.

## The New Buzz

11 of 12 in the Technology category feature across zones, with the exception of Google which is absent from the North list of 100 most trusted brands. IBM leads in the East, HCL in the North, and Dell leads in both, South and West. Just to show the variance of the zone, the average line for the brand has also been shown (however, as stated earlier, this should not be wrongly perceived as the All India Brand Trust™ Index).

Infosys and Microsoft compete very closely for the second place of East Zone Brand Trust™, and the former leads by a small margin. HP is clearly ranked 2nd in the North and West, and in the South, Wipro ranks 2nd edging HP to third position.

North tends to pull down the trust index on some technology brands like Infosys, Google (where the brand is conspicuous by its absence), Microsoft, Intel and Lenovo.

### Zone-Wise Trust leaders in Technology



*The Brand Trust Report™, India Study, 2011*

Legend: West, South, East, North, Average

X-axis: Dell, HP, Infosys, Google, Microsoft, HCL, WIPRO, Intel, Apple, IBM, Lenovo, TCS
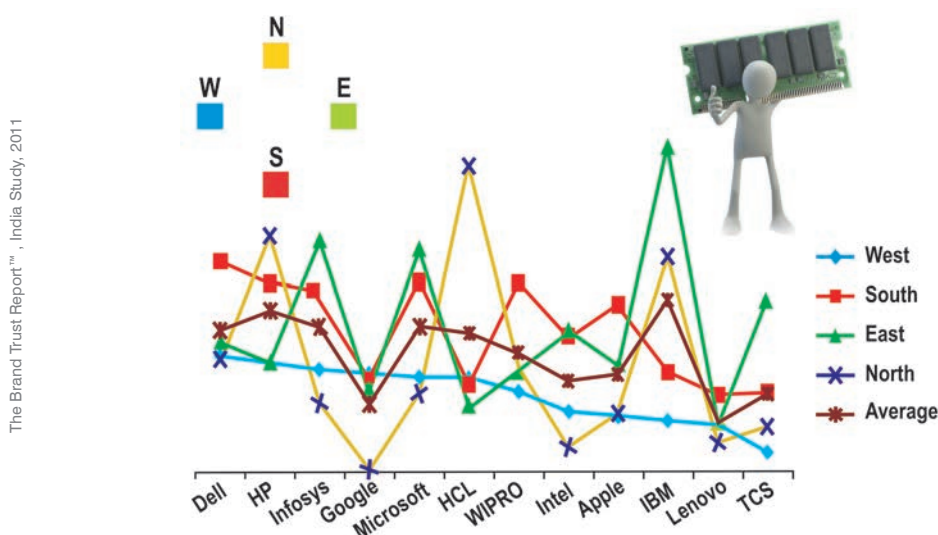
*IBM leads the East and the West while HCL leads the North; Microsoft and Wipro are almost at the same trust levels in the South*

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## BRAND GYAN

## Godrej

The Bombay dock explosion of 1945 is known to have hurled debris 15 kms into the suburbs of the city. But it is said that the contents of Godrej safes in the vicinity of the explosion were intact.

That could be an apocryphal tale but it may well be accepted as proven fact by millions of loyal Godrej customers.

There was a time when Godrej cupboards were very much a part of the gifts that a middle class bride brought to her husband's house.

The company is on record as being the first in the world to make soap out of vegetable oils to cater to its large Indian vegetarian clientele.

From a predominantly lock, safe and cupboard company Godrej has grown into a giant that makes a multitude of products, from home appliances, consumer durables, consumer products to industrial items and agri-products.

The Godrej group today has revenues of over $1 billion and employs some 18,000 people.

A word about the familiar Godrej logo is in order: it is the signature of Ardesher Godrej, the founder, who gave up law to make safes in 1897.

## Zone-Wise Most Trusted Hardware Brands



*The Brand Trust Report™, India Study, 2011*
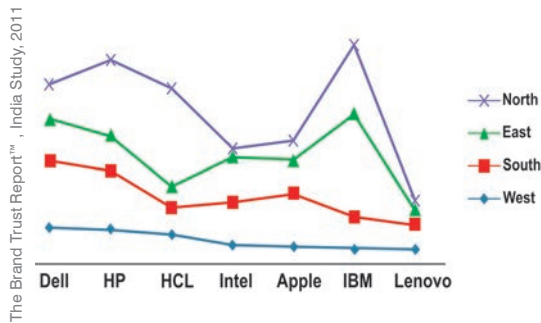
*North rates all technology hardware brands the highest on Brand Trust™*

Removing the software products, services and internet businesses from the above chart gives us a cleaner and more readable chart presented above. In this, the apparent conclusion that can be drawn is that there are very clear levels that each zone has set for the Technology hardware category. There is a distinct, clear-cut zonal pattern that makes this rating trend unique: North rates all technology brands the highest on Brand Trust™, East is second, South comes third and, West is consistently lowest for all technology hardware brands.

### Revving Up

In the Cars category, Maruti ranks first and is laps ahead across all the four zones. Comparing Zones for Maruti, East gives it the highest Brand Trust™ Index. BMW ranks second in West and South, and Hyundai ranks second in North and East. Mercedes is the other luxury car brand after BMW that makes it to the top 100 list in all the four zones.

Single zone entries in the top 100 most trusted brands among cars are that of Audi - South and Honda City - North.

### Showing Durable Utility

In the Durables category, Sony, Samsung and LG, are the top most trusted brands in the durables category across the zones.

## Zone-Wise Most Trusted Cars
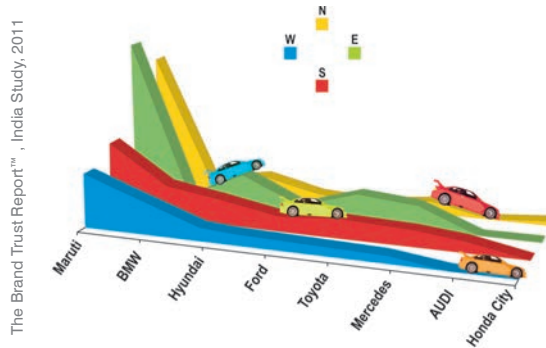


*The Brand Trust Report™, India Study, 2011*

*Mercedes is the other luxury car brand after BMW that makes it to the top 100 list in all the four zones*

Haier and Whirlpool feature in all four zones too. Panasonic is among the top 100 of three zones other than the North, and Prestige Cookers (most astonishingly) make an entry in the South alone. Further, the North has the highest category Trust for Durables, and West has the lowest. While Sony distinctively leads South and East, it falls behind LG in the North. All three brands are almost neck to neck in the West (with a small edge to Samsung), in terms of Brand Trust™.

## Zone-Wise Most Trusted Durable Brands



*The Brand Trust Report™, India Study, 2011*
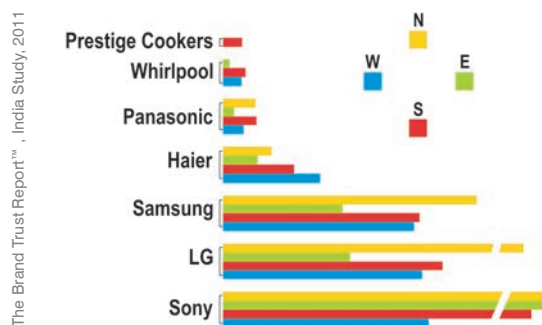
*Though most durable brands are present in every zone, Prestige Cookers make a lone entry only in the South*

If God is in the details, then India embodies the supreme. For a chapter, book, or volume to attempt to even give a glimpse of this supreme may only result in more confusion. The only way to know India is to breathe it, live it, endure it.

# 07 External Factors, Anomalies and other such Eye Openers

Internet Presence - Online Index vs Brand Trust™

Advertising Award Nominations

Correlation of Brand Trust™ with Age, ET 500, Forbes 2000 & Others

Anomalies in Brand Trust™

# External Factors, Anomalies and Other Such Eye Openers

The entire study on Brand Trust™ is based on 61 primary components that create a trust index, which helps us compare Brand Trust™ between brands, zones or categories. Being a dynamic entity, trust changes with stimuli from the environment, and the brand's reaction to the stimuli. Hence, let us understand how such external factors correlate with Brand Trust™ and the primary components.

What is said of the stock markets, that the audience knows everything, and what they do not know is not relevant, is also true in other cases. External data sets like ET 500, Gartner/AMR Supply Chain toppers, Forbes 2000 disseminate knowledge to the audience, and we correlate and compare the Brand Trust™ data with these credible sources. This should hopefully answer some of the intriguing questions that often arise - Does having a strong internet presence contribute to Brand Trust™? Is winning awards more important than getting nominated for them? Does age or nationality matter for the brand? What reflects performance, profit or turnover?

To determine the statistical dependence between two such variables, we have used normal correlation calculations, and rank correlation calculations. In places where the data sets give clear visual evidence of correlation, we have used just a data comparison.

## Internet Presence – Correlation of Online Index with Brand Trust™

With the emergence of web 2.0, and web 3.0 around the corner, the word 'social' has become the new buzzword. To measure a brand's effectiveness on the web, we created an Online Index for each brand by assigning values for online visibility, responsiveness, tonality, loyalty of visitors and overall online presence, in a study conducted for a one month period between November and December 2010. The Online Index of the Brand Trust™ top 50 were calculated based on four scores:

- Social media score (marked on brand's regularity of conversations and tonality)
- Web traffic score (marked on profiles, inward linkages, traffic, search engine, visual search rank)

## Online Index and Brand Trust™ Correlation



**Online Index**  **Brand Trust Index**

Nokia
Tata
Sony
LG
Samsung
Reliance
Maruti
LIC
Airtel
Titan
State Bank of India
Bajaj
Hero Honda
Reebok
ICICI
Vodafone
Dell
Colgate
Bata
Haier
Raymonds
Adidas
Godrej
HP
Lux
Philips
Levis
HDFC
HCL
Microsoft

**Prominent contributors to online index**
- Social media score
- Web traffic score
- Microblogging score
- Community score
- Balanced

*The Brand Trust Report, India Study, 2011*

*10 out of 25 India's Most Trusted Brands have a very high Online Index, and the two anomalies are Tata and Lux, with relatively low online quotient*

- Micro-blogging score (based on brand's regularity of conversations and retweets
- Footfall pattern score (measured by the ratio of Indian versus global traffic to brand's site).

The graph above shows the prominent Online Index contributors on the left half and the cone colours show the most prominent of the above four scores for each brand. If the brand gets a cream coloured cone, it denotes a balanced score on all the four online index contributors.

The data thus obtained underwent statistical analysis, eventually resulting in an index for each of the most trusted 50 brands, and one crucial revelation emerged - a strong internet presence is definitely linked to higher Brand Trust.™ The Online Index correlation

with Brand Trust™ has a high coefficient of 0.68. This should make a strong case for other brands to sit up, take notice and pay more attention to their social media and online presence. 10 out of India's 25 Most Trusted Brands have a very high Online Index, and the two anomalies are Tata and Lux, with their low online quotient.

## Correlation of Age in 50 Most Trusted Brands

The age of a brand is an indication of its experience, an important primary component of Brand Trust.™ To see how age of the brand is correlated with Brand Trust,™ we did an analysis of the number of years since the brand's inception, and also with the number of years since their introduction to India (naturally, for Indian brands this number was the same). From the Brand Trust™ top 50, we drew a list of seven brands from the FMCG sector - all brands with a history of more than a few decades. Correlation of Brand Trust™ with the global age of the brand was very high, with a correlation coefficient of 0.74 (with over 95% reliability). In contrast to the global age, the 'Indian age' (number of years since its birth in India) of the brand showed

## Brand Age and Brand Trust™ Rank Correlation



- Difference from global age
- Age - Indian

Colgate BT rank 18
Lux BT rank 25
Pepsi BT rank 35
Pond's BT rank 39
Dove BT rank 40
Dettol BT rank 46
Lakme BT rank 47

*The Brand Trust Report, India Study, 2011*

*The correlation of Brand Trust™ with the Global age of brands was very high, whereas the correlation of Brand Trust™ with Indian age of brands was low*

## HCL Technologies

It takes a bunch of 30-year-olds dissatisfied with their well-paid jobs to give it all up to start their own company and taste success. That is the HCL story, a company that started in the pre-computer era in India when computers were merely sophisticated electronic calculators.

Shiv Nadar, the founder of HCL Technologies, and his group of friends worked in the calculator division of DCM in the 1970s when they felt that the future beckoned. They gave up their jobs, set up a company bravely titled Microcomp Limited – brave because India was still in the computer stone age and the likes of IBM ruled the roost.

The first big break came with the exit of IBM from India and its local clients being forced to find suppliers in India. Microcomp threw up enough cash for its promoters to venture into computer manufacture – their ultimate dream. HCL was launched with INR 20 Lakh.

The next challenge for the company at the turn of the millennium was to transform itself from hardware to one that also offered software. Today HCL is a USD 5.5bn company with around 77,000 employees spread over 29 countries.

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a very low correlation with the Brand Trust,™ with a coefficient of only 0.24.

The difference in years between global presence and Indian launch was another correlation studied, and this yielded a very high coefficient of 0.82. Meaning, more the age of the brand internationally before its Indian launch, the more the Brand Trust™ gained in India. The brand's international experience holds a substantial correlation with Brand Trust™ in India.

### ET 500 Correlation

Growth of companies and brands measured in monetary terms is visible, and gives a very strong indication of its performance The ET 500 Cumulative Annualized Growth Rate (CAGR) for the last 3 years is a rank given taking into considerationRevenues, PBDIT and Net Profit. This combined index of growth is created by giving revenues 50% weightage and the other two, equal weightage of 25% each.

*(To ensure an accurate correlation, we had to forgo Reliance from the list due to the several companies that contribute to the*

brand. HDFC too had to be taken off this correlation as the housing loan company and bank assets' contributions to the brand were indeterminate).

The brands/companies common to both lists were Maruti, Airtel, SBI, Hero Honda, ICICI, HCL, Infosys, Wipro, Idea, Hindustan Unilever, Videocon, ITC, Mahindra & Mahindra, TCS & Axis Bank. The correlations of CAGR showed a coefficient of 0.52, showing a high correlation with Brand Trust™ with 95% reliability.

### ET 500 and Brand Trust™ Rank Correlation



*The correlations of the ET 500 CAGR showed a coefficient of 0.52, indicating a high correlation with Brand Trust™*

## Sigve Brekke - Managing Director, Uninor "On Trust"

For brand Uninor, trust also means 'a confident expectation'. Two things - the biggest compliment it can get from the customers and the biggest responsibility that it needs to discharge – make Uninor a highly trusted brand. What made Uninor different was the decision to use its customers and employees as brand ambassadors for the launch, rather than superstar celebrities. Uninor pioneered Dynamic Pricing, a unique product where customers could get up to 60% discounts on their calls. Today, in its operational circles Uninor adds more subscribers than any other mobile operator every month, making it evident that that we are giving what customers wanted all along.

Being a part of the world's 6th largest mobile operator – the Telenor Group – gave our customers and partners the confidence of relying on a company that has done well in 14 countries and for over 150 years. For a brand that entered an extremely competitive space in India just about a year back, being recognized among the most trusted brands is indeed a long journey in a short time.

Uninor has three stakeholders, each vital to building and delivering on its brand trust. First are the customers who expect the brand to be honest, keep promises and be respectful. Second come Uninor's employees in whom the customers place their confidence in. Customers buy a service, expecting it to be reliable and meet expectations, and it is Uninor's employees who build and keep this trust. Finally it is Uninor's partners including the shareholders and banks who repose confidence in the future, and its IT partners and equipment suppliers.

A delighted customer, a happy employee, a secure investor and a committed partner all come together to create the trust.

Uninor launched its service with a product that was unique, but complicated in the way it was structured. Within weeks, it was changed and a simpler Dynamic Pricing was brought in. This time, though the product was simple, the communication of it wasn't. Uninor quickly changed that as well and overcame the potential threats to the brand trust.

Today, Uninor is known as a brand that may make mistakes, but will not mistake the need to correct them. The ownership of brand Uninor in the truest sense rests with the people who buy it - customers who buy its services, employees who buy its way of work, and investors and partners who buy into the brand's potential and its future.

More than just revenues, growth correlates with trust. Revenue growth, a direct result of more customers, more purchases or higher price is a direct indication of customer trust. Other attributes like growth in PBDIT and Net Profit, both of which show the efficiency of the organization, are concepts that the stakeholders consider when making Brand Trust™ related judgments.

Compare the CAGR correlation coefficient to the correlation of the Net Profits with Brand Trust™ and this coefficient is at 0.42, significantly lesser than the CAGR correlation. While many would like to believe otherwise, the two Brand Trust™ correlations shown (CAGR and net profits) is enough evidence of the stakeholders' understanding of subtle concepts like 'profits' versus 'consistent growth in profits'

and this gets commensurately reflected in Brand Trust.™

## Gartner/AMR - Supply Chain Efficiency

Taking supply chain efficiency to be a proxy for efficiency of operations, we correlated the Brand Trust™ indices with the companies that were toppers in Gartner/AMR survey on Supply Chain (2010). Fourteen of the brands/companies listed in the Gartner/AMR Supply Chain Leaders list also featured in the top 50 Brand Trust™ list. These include Nokia, Samsung, Dell, Colgate, HP, Microsoft, Nike, IBM, Pepsi, Hindustan Unilever, Pond's, Dove, Lakme and Intel. *(We have excluded Apple, ranked first in Supply Chain globally, since its out-of-ordinary high score tended to skew the result too significantly).*

A rank correlation between supply chain efficiency and Brand Trust™, gives a coefficient of 0.49, which accords an average correla-

tion between the two. (The graph above, however, corresponds to the actual scores of both the indices and not to the ranks) While the correlation may be average, a visual analysis of the graph shows that the need for supply chain efficiency is evident in most brands chosen from the Brand Trust™ top 50 list.

## Forbes Global 2000 Correlation

The Forbes Global 2000 are the biggest, most powerful listed companies in the world, and 56 Indian enterprises feature among them. Along with other considerations, the list takes into account financial parameters like sales, profits, assets and market value (or capitalization, as of March 1, 2010).

We correlated the brands in Forbes Global ranking to those in the Most Trusted 50 in the Brand Trust.™ Among the 8 common companies, the coefficient was 0.69,

## Gartner/AMR (2010) and Brand Trust™ Rank Correlation
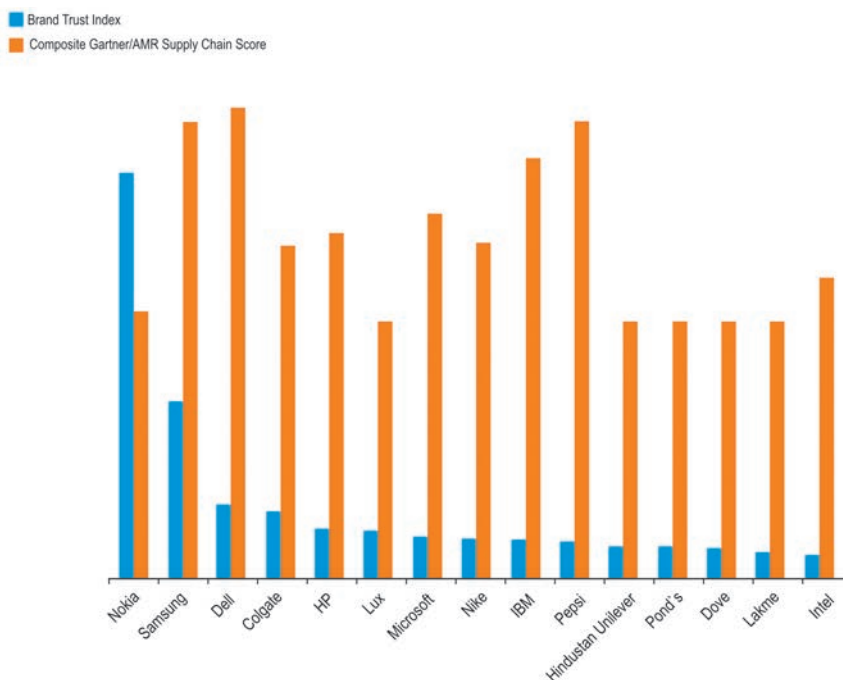


*The Brand Trust Report, India Study, 2011*

*A rank correlation between supply chain efficiency and Brand Trust™ gives a coefficient of 0.49, which accords an average correlation between the two*

## Forbes Global 2000 and Brand Trust™ Rank Correlation
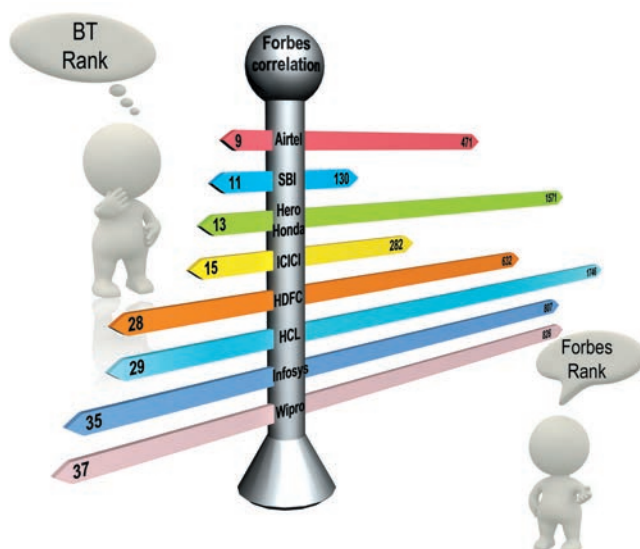
*Among the 8 common companies, the coefficient was 0.69, showing very high correlation between the Forbes Global 2000 list and the Brand Trust™ ranks*

showing very high correlation between the Forbes Global 2000 list and the Brand Trust™ ranks *(as stated above, Reliance and HDFC again were not considered for the correlation).*

### Business Today-KPMG Best Banks Correlation

## BT-KPMG's Best Banks Index and Brand Trust™ Index Correlation
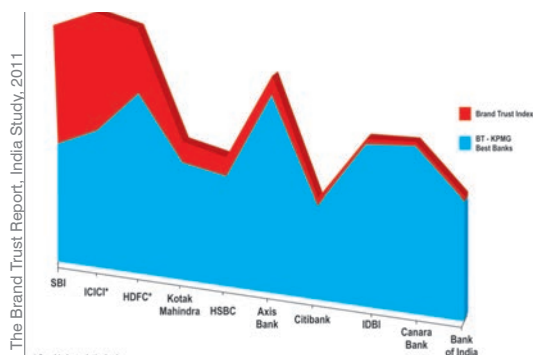
*Among the 10 banks in the Top BT list of 300 brands, SBI, ICICI and HDFC are the only banks to acquire Brand Trust™ commensurate*

Business Today-KPMG's latest survey (December 26, 2010 issue) on India's best banks ranks 67 banks on the basis of 26 different parameters that include growth, size and strength. A simple graphical comparison of the BT-KPMG's Best Banks Index with our Brand Trust™ Index shows that only three banks, SBI, ICICI and HDFC, seem to be able to garner Brand Trust™ commensurate with their performance, size and efficiency. In the graph, as the red area decreases, so does the Brand Trust™ showing that the last 7 banks in this graph are unable to acquire Brand Trust™ commensurate with their stature.

### Anomalies Prove the Rule

Edwin Hubbel Chapin said once, "Through every rift of discovery some seeming anomaly drops out of the darkness, and falls, as a golden link into the great chain of order".

True to his words, every research throws up little anomalies, little exceptions which prove the rule. In fact, BTR™ study generated so many interesting ones that we found it difficult to choose the few to be shared as conversation starters.

Of these, most findings are among the 61 primary components themselves. But some of these strange correlations have also been mapped with external data.

### City-Wise Preferences for Brands

Cities, like people, are often unpredictable. The complete absence of brand ICICI's mention from more than 40,000 brand name responses from Bengaluru is one such perplexing anomaly. Just as strange is the absence of Raymond's mention from Chandigarh where more than 18000 brand name responses were generated. An otherwise well-known brand like Haier finds Brand Trust™ only in Mumbai and Pune. Across

## City-Wise Preference of Brands



*The Brand Trust Report, India Study, 2011*
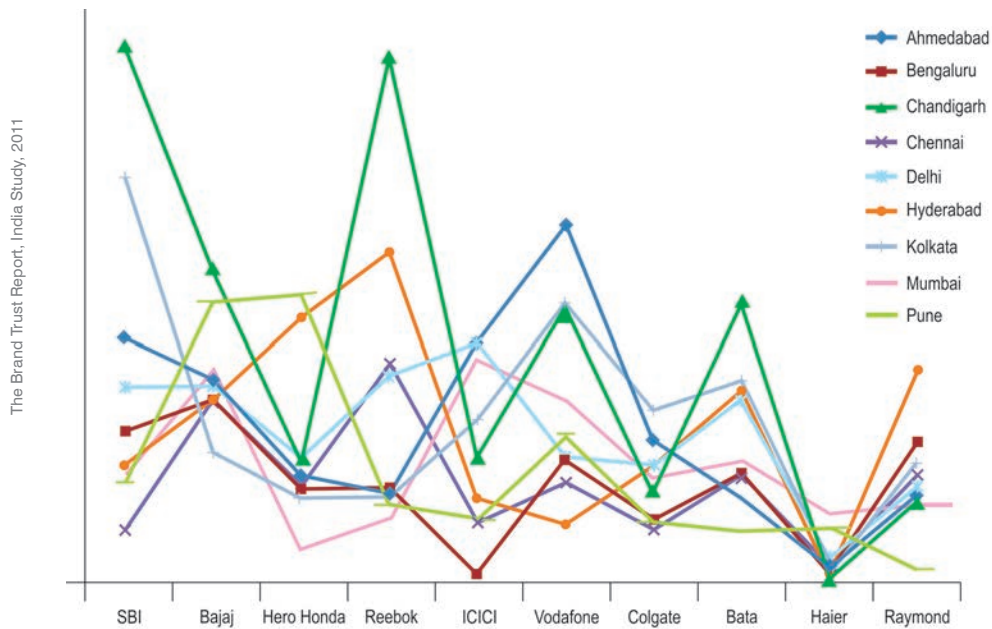
*Across cities, SBI has the highest Brand Trust™ in Chandigarh followed by Kolkata.*

cities, SBI has the highest Brand Trust™ in Chandigarh followed by Kolkata. Hero Honda has the lowest Brand Trust™ in Mumbai, which is approximately 1100% lower than in Pune. Strange, but definitely true.

### Occurrence Ratio Aberrations

Occurrence Ratio (OR) is the frequency of brand name mentioned per respondent, meaning that an Occurrence Ratio of 1.21

means that 100 participants named the brand 121 times in the Brand Trust™ responses

- LIC: The OR for the brand in Chennai is only 0.50 as compared to the all India average of 2.55, showing low Brand Trust™ in the city.
- Apple: Against the all India average OR of 0.62, Bengaluru excelled for this brand's trust related responses with an OR of 2.05 in the IT hub.

## BRAND GYAN

## Infosys

In 1989, the founder directors of Infosys met to discuss what to do about their failing company. Eight years after they had launched Infosys, the founders had little to show for it while former colleagues owned cars and houses in Bengaluru.
The CEO Narayana Murthy told in a TV interview some years ago that many of the founders wanted to quit and go back to a job. In an inspired moment, he offered to buy them out. "My confidence in the company made them decide to stay back. But what they did not know was that if they had offered to sell their stake in the company I didn't have the money to buy them out!" he said.
From there on, in 1999 Infosys become the first Indian company to be listed on the NASDAQ.
It then went on to top the $1 billion revenue mark in 2004.
Infosys' success in the early years was the speed with which it was able to offer software designs solutions and implement them.
The company's revenues in 2008-09 were $1.12 billion while income after tax was $321 million.

## S. Shridhar - President, Motorcycles, Bajaj Auto "On Trust"

The Bajaj group has an illustrious history. The founder of the group, Jamanalal Bajaj, was an associate of Mahatma Gandhi and actively involved himself in India's freedom movement while continuing to manage his business. Today the Bajaj Group footprint stretches over a wide range of industries, spanning automobiles, home appliances, lighting, iron and steel, insurance, travel and finance.

International standards of quality, reliability and durability strengthen the brand Bajaj. A critical element of gaining this trust and maintaining the faith of customer has been the ensuring of best standards in terms of product delivery, quality, customer experience and service. Transparency, fairness, disclosure and accountability have always been central to the working of the Bajaj Group. Bajaj Auto's corporate governance and disclosure practices have been well recognized in the corporate world, making it a highly trusted brand not only with customers but also its stakeholders.

The experience of all these stakeholders builds the brand Bajaj – experience in terms of product usage, interaction with various touch-points etc. This commitment to deliver a cutting-edge experience by its employees is most important for building the trust for Brand Bajaj.

By the year 2000, India was moving from traditional geared scooters where Bajaj was dominant, towards motorcycles where it did not enjoy a large share. It was the time, when Bajaj Auto had to rapidly shift gears from being the world's largest scooter manufacturer, to becoming an outstanding motorcycle manufacturer. Meeting the changing needs of the evolving Indian consumer was probably Bajaj's biggest challenge. This period was a moment of internal awakening for Bajaj and the brand decided that developing its own product and process technologies was the only way forward. A whole host of actions, right from new product initiatives, development of an extremely strong R&D backbone, focus on lean manufacturing, vendor and employee rationalization resulted in the company quickly establishing itself as the largest exporter and the second largest domestic player in the industry.

Bajaj as a brand belongs to the people of India. Bajaj Auto is merely a custodian of the name but the ownership lies with its customers who repose faith in it. The belief of millions of Indians whose faith and affection for the company is overwhelming, is explained in the spontaneous emotion of 'Hamara Bajaj'- meaning, "Our Bajaj".

- Dell: Dell also followed suit in Bengaluru, by showing a high OR of 1.93 in the city as compared to its all India average of 1.19.
- Airtel: The OR for Airtel in Chandigarh and Ahmedabad was 5.44 and 4.44 respectively, against the all India average of 2.71. These two cities showed almost twice number of Brand Trust™ related mentions for Airtel.

## The Connection of Logo Colours and Brand Trust™

A logo is the visual equivalent of the name, the identity in purely visual terms. Steering clear of any controversy on creativity or positioning, in this part we only analyze the how the 50 Most Trusted Brands have treated an important, but complex aspect - the colour - in their logo.

In logos, one thing is clear – less is better. If the number of colours used is any indication of logo-simplicity, then believe it or not, 58% of the top 50 Most Trusted Brands use only one colour in their logo. Two colours are used in 26% of the logos among the top-50 Most Trusted Brands. The total of one colour only and two colours only is a massive 84%, showing a very high correlation between simplicity of colour usage in identity and Brand Trust.™

An analysis of the single colour logos revealed that 32% had only Blue, 12% only Red and 8% only Black. Further 32% of the top 50 Most Trusted Brands had only used the name as the visual symbol with no other visual element to support. While it cannot be stated that logo simplicity produced trust, the inverse is most certainly true, since

### Influence of Logo Colours on Brand Trust™



*The Brand Trust Report, India Study, 2011*
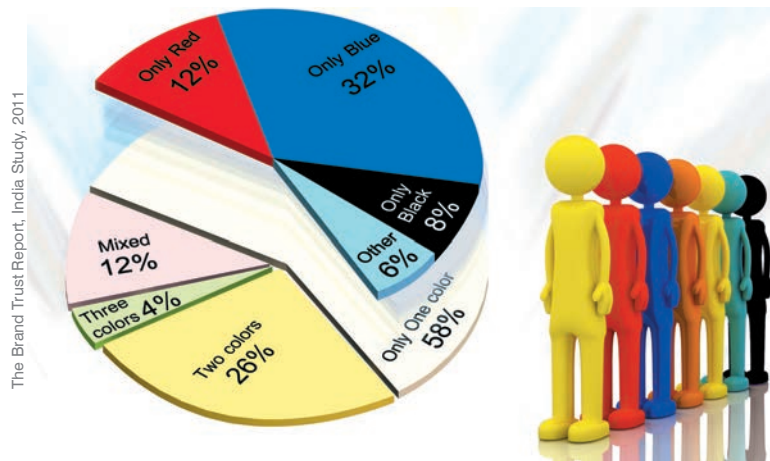
*Many of the Most Trusted Brands use only one or two colours in their logo*

trusted companies chose to keep their logos simple.

Thinking the colours Blue and Red to be significant we analyzed logos which had either

### Influence of Brand Headquarters on Brand Trust™



*The Brand Trust Report, India Study, 2011*
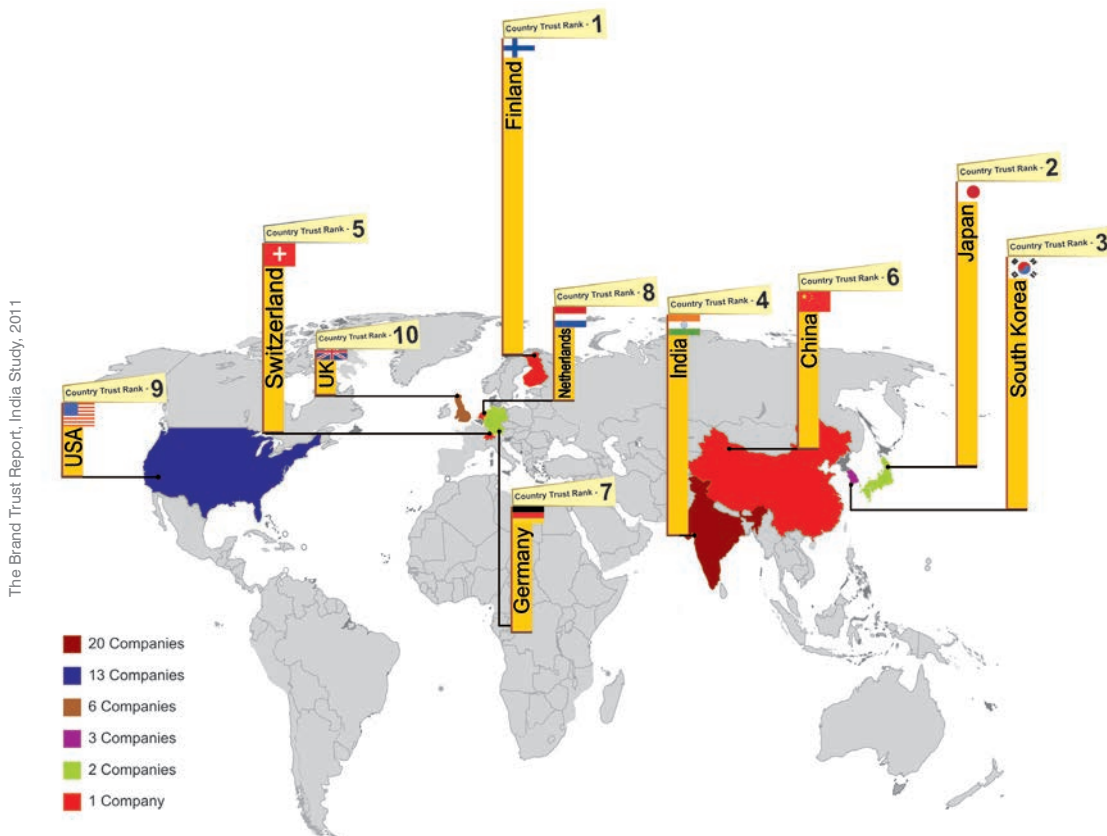
*Country Trust for Finland topped due to the single representation of Nokia, which leads the Brand Trust™ list by a very large margin*

Red or Blue in them (including single colour logos), and 46% of the most trusted 50 brands used these two colours. A quick reference of meaning of the colour Red showed its association with energy, strength, power, and passion; and that of Blue, association with trust, loyalty, wisdom, confidence and truth. Guess it is little wonder that these colours are so prominently used in the visual identity of the top trusted companies.

## Brand Headquarters

Where a brand hails from or belongs to, unknowingly exerts subtle influences on the brand. These influences are classified into spiritual, social, commercial and cultural. To be seen as more relevant locally, a larger number of brands tend to avoid regional tags, preferring the 'global' (melting pot) moniker. We studied India's fifty Most Trusted brands mapped to their current headquarters (to map their *current* cultural influences) to see if these influences showed any Brand Trust™ trends. Also, we were able to calculate a Country Trust based on the average of Brand Trust™ indices of all brands headquartered in that country (not to be confused with the trust placed on the country itself).

### Influence of Brand Recall on Brand Trust™
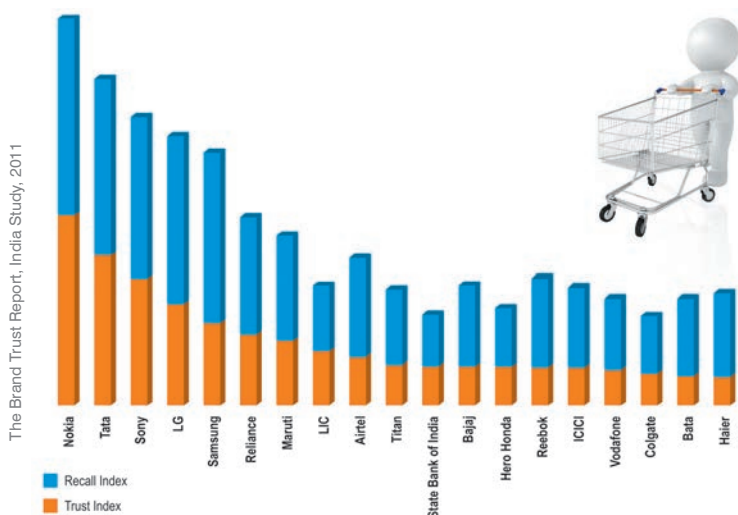


*The brands which were displaced in Buying Propensity were LIC, SBI, Hero Honda and Colgate*

Country Trust for Finland topped due to the single representation of Nokia, which leads the Brand Trust™ list by a very large margin. Japan, represented by Sony and our own, Maruti Suzuki, had the second highest Country Trust since both brands feature in the top ten list. South Korea represented by three brands, LG, Samsung and Hyundai, ranked third on Country Trust.

India, ranked fourth on Country Trust represented by 20 brands, had the largest number of brands from among the top 50 list. Switzerland represented by Bata featured at fifth rank in Country Trust, and China represented by Haier came at sixth rank. The two German brands that settled at Country Trust rank seventh were Adidas and BMW, and Netherlands's rank at eighth was because of the inclusion of Philips in the most trusted fifty. USA with 13 brands represented had the second highest number of brands after India in the top fifty and had a Country Trust rank of nine, while UK was ranked 10 with 6 brands represented.

Size, it seems, does not matter. Neither the land mass of a country, nor its population had any influence on the Country Trust rank or on the number of brands represented among India fifty Most Trusted Brands.

## Brand recall-Brand Trust™ Leads to Buying Propensity

Among many things, propensity to buy is highly dependent on two things, Brand Trust™ and Brand Recall. One without the other is insufficient for the act of buying to happen. We analyzed 20 Most Trusted Brands and added to this their recall frequency (unassisted recall), the total of which we have named Buying Propensity.

Buying is an act that includes the sum total of all the experiences, perceptions and prejudices,

## Harkirat Singh - Managing Director, Woodland "On Trust"

Woodland's brand legacy, the quality of products, constant innovation and efforts to be an eco-friendly brand make it a highly trusted brand. When Woodland entered India, it created a new category of specialized 'outdoor sports' shoes. Positioned as a rugged, outdoor leather shoe brand preferred by adventurists, it soon drew the youth to its fold. Woodland has always acknowledged the feedback of its customers and customizes its products to suit their needs.

Woodland's main focus has been quality and eco-friendly products and this has been reaffirmed through its promotions, systems, processes and practices. The eco-friendly products are made with materials and chemicals that do not harm nature and even the manufacturing processes are less harmful to the environment. By communicating and promoting the brand on the same lines, eco-friendliness has become the brand's recall.

Employees, investors, and customers are intrinsic to creating a trusted brand and are closely linked to the whole eco system. While customers and sales are important for business success, employees and investors are critical for a brand to survive and sustain. Employees represent the core values of the brand and carry the brand on their shoulders.

Media too is an extremely critical aspect as it is the medium through which the right perception can be created for the brand. A brand can do everything correct but lack of communication with its target audience can lead to lack of brand recall and brand loyalty. The biggest threat today is the counterfeits that are usually made with the intent of fraudulently passing them off as genuine. Counterfeits are usually made in small factories in remote areas.

Woodland counters these trust threats by undertaking regular checks as well as informing the concerned authorities who in turn close down such nefarious factories. Legal action is also being taken against stores selling counterfeits under Woodland's name. The way Woodland is perceived today is solely dependent on where it stands as a brand in the lives of its employees and customers. Woodland advertisements across print, electronic and online media have no celebrity endorsers; its ad campaigns feature the real-world people, the common man to showcase the brand.

For Woodland, the youth are the true ambassadors who carry the brand forward.

and provided the buying desire has been accounted for, Buying Propensity is the reason a brand will be chosen over the other.

One odd outcome that became visible on comparing the 20 Most Trusted Brands was that after Titan at the 9th rank, all the brands ranked from 10 to 20 had a similar Buying Propensity and it was much higher than what their

Brand Trust™ alone might have supported. In this group, the brands which were displaced in Buying Propensity ranks were LIC, SBI, Hero Honda and Colgate with lower total scores, a lower comparative recall was responsible.

Some of the brands whose relative recall is far higher as compared to the trust that their brands generate include Airtel, Titan, Bajaj,

## Media Brand Trust™ on Preferred source, Information Value and Brand Trust™ Index
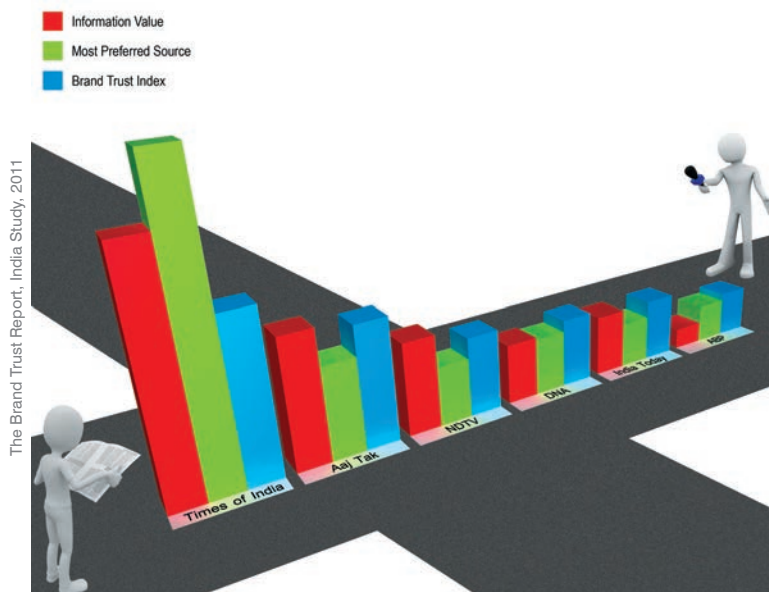


*Among the six media brands, The Times of India has the highest score as Preferred Source, Information Value and Brand Trust:™*

Reebok, ICICI, Vodafone, Colgate, Bata and Haier.

### Preferred Source, Information Value and Brand Trust™ Index

Three important ways to understand the media come together in this study. These are Most Preferred Media Source, Most informative media, and Most Trusted media.

We combine these three elements to understand the media turf better. (Here we study the 6 media brands that appear in India's 300 Most Trusted Brands list). The three indices being compared, that of Preferred Source, Information Value and Brand Trust,™ shown in the graph are not to be seen as absolute figures since they have been scaled and to maintain parity, Preferred Source Index and Information Value Index have been multiplied by the same factor, to help comparisons.

Among the six media brands, The Times of India has the highest score in all three aspects of Preferred Source, Information Value and Brand Trust.™ However, the publication does not create the perception of having commensurate Information Value or Brand Trust,™ as commanded by its significantly higher preference as a media source. For all other media brands, the Information Value and Brand Trust™ values are higher than their Preferred

## Influence of Salary levels on Brand Trust™



Legend:
- INR 15000 - INR 20000
- INR 20001 - INR 25000
- INR 25001 - INR 30000
- INR 30001 - INR 35000
- INR 35001 - INR 40000
- INR 40000+

*For Bajaj, the salary bracket of monthly earnings of INR 30,000 (USD 667) to INR 35,000 (USD 778) shows a dip in Brand Trust:™*

Source index showing upward pull of helpful perceptions. Other than The Times of India, the only other media to get a Information Value score lower than its Preferred Source score is Anandabazar Patrika.

## Salary Level and Brand Trust™ Comparisons

Every person with a marketing budget has at least once questioned if salary group classifications work - is there any variation in the way different salary levels react to brands? To the surprise of most, the answer will be a resounding "No" considering the 10 brands shown in the graph.

Across salary brackets, respondents behave exactly the same way in the case of 5 brands, namely Haier, Raymond, Bata, Colgate, and Vodafone. For Bajaj, only one salary bracket [monthly earnings of INR 30,000 (USD 667) to INR 35,000 (USD 778)] shows a little dip in Brand Trust.™ The most variation in behaviour across salary levels is seen for the two banks, ICICI (which has the maximum variation) followed by SBI.

Some of the other general anomalies are:
- SBI, a staid brand if it may be called that, has a high Brand Trust Index™ among the younger and vibrant segment of 18 to 25 year olds
- Among the 10 Most Trusted brands, LIC and Titan have a significantly higher Brand Trust™ among females than males
- People in age group 46 to 50 have the greatest Brand Trust™ for Bajaj, whereas the same group has the lowest Brand Trust™ for Hero Honda
- The Brand Trust™ for Raymond and Colgate is constant across income groups and virtually has no variation across salary levels
- The Brand Trust™ for ICICI has almost no variation across age-groups.

Our expectations and perceptions both guide and misguide our actions. What we take to be fixed and absolute, is often dynamic and transient. In everything we do, the more often we stop to relook our assumptions, the better the chances for our success.

# 08 Beyond Brand Trust™

**Trust Attracts Everything Positive**

**Using Trust Matrix™ for Corporate Strategies**

**Implications of Using Trust Matrix™**

# Beyond Brand Trust™

Building trust makes good business sense. Everything positive is almost magnetically attracted to anything that is trusted. But having gone through this report, the reader will know that it is more than just a 'magnetic' attraction. Brands which are highly trusted gain fiercely loyal 'owners' (the customers and the influencers) who will protect the brand at any cost, sometimes even bringing the brand custodians to their knees.

While it is difficult to see trust, its absence is easily visible. The quest should be to maintain and grow the trust quotient without ever having to undergo the excruciating pain of trust deficit. Trust is an innate quality that is extremely relevant to survival and its basis is embedded into us genetically, culturally and socially.

Trust is also universal and is relevant in all contexts - be it brands, businesses, relation-ships, society or employees. An environment of trust is critical because when relationship bonds become stronger, forces of innovation take root and, learning and teaching become more effective.

While this 61 component Trust Matrix™ has been used throughout the study in the context of Brand Trust,™ the theory and its application are equally valid for any other context of trust, whatever or whoever be the object (or Trustee, the term we have been using so far). We have applied our theories on several organizations to study the outcome empirically. It has been applied to internal audiences where we gauged team/ employee trust, and we have also used it with investors and mapped the pulse of their trust. Though it was quite clear to us instinctively, the results confirmed that the Composites of Brand Trust™ that we saw in the earlier chapters of this report are universally

applicable to all aspects of trust and across all audiences.

Almost every time we have applied the Trust Matrix,™ invariably there have been some surprise results. Naturally, the long term approach for gaining trust should be that one attempts to improve all 61 aspects of trust. However, in the short- and medium-term, the rule that communication and action can solve anything will hold true. The simple solution of 'Communicate the HIGHS' and 'Action the LOWS', when applied together to some companies and brands showed very good results. Including/Adapting the HIGHS in communication strategies, and implementing the LOWS in brand and corporate strategies have brought swift, direct and tangibly discernable results when we empirically applied them to test our theories.

Among other words that are much used, and misunderstood in the corporate lanes is the term *Strategy*. This trust measurement tool also becomes a very handy 'template' for building strategies that give results that are Simple, Measurable, Aligned, Relevant, Tangible, Evaluatable, Specific and Trackable. Trust is dynamic, and regular tracking not only allows its accurate measurement,

but also allows one to evaluate the impact of Communication & Action strategies suggested. After all, every behavioural science tool needs some fine-tuning. It may be more than a coincidence that the mnemonic that gets formed from the attributes of the Trust Matrix™ template results spells S.M.A.R.T.E.S.T.

In one instance, about a year ago we conducted a Trust Matrix™ study across the employees of an organization based out of 9 cities. The company's 15 different functional and geographical teams were evaluated on the 61 parameters of trust. The organization, a fast growing services company, had received accolades for its ability to provide good deliveries to its clients. The company had a high focus on its employees and also had progressive HR policies that helped keep a vibrant employee set.

We applied the Trust Matrix™ to all the employees and found all teams across functions and cities to have scored high on all the Composites of Trust. No surprises.

But, the lack of a surprise would have been a surprise. By an oversight the scrutiny of the HR department had been missed. The second review of Composites and a comparison across teams showed abnormally low results for the HR department in most Composites. More a shock rather than a surprise.
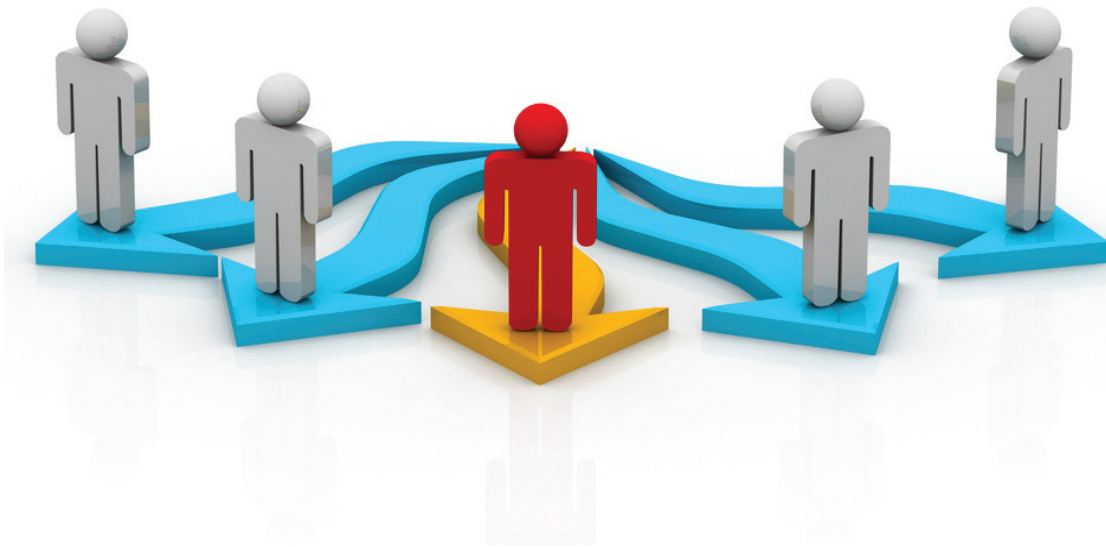
Imagine the implications of the HR department itself scoring low on critical aspects like organizational Empathy, Sincerity, Enthusiasm and Perceived Competence. Something had to be done, and done urgently. We promptly identified all the low and high scoring primary attributes.

There had been recent changes in the team and there were some new organizational realities which had not been communicated to the HR team. We went about ensuring that there was a focused communication program for the HR team, clearly communicating all the HIGHS (and showing them the proof-points of the same). Also, the LOWS were actioned, which included conducting a salary benchmark across the industry to prove beyond doubt that salaries paid by the organization were indeed above industry standards. Among other things, the HR team was also included in the monthly meeting of business heads to gain a closer perspective of the operations. One member was also moved to a non-HR position.

A second Trust Matrix™ study, done recently showed the impact of the corrective action.

The HR team's trust Composite scores were the second highest in most categories. The Trust Matrix™ strategy worked surely and effectively. I know for certain, because the organization I am speaking about in this case is the one I currently head.

THE BRAND TRUST REPORT™

# India's Most Trusted Brands – Listings

All India Brand Trust™ Ranking (Top 300 Brands)

Zone-Wise Brand Trust™ Ranking (Top 100 Brands)

Category-Wise All India Ranking (Top 300 Brands)

## ALL INDIA BRAND TRUST™ RANKING  (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 1 | Nokia | Nokia India Pvt. Ltd. | Gurgaon | Personal Gadgets | Mobile Phones |
| 2 | Tata | Tata Sons | Mumbai | Diversified | Diversified |
| 3 | Sony | Sony India Pvt. Ltd. | New Delhi | Durables | Electronics |
| 4 | LG | LG Electronics India Pvt. Ltd. | Noida | Durables | Electronics |
| 5 | Samsung | Samsung India Electronics Pvt. Ltd. | New Delhi | Durables | Electronics |
| 6 | Reliance | Diverse Ownership | | Diversified | Diversified |
| 7 | Maruti | Maruti Suzuki India Ltd. | New Delhi | Automobile | Cars |
| 8 | LIC | Life Insurance Corporation Of India | Mumbai | BFSI | Insurance |
| 9 | Airtel | Bharti Airtel Ltd. | New Delhi | Telecom | Mobile Telephony |
| 10 | Titan | Titan Industries Ltd. | Bengaluru | Personal Accessories | Watches |
| 11 | State Bank of India | State Bank Of India | Mumbai | BFSI | Banking |
| 12 | Bajaj | Diverse Ownership | | Diversified | Diversified |
| 13 | Hero Honda | Hero Honda Motors Ltd. | New Delhi | Automobile | Two Wheelers |
| 14 | Reebok | Reebok | Gurgaon | Personal Accessories | Sports Accessories |
| 15 | ICICI | ICICI group | Mumbai | BFSI | Diversified |
| 16 | Vodafone | Vodafone Essar Ltd. | Mumbai | Telecom | Mobile Telephony |
| 17 | Colgate | Colgate-Palmolive India | Mumbai | Consumer Products | Toothpaste |
| 18 | Bata | Bata India Ltd. | Gurgaon | Personal Accessories | Footwear |
| 19 | Haier | Haier Appliances (India) Pvt. Ltd. | New Delhi | Durables | Electronics |
| 20 | Raymond | Raymond Ltd. | Mumbai | Apparel | Men's Wear |
| 21 | Adidas | Adidas India Marketing Pvt. Ltd. | Gurgaon | Personal Accessories | Sports Accessories |
| 22 | Godrej | Godrej Industries Ltd. | Mumbai | Diversified | Diversified |
| 23 | HP | Hewlett-Packard India Sales Pvt. Ltd. | Bengaluru | IT Hardware | Computer |
| 24 | Lux | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Personal Soaps |
| 25 | Philips | Philips Electronics India Ltd. | Gurgaon | Diversified | Diversified |
| 26 | Levi's | Levi Strauss India Pvt. Ltd. | Bengaluru | Personal Accessories | Casual Wear |
| 27 | Dell | Dell India | Bengaluru | IT Hardware | Computer |
| 28 | HDFC | HDFC Bank Ltd. | Mumbai | BFSI | Banking |
| 29 | HCL | HCL Technologies Ltd. | Noida | Diversified | Diversified |
| 30 | Microsoft | Microsoft Corporation India Pvt. Ltd. | Mumbai | IT Software | Software Products |

## ALL INDIA BRAND TRUST™ RANKING  (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 31 | Nike | Nike India Pvt. Ltd. | Delhi | Personal Accessories | Sports Accessories |
| 32 | IBM | IBM India Pvt. Ltd. | Bengaluru | Consulting | Tech Consulting |
| 33 | BMW | BMW India Pvt. Ltd. | Gurgaon | Automobile | Cars |
| 34 | Onida | MIRC Electronics Ltd. | Mumbai | Diversified | Diversified |
| 35 | Infosys | Infosys Technologies Ltd. | Bengaluru | Technology | Software Services |
| 36 | Pepsi | Pepsi Foods Private Ltd. | Gurgaon | Food & Beverage | Aerated Soft Drink |
| 37 | Wipro | Wipro Ltd. | Bengaluru | Technology | Software Services |
| 38 | Idea | Idea Cellular Ltd. | Mumbai | Telecom | Mobile Telephony |
| 39 | Hindustan Unilever | Hindustan Unilever Ltd. | Mumbai | Diversified | Diversified |
| 40 | Pond's | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Diversified |
| 41 | Dove | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Hair Products |
| 42 | Videocon | Videocon Industries Ltd. | Aurangabad | Diversified | Diversified |
| 43 | Hyundai | Hyundai Motor India Ltd. | New Delhi | Automobile | Cars |
| 44 | Lee | Lee Cooper India Pvt. Ltd. | Mumbai | Personal Accessories | Casual Wear |
| 45 | Dabur | Dabur India Ltd. | New Delhi | Diversified | Diversified |
| 46 | Dettol | Reckitt Benckiser India Ltd. | Gurgaon | Consumer Products | Diversified |
| 47 | Lakme | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Women's Products |
| 48 | Birla | Diverse ownership | | Diversified | Diversified |
| 49 | Apple | Apple India Private Ltd. | Bengaluru | Personal Gadgets | Diversified |
| 50 | McDonalds | Hardcastle Restaurants Pvt. Ltd. | Mumbai | Retail Chain | QSR |
| 50 | McDonalds | Connaught Plaza | Delhi | Retail Chain | QSR |
| 51 | Intel | Intel Technology India Pvt. Ltd. | Bengaluru | IT Hardware | Processors |
| 52 | Peter England | Aditya Birla Nuvo, Ltd. | Bengaluru | Apparel | Men's Wear |
| 53 | Woodland | Woodland India | Delhi | Personal Accessories | Outdoor Wear |
| 54 | TVS | TVS Motors Company Ltd. | Chennai | Automobile | Two Wheeler |
| 55 | BPL | BPL Ltd. | Bengaluru | Diversified | Diversified |
| 56 | Fastrack | Titan Industries Ltd. | Bengaluru | Personal Accessories | Branded Fashion |
| 57 | Amul | GCMMF Ltd. | Anand | Food & Beverage | Diversified |
| 58 | Parle | Parle Product Pvt. Ltd. | Mumbai | Food & Beverage | Diversified |
| 59 | Sachin Tendulkar | | | Personality | Sports |
| 60 | Coca-Cola | The Coca-Cola Company | Gurgaon | Food & Beverage | Aerated Soft Drink |

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 61 | Garnier | L'Oreal India Pvt. Ltd. | Mumbai | Consumer Products | Diversified |
| 62 | Loop | Loop Mobile India Ltd. | Mumbai | Telecom | Mobile Telephony |
| 63 | ITC | ITC Ltd. | Kolkata | Diversified | Diversified |
| 64 | Whirlpool | Whirlpool of India Ltd. | Gurgaon | Durables | Diversified |
| 65 | BSNL | Bharat Sanchar Nigam Ltd. | New Delhi | Telecom | Telephony |
| 66 | Toyota | Toyota Kirloskar Motors Pvt. Ltd. | Bengaluru | Automobile | Cars |
| 67 | Britannia | Britannia Industries Ltd. | Bengaluru | Food & Beverage | Diversified |
| 68 | Mahindra | Mahindra & Mahindra Ltd. | Mumbai | Diversified | Diversified |
| 69 | Puma | Puma Sports India Pvt. Ltd. | Bengaluru | Personal Accessories | Sports Accessories |
| 70 | Google | Google India Pvt. Ltd. | Bengaluru | Internet | Search Engine |
| 71 | AXE | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Deodorant |
| 72 | Johnson & Johnson | Johnson & Johnson | Mumbai | Diversified | Diversified |
| 73 | Panasonic | Panasonic India Pvt. Ltd. | Chennai | Durables | Electronics |
| 74 | Ford | Ford India Pvt. Ltd. | Chennai | Automobile | Cars |
| 75 | Yamaha | India Yamaha Motor Pvt. Ltd. | Noida | Diversified | Diversified |
| 76 | TCS | Tata Consultancy Limited | Mumbai | Software Consulting | Software Sevices |
| 77 | MRF | MRF Ltd. | Chennai | Automobile-Related | Tyres |
| 78 | Kotak Mahindra | Kotak Mahindra Bank Ltd. | Mumbai | BFSI | Banking |
| 79 | L & T | Larsen & Toubro Ltd. | Mumbai | Diversified | Diversified |
| 80 | Micromax | Micromax Informatics Ltd. | Gurgaon | Personal Gadgets | Mobile Phones |
| 81 | Mercedes-Benz | Mercedes-Benz India Pvt. Ltd. | Pune | Automobile | Cars |
| 82 | Sahara | Sahara Group | Noida | Diversified | Diversified |
| 83 | Provogue | Provogue India Ltd. | Mumbai | Apparel | Branded Fashion |
| 84 | Blackberry | Research In Motion Ltd. | New Delhi | Personal Gadgets | Mobile Phones |
| 85 | BIG Bazaar | BIG Bazaar | Mumbai | Retail Chain | Retail Stores |
| 86 | Lenovo | Lenovo India Pvt. Ltd. | Bengaluru | IT Hardware | Computer |
| 87 | RADO | Swatch Group India Pvt. Ltd. | New Delhi | Personal Accessories | Watches |
| 88 | HSBC | HSBC Ltd. | Mumbai | BFSI | Banking |
| 89 | Axis Bank | AXIS Bank Ltd. | Mumbai | BFSI | Banking |
| 90 | Cadbury | Cadbury India Ltd. | Mumbai | Food & Beverage | Chocolate |

## ALL INDIA BRAND TRUST™ RANKING  (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 91 | KFC | KFC India | Gurgaon | Retail Chain | QSR |
| 92 | Sony Ericsson | Sony Ericsson Mobile Comm. | Gurgaon | Personal Gadgets | Mobile Phones |
| 93 | Sunsilk | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Shampoo |
| 94 | Arrow | Arvind Mills, Ltd. | Ahmedabad | Apparel | Formal Wear |
| 95 | Ray-Ban | Rayban Sun Optics India Ltd. | Gurgaon | Personal Accessories | Branded Fashion |
| 96 | Motorola | Motorola India | Gurgaon | Personal Gadgets | Mobile Phones |
| 97 | Kingfisher | Kingfisher Airlines Ltd. | Mumbai | Airline | Airline |
| 98 | Sonata | Titan Industries Ltd. | Bengaluru | Personal Accessories | Watches |
| 99 | Pepsodent | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Toothpaste |
| 100 | Pantene | Procter & Gamble | Mumbai | Consumer Products | Shampoo |
| 101 | Zodiac | Zodiac Clothing Company Ltd. | Mumbai | Apparel | Men's Wear |
| 102 | Fair & Lovely | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Beauty Products |
| 103 | Van Heusen | Aditya Birla Nuvo, Ltd. | Bengaluru | Apparel | Formal Wear |
| 104 | Audi | Audi India Ltd. | Mumbai | Automobile | Cars |
| 105 | Maggi | Nestle India Ltd. | Gurgaon | Food & Beverage | Instant Noodles |
| 106 | Aircel | Aircel Ltd. | Gurgaon | Telecom | Mobile Telephony |
| 107 | Yahoo | Yahoo Software Dev. India Pvt. Ltd. | Bengaluru | Internet | Information |
| 108 | Timex | Timex Group India Ltd. | Noida | Personal Accessories | Watches |
| 109 | Lay's | Pepsi Foods Pvt. Ltd. | Gurgaon | Food & Beverage | Packaged Snacks |
| 110 | Acer | Acer India Pvt. Ltd. | Bengaluru | IT Hardware | Computers |
| 111 | Pears | Procter & Gamble | Mumbai | Consumer Products | Personal Soaps |
| 112 | Horlicks | GSK Consumer Healthcare | Gurgaon | Food & Beverage | Milk Additives |
| 113 | Louis Philippe | Aditya Birla Nuvo, Ltd. | Bengaluru | Apparel | Formal Wear |
| 114 | Parachute | Marico Ltd. | Mumbai | Consumer Products | Haircare |
| 115 | Reynolds | G.M. Pens International Pvt. Ltd. | Chennai | Stationery | Writing Accessories |
| 116 | Parker | Luxor Writing Instruments Pvt. Ltd. | Noida | Stationery | Writing Accessories |
| 117 | Lifebuoy | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Personal Soaps |
| 118 | Suzuki | Suzuki Motorcycle India Pvt. Ltd. | Gurgaon | Automobile | Diversified |
| 119 | Tanishq | Titan Industries Ltd. | Bengaluru | Personal Accessories | Jewellery |
| 120 | Bisleri | Bisleri International Pvt. Ltd. | Mumbai | Food & Beverage | Packaged Water |

## ALL INDIA BRAND TRUST™ RANKING  (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 121 | Nestle | Nestle India Ltd. | Gurgaon | Food & Beverage | Diversified |
| 122 | Park Avenue | Raymond Apparel Ltd. | Mumbai | Apparel | Men's Wear |
| 123 | Limca | The Coca-Cola Company | Gurgaon | Food & Beverage | Aerated Soft Drink |
| 124 | Voltas | Voltas Ltd. | Mumbai | Durables | Diversified |
| 125 | Pantaloons | Pantaloon Retail India Ltd. | Mumbai | Retail Chain | Diversified |
| 126 | Skoda | Skoda Auto India Pvt. Ltd. | Aurangabad | Automobile | Cars |
| 127 | VIP | VIP Industries Ltd. | Mumbai | Personal Accessories | Luggage |
| 128 | Pizza Hut | RJ Corp | Gurgaon | Retail Chain | QSR |
| 129 | Gillette | Procter & Gamble | Mumbai | Consumer Products | Personal Care |
| 130 | Vimal | Reliance Industries Ltd. | Ahmedabad | Apparel | Fabric |
| 131 | DLF | DLF Retail Developers Ltd. | Gurgaon | Construction | Retail Construction |
| 132 | Canon | Canon India Pvt. Ltd. | Gurgaon | Personal Gadgets | Cameras |
| 133 | Cipla | Cipla Ltd. | Mumbai | Healthcare | Pharmaceuticals |
| 134 | ZOD! | Zodiac Clothing Company Ltd. | Mumbai | Apparel | Men's Wear |
| 135 | L'Oreal | L'Oreal India Pvt. Ltd. | Mumbai | Consumer Products | Beauty Products |
| 136 | Amway | Amway India Enterprises Pvt. Ltd. | Noida | Diversified | Diversified |
| 137 | MDH | Mahashian Di Hatti Ltd. | New Delhi | Food & Beverage | Consumer Products |
| 138 | Complan | Heinz India Private Ltd. | Mumbai | Food & Beverage | Milk Additives |
| 139 | Rolex | Rolex Watch Company Pvt. Ltd. | Mumbai | Personal Accessories | Watches |
| 140 | Rin | Hindustan Unilever Ltd. | Mumbai | Laundry | Washing Powder |
| 141 | Head & Shoulders | Procter & Gamble | Mumbai | Consumer Products | Shampoo |
| 142 | Sansui | Sansui India Ltd. | Gurgaon | Durables | Electronics |
| 143 | Himalaya | The Himalaya Drug Company | Bengaluru | Diversified | Diversified |
| 144 | Uninor | Unitech Wireless Pvt. Ltd. | Gurgaon | Telecom | Mobile Telephony |
| 145 | John Players | ITC Ltd. | Kolkata | Apparel | Men's Wear |
| 146 | Nirma | Nirma Ltd. | Ahmedabad | Diversified | Diversified |
| 147 | Polo | Nestle India Ltd. | Pune | Food & Beverage | Mouth Freshener |
| 148 | Zatak | Paras Pharma Ltd. | Ahmedabad | Consumer Products | Deodorant |
| 149 | Citizen | Citizen Watches India Pvt. Ltd. | Bengaluru | Personal Accessories | Watches |
| 150 | Docomo | Tata Teleservices Ltd. | New Delhi | Telecom | Mobile Telephony |

## ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 151 | The Times of India | Bennett Coleman & Co. Ltd. | New Delhi | Media | Newspaper |
| 152 | Gucci | Pinault-Printemps-Redoute | | Personal Accessories | Branded Fashion |
| 153 | Jaipan | Jaipan Industries Ltd. | Mumbai | Durables | Kitchen Appliances |
| 154 | Taj Hotels | Indian Hotels Company Ltd. | Mumbai | Hospitality | Hotels |
| 155 | LifeStyle | Lifestyle International (P). Ltd. | Bengaluru | Retail Chain | Lifestyle Retail |
| 156 | Boost | GSK Consumer Healthcare | Gurgaon | Food & Beverage | Milk Additives |
| 157 | Siyaram | Siyaram Silk Mills Ltd. | Mumbai | Apparel | Fabric |
| 158 | Usha Fans | Usha International Ltd. | Gurgaon | Durables | Fans |
| 159 | Tata Motors | Tata Motors Ltd. | Mumbai | Automobile | Cars |
| 160 | Santoor | Wipro Consumer Care | Bengaluru | Consumer Products | Personal Products |
| 161 | RBI | Reserve Bank of India | Mumbai | BFSI | Banking |
| 162 | Ferrari | Fiat Group | | Automobile | Cars |
| 163 | Jockey | Page Industries Ltd. | Bengaluru | Apparel | Undergarments |
| 164 | Olay | Procter & Gamble | Bengaluru | Consumer Products | Beauty Care |
| 165 | Tommy Hilfiger | Murjani Group | Mumbai | Apparel | Branded Fashion |
| 166 | Hitachi | Hitachi Home & Life Solutions Ltd. | Mumbai | IT Hardware | Durables |
| 167 | Hamam | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Personal Soaps |
| 168 | Maxx | Maxx Mobile Communications Ltd. | Mumbai | Personal Gadgets | Mobile Phones |
| 169 | BRU | Hindustan Unilever Ltd. | Mumbai | Food & Beverage | Instant Coffee |
| 170 | Natraj | Hindustan Pencils Pvt. Ltd. | Mumbai | Stationery | Writing Accessories |
| 171 | Vaseline | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Cream |
| 172 | Tata Steel | Tata Iron & Steel Co. Ltd. | Mumbai | Heavy Industry | Steel |
| 173 | Spykar | Spykar Lifestyles Pvt. Ltd. | Mumbai | Apparel | Casual Wear |
| 174 | Cinthol | Godrej Consumer Products Ltd. | Mumbai | Consumer Products | Diversified |
| 175 | Armani | Giorgio Armani Corporation | | Apparel | Branded Fashion |
| 176 | Indian Oil | Indian Oil Corporation Ltd. | New Delhi | Heavy Industry | Petro Products |
| 177 | PVR | PVR Ltd. | New Delhi | Cinema | Cinema |
| 178 | MTNL | Mahanagar Telephone Nigam Ltd. | Mumbai | Telecom | Telephony |
| 179 | Pepe | Pepe Jeans London Ltd. | Mumbai | Apparel | Casual Wear |
| 180 | Vatika | Dabur India Ltd. | New Delhi | Consumer Products | Hair Care |

## ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 181 | Reid & Taylor | Reid & Taylor (India) Ltd. | Mumbai | Apparel | Fabric |
| 182 | Compaq | Hewlett-Packard India Sales Pvt . Ltd. | Bengaluru | IT Hardware | Computers |
| 183 | Citibank | Citigroup | Mumbai | BFSI | Banking |
| 184 | Nakshatra | Gitanjali Gems Ltd. | Jaipur | Personal Accessories | Jewellery |
| 185 | Prestige Cookers | TTK Prestige Ltd. | Bengaluru | Durables | Kitchen Appliances |
| 186 | MTS | Sistema Shyam Tele Services Ltd. | Gurgaon | Telecom | Mobile Telephony |
| 187 | NIIT | NIIT Technologies Ltd. | New Delhi | Education | Computer Edu |
| 188 | Surf Excel | Hindustan Unilever Ltd. | Mumbai | Laundry | Washing Powder |
| 189 | Indiabulls | IndiaBulls Group | Mumbai | Diversified | Diversified |
| 190 | Aaj Tak | India Today Group | New Delhi | Media | TV News Channel |
| 191 | Cello | Cello Writing Instruments | Mumbai | Stationery | Writing Accessories |
| 192 | Nikon | Nikon India Pvt. Ltd. | Gurgaon | Personal Gadgets | Cameras |
| 193 | Wills | ITC Ltd. | Kolkata | Diversified | Diversified |
| 194 | Ranbaxy | Ranbaxy Laboratories Ltd. | Gurgaon | Healthcare | Pharmaceuticals |
| 195 | HMT | HMT Ltd. | Bengaluru | Heavy Industry | Diversified |
| 196 | Fanta | The Coca-Cola Company | Gurgaon | Food & Beverage | Aerated Soft Drink |
| 197 | Toshiba | Toshiba India Pvt. Ltd. | Gurgaon | IT Hardware | Computers |
| 198 | Oriflame | Oriflame India Pvt. Ltd. | New Delhi | Consumer Products | Beauty Products |
| 199 | Clinic All Clear | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Haircare |
| 200 | Lee Cooper | Lee Cooper India Pvt. Ltd. | Mumbai | Apparel | Casual Wear |
| 201 | Haldiram's | Diverse ownership | | Food & Beverage | Packaged Snacks |
| 202 | B.E.S.T. | Autonomous body under BMC | Mumbai | Transportation | Bus Service |
| 203 | Bournvita | Cadbury India Ltd. | Mumbai | Food & Beverage | Milk Additives |
| 204 | Nescafe | Nestle India Ltd. | Gurgaon | Food & Beverage | Instant Coffee |
| 205 | Air India | Air India Ltd. | Bengaluru | Airline | Airline |
| 206 | Honda City | Honda Siel Cars India Ltd. | Noida | Automobile | Cars |
| 207 | Volvo | Volvo India Pvt. Ltd. | Bengaluru | Automobile | Buses |
| 208 | IDBI | IDBI Bank Ltd. | Mumbai | BFSI | Banking |
| 209 | ACC | ACC Ltd. | Mumbai | Heavy Industry | Cement |
| 210 | O2 | O2 | | Personal Gadgets | Mobile Phones |

## ALL INDIA BRAND TRUST™ RANKING  (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 211 | Mirinda | Pepsi Foods Pvt. Ltd. | Gurgaon | Food & Beverage | Aerated Soft Drink |
| 212 | Close Up | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Toothpaste |
| 213 | Pureit | Hindustan Unilever Ltd. | Mumbai | Durables | Water Purifier |
| 214 | Denim | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Diversified |
| 215 | Rexona | Hindustan Unilever Ltd. | Mumbai | Consumer Products | Diversified |
| 216 | Good Day | Britannia Industries Ltd. | Bengaluru | Food & Beverage | Biscuits |
| 217 | Paragon | Paragon Footwear | Kottayam | Personal Accessories | Footwear |
| 218 | Dairy Milk | Cadbury India Ltd. | Mumbai | Food & Beverage | Chocolate |
| 219 | Castrol | Castrol India Ltd. | Mumbai | Lubricants | Lubricant |
| 220 | Red Label | Hindustan Unilever Ltd. | Mumbai | Food & Beverage | Tea |
| 221 | Tide | Procter & Gamble | Mumbai | Laundry | Washing Powder |
| 222 | Vicco | Vicco Laboratories | Mumbai | Consumer Products | Personal Products |
| 223 | Anchor | Matsushita Electric Works Ltd. | Mumbai | Household products | Electricals |
| 224 | Dish TV | Zee Entertainment | Delhi | Media | DTH |
| 225 | Shell | Shell India Markets Pvt. Ltd. | Mumbai | Lubricants | Diversified |
| 226 | Koutons | Koutons Retail India Ltd. | Gurgaon | Retail chain | Fashion wear |
| 227 | Allen Solly | Aditya Birla Nuvo, Ltd. | Bengaluru | Apparel | Men's wear |
| 228 | Asian Paints | Asian Paints Ltd. | Mumbai | Chemicals | Paints |
| 229 | Thums-Up | The Coca-Cola Company | Gurgaon | Food & Beverage | Aerated Soft Drink |
| 230 | Orra | Rosy Blue Group | Mumbai | Retail Chain | Jewellery |
| 231 | Exide | Exide Industries Ltd. | Kolkata | Automobile - Other | Batteries |
| 232 | Mahatma Gandhi | | | Personality | Leader |
| 233 | Vicks | Procter & Gamble | Mumbai | Healthcare | Cold Remedy |
| 234 | NDTV | NDTV Convergence Ltd. | New Delhi | Media | TV News Channel |
| 235 | Diesel | Reliance Brands Ltd. | Mumbai | Personal Accessories | Branded Fashion |
| 236 | Medimix | Cholayil Pvt. Ltd. | Chennai | Consumer Products | Personal Soaps |
| 237 | Khadim's | Khadim India Ltd. | Kolkata | Personal Accessories | Footwear |
| 238 | Knorr | Hindustan Unilever Ltd. | Mumbai | Food & Beverage | Soups |
| 239 | Fa Deodorant | Henkel India Ltd. | Mumbai | Consumer Products | Deodorant |
| 240 | Kelvinator | Whirlpool of India Ltd. | Mumbai | Durables | Electronics |

## ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 241 | All Out | Karamchand Appliances Pvt. Ltd. | Delhi | Household Products | Mosquito Repellent |
| 242 | Aamir Khan | | | Personality | Actor |
| 243 | UTI | UTI Mutual Fund | Mumbai | BFSI | Mutual Fund |
| 244 | Aashirvaad | ITC Ltd. | New Delhi | Food & Beverage | Diversified |
| 245 | Boroline | G D Pharmaceuticals Pvt. Ltd. | Kolkata | Consumer Products | Personal Care |
| 246 | Volkswagen | VGS India Pvt. Ltd. | Mumbai | Automobile | Cars |
| 247 | DNA | Diligent Media Corporation | Mumbai | Media | Newspaper |
| 248 | Café Coffee Day | ABCTC Ltd. | Bengaluru | Retail Chain | Coffee Shop |
| 249 | Kent | KENT RO Systems Ltd. | Noida | Durables | Water Purifier |
| 250 | Canara Bank | Canara Bank Ltd. | Bengaluru | BFSI | Banking |
| 251 | Nova | Kinetic Engineering Ltd. | Pune | Automobile | Two Wheeler |
| 252 | Tata Sky | Tata Sky Ltd. | Mumbai | Media | DTH |
| 253 | Bank of India | Bank of India | Mumbai | BFSI | Banking |
| 254 | Orkut | Google | Gurgaon | Internet | Social Networking |
| 255 | Pulsar | Bajaj Auto Ltd. | Pune | Automobile | Two Wheelers |
| 256 | Shoppers Stop | Shoppers Stop Ltd. | Mumbai | Retail Chain | MBO |
| 257 | Apollo | Apollo Hospitals Group | Chennai | Diversified | Diversified |
| 258 | Kinley | The Coca-Cola Company | Gurgaon | Food & Beverage | Packaged Water |
| 259 | Ambuja Cement | Ambuja Cements Ltd. | Mumbai | Heavy Industry | Cement |
| 260 | D & G | D & G | | Personal Accessories | Branded Fashion |
| 261 | MTR | MTR Foods Pvt. Ltd. | Bengaluru | Food & Beverage | Household Product |
| 262 | Nivea | Nivea India Pvt. Ltd. | Mumbai | Consumer Products | Cream |
| 263 | Glaxo | GlaxoSmithKline | Mumbai | Chemicals | Pharmaceuticals |
| 264 | Food Bazaar | Future Group | Mumbai | Retail Chain | Food Retail |
| 265 | Vivel | ITC Ltd. | Kolkata | Consumer Products | Personal Soaps |
| 266 | ICIC Prudential | ICICI Group | Mumbai | BFSI | Insurance |
| 267 | India Today | India Today Group | Mumbai | Media | Magazine |
| 268 | Indian Railways | Indian Railways | New Delhi | Transportation | Railways |
| 269 | Domino's | Dominos Pizza India | Noida | Retail Chain | QSR |
| 270 | Sprite | The Coca-Cola Company | Gurgaon | Food & Beverage | Aerated Soft Drink |

## ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | NAME OF BRAND | BRAND CUSTODIAN IN INDIA | INDIA HEAD-QUARTERS/ REGISTERED OFFICE | SECTOR | SUB-SECTOR |
|---|---|---|---|---|---|
| 271 | Colours | Viacom 18 Media Pvt. Ltd. | Mumbai | Media | TV Channel |
| 272 | Dolphin | Mahanagar Telephone Nigam Ltd. | New Delhi | Telecom | Mobile Telephony |
| 273 | HTC | HTC India Pvt. Ltd. | Delhi | Personal Gadgets | Mobile Phones |
| 274 | Killer | Kewal Kiran Clothing Ltd. | Mumbai | Apparel | Casual Wear |
| 275 | Versace | Versace Group (Italy) | | Personal Accessories | Branded Fashion |
| 276 | Accenture | Accenture Services Pvt. Ltd. | Bengaluru | Consulting | Business Consulting |
| 277 | Hero | Hero Group | New Delhi | Diversified | Diversified |
| 278 | Gold Flake | ITC Ltd. | Kolkata | Cigarettes | Cigarettes |
| 279 | Action | Action Footwear Pvt. Ltd. | New Delhi | Personal Accessories | Sports Accessories |
| 280 | STAR | Star India Pvt. Ltd. | Mumbai | Media | TV Channel |
| 281 | Oracle | Oracle India Pvt. Ltd. | Gurgaon | IT Software | Software |
| 282 | Sparx | Relaxo Footwears Ltd. | Delhi | Personal Accessories | Footware |
| 283 | TBZ | Tribhovandas Bhimji Zaveri | Delhi | Retail Chain | Jewellery |
| 284 | Taj Mahal Tea | Hindustan Unilever Ltd. | Mumbai | Food & beverage | Tea |
| 285 | Himani | Emami Ltd. | Kolkata | Consumer Products | Beauty Products |
| 286 | Neutrogena | Johnson & Johnson | Mumbai | Consumer Products | Skin Care |
| 287 | Croma | Infiniti Retail Ltd. | Mumbai | Retail Chain | Electronics Retail |
| 288 | Swift | Maruti Suzuki India Ltd. | New Delhi | Automobile | Cars |
| 289 | Westside | Trent Ltd. | Mumbai | Retail Chain | Lifestyle Retail |
| 290 | Intex | Intex Technologies India Ltd. | New Delhi | Personal Gadgets | Mobile Phones |
| 291 | Paaneri | Paaneri Exim Pvt. Ltd. | Mumbai | Retail Chain | Women's Apparel |
| 292 | Emami | Emami Ltd. | Kolkata | Consumer Products | Cream |
| 293 | Cognizant | CTS Pvt. Ltd. | Chennai | Software | Software Services |
| 294 | Slice | Pepsi Foods Pvt. Ltd. | Gurgaon | Food & Beverage | Aerated Soft Drink |
| 295 | Facebook | Facebook (India) | Hyderabad | Internet | Social Networking |
| 296 | i-10 | Hyundai Motor India Ltd. | New Delhi | Automobile | Cars |
| 297 | CISCO | CISCO System India Pvt. Ltd. | Bengaluru | Hardware | Networking H/w |
| 298 | Anandabazar Patrika | Anandabazar Patrika Pvt. Ltd. | Kolkata | Media | Newspaper |
| 299 | Aditya Birla Money | Aditya Birla Group | Chennai | BFSI | Stock Broking |
| 300 | Esprit | Aditya Birla Nuvo, Ltd. | Bengaluru | Apparel | Branded Fashion |

# CATEGORY-WISE ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | BRAND | ALL INDIA BRAND TRUST RANK | BRAND | ALL INDIA BRAND TRUST RANK | BRAND |
|---|---|---|---|---|---|
| **AERATED SOFT DRINKS** | | **APPARELS** | | **AUTO ACCESSORIES** | |
| 36 | Pepsi | 173 | Spykar | 77 | MRF |
| 60 | Coca-Cola | 175 | Armani | 231 | Exide |
| 123 | Limca | 179 | Pepe | **BFSI** | |
| 196 | Fanta | 181 | Reid & Taylor | 8 | LIC |
| 211 | Mirinda | 200 | Lee Cooper | 11 | SBI |
| 229 | Thums Up | 227 | Allen Solly | 15 | ICICI Bank |
| 270 | Sprite | 274 | Killer | 28 | HDFC Bank |
| 294 | Slice | 300 | Esprit | 78 | Kotak Mahindra |
| **AIRLINE** | | **AUTOMOBILE** | | 88 | HSBC |
| 97 | Kingfisher | 7 | Maruti | 89 | Axis Bank |
| 205 | Air India | 13 | Hero Honda | 161 | RBI |
| **APPARELS** | | 33 | BMW | 183 | Citibank |
| 20 | Raymond | 43 | Hyundai | 208 | IDBI |
| 26 | Levi's | 54 | TVS | 243 | UTI |
| 44 | Lee | 66 | Toyota | 250 | Canara Bank |
| 52 | Peter England | 74 | Ford | 253 | Bank of India |
| 83 | Provogue | 81 | Mercedes-Benz | 266 | ICICI Prudential |
| 94 | Arrow | 104 | Audi | 299 | Aditya Birla Money |
| 101 | Zodiac | 118 | Suzuki | **CAMERAS** | |
| 103 | Van Heusen | 126 | Skoda | 132 | Canon |
| 113 | Louis Philippe | 159 | Tata Motors | 192 | Nikon |
| 122 | Park Avenue | 162 | Ferrari | **CIGARETTES** | |
| 130 | Vimal | 206 | Honda City | 278 | Gold Flake |
| 134 | ZOD! | 207 | Volvo | **CINEMA** | |
| 145 | John Players | 246 | Volkswagen | 177 | PVR |
| 157 | Siyaram | 251 | Nova | **CONSTRUCTION** | |
| 163 | Jockey | 255 | Pulsar | 131 | DLF |
| 165 | Tommy Hilfiger | 288 | Swift | **CONSULTING** | |
| | | 296 | i-10 | 276 | Accenture |

# CATEGORY-WISE ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | BRAND | ALL INDIA BRAND TRUST RANK | BRAND | ALL INDIA BRAND TRUST RANK | BRAND |
|---|---|---|---|---|---|
| **CONSUMER PRODUCTS** | | **CONSUMER PRODUCTS** | | **DTH** | |
| 17 | Colgate | 214 | Denim | 224 | Dish TV |
| 24 | Lux | 215 | Rexona | 252 | Tata Sky |
| 40 | Pond's | 222 | Vicco | **DURABLES** | |
| 41 | Dove | 223 | Anchor | 3 | Sony |
| 46 | Dettol | 236 | Medimix | 4 | LG |
| 47 | Lakme | 239 | Fa Deo | 5 | Samsung |
| 61 | Garnier | 241 | All Out | 19 | Haier |
| 71 | AXE | 245 | Boroline | 25 | Philips |
| 93 | Sunsilk | 262 | Nivea | 34 | Onida |
| 99 | Pepsodent | 265 | Vivel | 55 | BPL |
| 100 | Pantene | 285 | Himani | 64 | Whirlpool |
| 102 | Fair & Lovely | 286 | Neutrogena | 73 | Panasonic |
| 111 | Pears | 292 | Emami | 124 | Voltas |
| 114 | Parachute | **DIVERSIFIED** | | 142 | Sansui |
| 117 | Lifebouy | 2 | TATA | 153 | Jaipan |
| 129 | Gillette | 6 | Reliance | 158 | Usha Fans |
| 135 | L'Oreal | 12 | Bajaj | 185 | Prestige Cookers |
| 141 | Head & Shoulders | 22 | Godrej | 213 | Pureit |
| 148 | Zatak | 42 | Videocon | 240 | Kelvinator |
| 160 | Santoor | 48 | Birla | 249 | Kent |
| 164 | Olay | 63 | ITC | **EDUCATION** | |
| 167 | Hamam | 68 | Mahindra | 187 | NIIT |
| 171 | Vaseline | 75 | Yamaha | **FASHION & ACCESSORIES** | |
| 174 | Cinthol | 79 | L & T | 56 | Fastrack |
| 180 | Vatika | 82 | Sahara | 95 | Ray-Ban |
| 198 | Oriflame | 146 | Nirma | 152 | Gucci |
| 199 | Clinic All Clear | 189 | Indiabulls | 235 | Diesel |
| 212 | Close Up | 193 | Wills | 260 | D & G |
| | | 277 | Hero | 275 | Versace |

## CATEGORY-WISE ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | BRAND | ALL INDIA BRAND TRUST RANK | BRAND | ALL INDIA BRAND TRUST RANK | BRAND |
|---|---|---|---|---|---|
| **FMCG** | | **FOOD RETAIL/QSR** | | **LARGE MANUFACTURING** | |
| 39 | Hindustan Unilever | 50 | McDonalds | 195 | HMT |
| 45 | Dabur | 91 | KFC | 209 | ACC |
| 136 | Amway | 128 | Pizza Hut | 228 | Asian Paints |
| 143 | Himalaya | 248 | Café Coffee Day | 259 | Ambuja Cement |
| **FOOD & BEVERAGES** | | 269 | Domino's | **LAUNDRY** | |
| 57 | Amul | **FOOTWEAR** | | 140 | Rin |
| 58 | Parle | 18 | Bata | 188 | Surf Excel |
| 67 | Britannia | 217 | Paragon | 221 | Tide |
| 90 | Cadbury | 237 | Khadim's | **LUBRICANTS** | |
| 105 | Maggi | 282 | Sparx | 219 | Castrol |
| 109 | Lay's | **HEALTHCARE** | | 225 | Shell |
| 112 | Horlicks | 72 | Johnson & Johnson | **LUGGAGE** | |
| 121 | Nestle | 257 | Apollo | 127 | VIP |
| 137 | MDH | **HOSPITALITY** | | **MEDIA** | |
| 138 | Complan | 154 | Taj Hotels | 151 | The Times of India |
| 147 | Polo | **INTERNET** | | 190 | Aaj Tak |
| 156 | Boost | 70 | Google | 234 | NDTV |
| 169 | Bru | 107 | Yahoo! | 247 | DNA |
| 201 | Haldirams | 254 | Orkut | 267 | India Today |
| 203 | Bournvita | 295 | Facebook | 271 | Colours |
| 204 | Nescafe | **JEWELLERY** | | 280 | STAR |
| 216 | Good Day | 119 | Tanishq | 298 | Anandabazar Patrika |
| 218 | Dairy Milk | 184 | Nakshatra | **MOBILE PHONES** | |
| 220 | Red Label | 230 | Orra | 1 | Nokia |
| 233 | Vicks | 283 | TBZ | 80 | Micromax |
| 238 | Knorr | **LARGE MANUFACTURING** | | 84 | Blackberry |
| 244 | Aashirvaad | 172 | Tata Steel | 92 | Sony Ericsson |
| 261 | MTR | 176 | Indian Oil | 96 | Motorola |
| 284 | Taj Mahal Tea | | | 168 | Maxx |

# CATEGORY-WISE ALL INDIA BRAND TRUST™ RANKING (TOP 300 BRANDS)

| ALL INDIA BRAND TRUST RANK | BRAND |
|---|---|
| **MOBILE PHONES** | |
| 210 | O2 |
| 273 | HTC |
| 290 | Intex |
| **PACKAGED DRINKING WATER** | |
| 120 | Bisleri |
| 258 | Kinley |
| **PERSONALITIES** | |
| 59 | Sachin Tendulkar |
| 232 | Mahatma Gandhi |
| 242 | Aamir Khan |
| **PHARMACEUTICAL** | |
| 133 | Cipla |
| 194 | Ranbaxy |
| 263 | Glaxo |
| **RETAIL CHAIN** | |
| 85 | BIG Bazaar |
| 125 | Pantaloons |
| 155 | LifeStyle |
| 226 | Koutons |
| 256 | Shoppers Stop |
| 264 | Food Bazaar |
| 287 | Croma |
| 289 | Westside |
| 291 | Paaneri |
| **STATIONERY** | |
| 115 | Reynolds |
| 116 | Parker |
| 170 | Natraj |
| 191 | Cello |

| ALL INDIA BRAND TRUST RANK | BRAND |
|---|---|
| **SPORTS/OUTDOOR WEAR** | |
| 14 | Reebok |
| 21 | Adidas |
| 31 | Nike |
| 53 | Woodland |
| 69 | Puma |
| 279 | Action |
| **TECHNOLOGY** | |
| 23 | HP |
| 27 | Dell |
| 29 | HCL |
| 30 | Microsoft |
| 32 | IBM |
| 35 | Infosys |
| 37 | WIPRO |
| 49 | Apple |
| 51 | Intel |
| 76 | TCS |
| 86 | Lenovo |
| 110 | ACER |
| 166 | Hitachi |
| 182 | Compaq |
| 197 | Toshiba |
| 281 | Oracle |
| 293 | Cognizant |
| 297 | CISCO |
| **TELECOM** | |
| 9 | Airtel |
| 16 | Vodafone |

| ALL INDIA BRAND TRUST RANK | BRAND |
|---|---|
| **TELECOM** | |
| 38 | Idea |
| 62 | Loop |
| 65 | BSNL |
| 106 | Aircel |
| 144 | Uninor |
| 150 | Docomo |
| 178 | MTNL |
| 186 | MTS |
| 272 | Dolphin |
| **TRANSPORTATION** | |
| 202 | B.E.S.T. |
| 268 | Indian Railways |
| **WATCHES** | |
| 10 | Titan |
| 87 | RADO |
| 98 | Sonata |
| 108 | Timex |
| 139 | Rolex |
| 149 | Citizen |

# ZONE-WISE ALL INDIA BRAND TRUST™ RANKING  (TOP 100 BRANDS)

| WEST ZONE Rank | WEST ZONE Brand | SOUTH ZONE Rank | SOUTH ZONE Brand | EAST ZONE Rank | EAST ZONE Brand | NORTH ZONE Rank | NORTH ZONE Brand |
|---|---|---|---|---|---|---|---|
| 1 | Nokia | 1 | Nokia | 1 | Tata | 1 | Nokia |
| 2 | Tata | 2 | Sony | 2 | Sony | 2 | Tata |
| 3 | Samsung | 3 | Tata | 3 | Nokia | 3 | LG |
| 4 | LG | 4 | LG | 4 | Maruti | 4 | Sony |
| 5 | Reliance | 5 | Samsung | 5 | LIC | 5 | Reliance |
| 6 | Sony | 6 | Airtel | 6 | Colgate | 6 | Samsung |
| 7 | LIC | 7 | Maruti | 7 | SBI | 7 | Maruti |
| 8 | Vodafone | 8 | Reliance | 8 | Titan | 8 | Reebok |
| 9 | Airtel | 9 | Titan | 9 | ITC | 9 | ICICI |
| 10 | Maruti | 10 | Adidas | 10 | Samsung | 10 | Airtel |
| 11 | ICICI | 11 | Reebok | 11 | IBM | 11 | SBI |
| 12 | Haier | 12 | Hero Honda | 12 | Hindustan Unilever | 12 | HCL |
| 13 | Bajaj | 13 | Raymond | 13 | Vodafone | 13 | LIC |
| 14 | Titan | 14 | Nike | 14 | Airtel | 14 | Hero Honda |
| 15 | Colgate | 15 | Philips | 15 | LG | 15 | Adidas |
| 16 | Hero Honda | 16 | Bajaj | 16 | Bajaj | 16 | Levi's |
| 17 | Idea | 17 | Bata | 17 | Bata | 17 | Bata |
| 18 | Godrej | 18 | Dell | 18 | Raymond | 18 | Bajaj |
| 19 | SBI | 19 | LIC | 19 | Godrej | 19 | Lux |
| 20 | Onida | 20 | SBI | 20 | Dettol | 20 | HP |
| 21 | Raymond | 21 | Microsoft | 21 | Infosys | 21 | IBM |
| 22 | Lux | 22 | Wipro | 22 | Microsoft | 22 | Lee |
| 23 | BMW | 23 | HP | 23 | HDFC | 23 | HDFC |
| 24 | Loop | 24 | Godrej | 24 | Reliance | 24 | Colgate |
| 25 | HDFC | 25 | Haier | 25 | Philips | 25 | Vodafone |

# ZONE-WISE ALL INDIA BRAND TRUST™ RANKING  (TOP 100 BRANDS)

| WEST ZONE | | SOUTH ZONE | | EAST ZONE | | NORTH ZONE | |
|---|---|---|---|---|---|---|---|
| Rank | Brand | Rank | Brand | Rank | Brand | Rank | Brand |
| 26 | Birla | 26 | Infosys | 26 | Johnson & Johnson | 26 | Titan |
| 27 | McDonalds | 27 | Apple | 27 | Hyundai | 27 | Pepsi |
| 28 | Sachin Tendulkar | 28 | Levi's | 28 | TCS | 28 | Haier |
| 29 | Parle | 29 | Fastrack | 29 | Amul | 29 | Peter England |
| 30 | Reebok | 30 | BMW | 30 | Axis Bank | 30 | Dabur |
| 31 | Pond's | 31 | TVS | 31 | Hero Honda | 31 | Philips |
| 32 | Dove | 32 | Intel | 32 | ICICI | 32 | Hindustan Unilever |
| 33 | Garnier | 33 | Onida | 33 | Britannia | 33 | Godrej |
| 34 | Pepsi | 34 | Hyundai | 34 | Intel | 34 | Dell |
| 35 | Videocon | 35 | ICICI | 35 | L & T | 35 | Lakme |
| 36 | Lakme | 36 | Woodland | 36 | Toyota | 36 | BPL |
| 37 | Dell | 37 | Vodafone | 37 | Dell | 37 | Wipro |
| 38 | HP | 38 | Hindustan Unilever | 38 | Levi's | 38 | Hyundai |
| 39 | Bata | 39 | Yamaha | 39 | BSNL | 39 | Nike |
| 40 | Dabur | 40 | Pepsi | 40 | HSBC | 40 | Dove |
| 41 | Infosys | 41 | Ray-ban | 41 | Cadbury | 41 | Pond's |
| 42 | Dettol | 42 | Colgate | 42 | Mercedes-Benz | 42 | Videocon |
| 43 | Google | 43 | Dove | 43 | Lakme | 43 | Blackberry |
| 44 | Mahindra | 44 | Pond's | 44 | HP | 44 | Whirlpool |
| 45 | Sahara | 45 | IBM | 45 | Apple | 45 | Amul |
| 46 | Microsoft | 46 | Puma | 46 | Wipro | 46 | Coca-Cola |
| 47 | HCL | 47 | Toyota | 47 | Pepsi | 47 | Kotak Mahindra |
| 48 | Levi's | 48 | Google | 48 | Adidas | 48 | Microsoft |
| 49 | BIG Bazaar | 49 | Panasonic | 49 | Whirlpool | 49 | Raymond |
| 50 | Provogue | 50 | HCL | 50 | Reebok | 50 | Woodland |

## ZONE-WISE ALL INDIA BRAND TRUST™ RANKING  (TOP 100 BRANDS)

| WEST ZONE | | SOUTH ZONE | | EAST ZONE | | NORTH ZONE | |
|---|---|---|---|---|---|---|---|
| Rank | Brand | Rank | Brand | Rank | Brand | Rank | Brand |
| 51 | Amul | 51 | Coca-Cola | 51 | Google | 51 | Dettol |
| 52 | BSNL | 52 | Sony Ericsson | 52 | Lux | 52 | Onida |
| 53 | AXE | 53 | Mercedes-Benz | 53 | Woodland | 53 | HSBC |
| 54 | Wipro | 54 | Lee | 54 | Coca-Cola | 54 | Infosys |
| 55 | RADO | 55 | TCS | 55 | Dabur | 55 | MRF |
| 56 | Peter England | 56 | Micromax | 56 | Videocon | 56 | Apple |
| 57 | Coca-Cola | 57 | Lenovo | 57 | HCL | 57 | Birla |
| 58 | Woodland | 58 | HDFC | 58 | Dove | 58 | Mercedes-Benz |
| 59 | Fastrack | 59 | Ford | 59 | Nestle | 59 | Motorola |
| 60 | Philips | 60 | Johnson & Johnson | 60 | Pantaloon | 60 | BMW |
| 61 | BPL | 61 | MRF | 61 | Nike | 61 | TVS |
| 62 | Adidas | 62 | Peter England | 62 | Tanishq | 62 | Idea |
| 63 | Kotak Mahindra | 63 | Lux | 63 | Pond's | 63 | Yamaha |
| 64 | Hindustan Unilever | 64 | BPL | 64 | Mahindra | 64 | TCS |
| 65 | L & T | 65 | Cadbury | 65 | Times of India | 65 | McDonalds |
| 66 | Johnson & Johnson | 66 | Britannia | 66 | Complan | 66 | Parle |
| 67 | Hyundai | 67 | Arrow | 67 | Ford | 67 | ITC |
| 68 | Nike | 68 | Whirlpool | 68 | Blackberry | 68 | Kingfisher |
| 69 | Sunsilk | 69 | Videocon | 69 | Anandabazar Patrika | 69 | Britannia |
| 70 | KFC | 70 | ITC | 70 | Lenovo | 70 | Mahindra |
| 71 | Intel | 71 | Kingfisher | 71 | Peter England | 71 | Pepsodent |
| 72 | TVS | 72 | Audi | 72 | Gold Flake | 72 | Sonata |
| 73 | Pepsodent | 73 | Garnier | 73 | Park Avenue | 73 | Micromax |
| 74 | Axis | 74 | Dabur | 74 | L'Oreal | 74 | Puma |
| 75 | Apple | 75 | Motorola | 75 | BMW | 75 | Amway |

# ZONE-WISE ALL INDIA BRAND TRUST™ RANKING (TOP 100 BRANDS)

| WEST ZONE | | SOUTH ZONE | | EAST ZONE | | NORTH ZONE | |
|---|---|---|---|---|---|---|---|
| Rank | Brand | Rank | Brand | Rank | Brand | Rank | Brand |
| 76 | Pantene | 76 | Blackberry | 76 | Boroline | 76 | Bisleri |
| 77 | Puma | 77 | Lifestyle | 77 | Birla | 77 | AXE |
| 78 | Whirlpool | 78 | IDEA | 78 | Pepsodent | 78 | Ford |
| 79 | IBM | 79 | Prestige cookers | 79 | Khadim's | 79 | Maxx |
| 80 | Lee | 80 | BSNL | 80 | Fevicol | 80 | Arrow |
| 81 | Panasonic | 81 | Pears | 81 | Tata Steel | 81 | John Players |
| 82 | Ford | 82 | Mahindra | 82 | Sachin Tendulkar | 82 | Haldiram's |
| 83 | Sonata | 83 | Reynolds | 83 | Glaxo | 83 | Panasonic |
| 84 | Britannia | 84 | Lakme | 84 | Gillette | 84 | DLF |
| 85 | Lenovo | 85 | AXE | 85 | Arrow | 85 | Johnson & Johnson |
| 86 | Toyota | 86 | Dettol | 86 | BIG Bazaar | 86 | Sunsilk |
| 87 | Yamaha | 87 | KFC | 87 | Haier | 87 | Lenovo |
| 88 | Blackberry | 88 | Birla | 88 | BPL | 88 | KFC |
| 89 | MRF | 89 | Louis Philippe | 89 | TVS | 89 | Nestle |
| 90 | Arrow | 90 | McDonalds | 90 | Canon | 90 | Limca |
| 91 | HSBC | 91 | Sonata | 91 | Asian Paints | 91 | Intel |
| 92 | Micromax | 92 | Amul | 92 | Ray-Ban | 92 | Cadbury |
| 93 | Mercedes-Benz | 93 | Pantene | 93 | Shree Leathers | 93 | Garnier |
| 94 | Kingfisher | 94 | Axis | 94 | McDonalds | 94 | Honda City |
| 95 | Rayban | 95 | Sunsilk | 95 | Panasonic | 95 | Toyota |
| 96 | Sony Ericsson | 96 | BIG Bazaar | 96 | Kingfisher | 96 | Van Heusen |
| 97 | Cadbury | 97 | L & T | 97 | Motorola | 97 | Pears |
| 98 | Motorola | 98 | Parle | 98 | Parle | 98 | Usha Fans |
| 99 | TCS | 99 | HSBC | 99 | MRF | 99 | BSNL |
| 100 | ITC | 100 | Pepsodent | 100 | Pantene | 100 | Sony Ericsson |

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## Statistical Analysis

INDIAN STATISTICAL INSTITUTE

## Fieldwork

e-nxt
Financials Ltd.
(Research & Analytics)
A **TATA** Enterprise

## Project Supervision

**BRIX**
MARKET RESEARCH

## Creatives

Mustard
ideas that work

&  Bhavna Sinha