Dimensions of Indian culture, core cultural values and marketing implications

An analysis

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Abstract

Purpose – Behavior of a consumer largely depends on interplay between inner self and outer stimuli. Consumption decisions made in the market cannot be viewed as an independent event – it is closely related with values and social relationship and cultural allegiance. With globalization, culture becomes predominantly important strategic issue in market that has to be faced and properly managed. But, in different settings, management of cultural diversity could be seen as a threat, or an opportunity. As culture and values vary country to country, a close insight about country-specific culture and core values is almost essential for a smooth sailing in any market. The purpose of this paper is to discuss overall fundamental dimensions of Indian culture and core values and resultant marketing implications.

Design/methodology/approach – The major task is to identify specific culture and core values at the time of marketing in a cross-cultural setup. In this backdrop, an attempt has been made in this paper to discuss overall fundamental dimensions of Indian culture and core values with the help of a verbal model. The model has further been examined with the help of empirical marketing evidences from Indian market with an objective to help marketers to address those cultural and value dimensions at the time of their brand marketing in India.

Findings – Inputs about Indian culture and value dimensions can be of immense use to brand managers to strategies their marketing road map to minimize chances of erroneous decision-making. A table summarizing the aspects that have to be considered at the time of building brands in India has been proposed to facilitate useful marketing decisions to penetrate the Indian market. At the time of starting its journey in a new country like India, the best approach a firm can adopt is to accept major issues involved with culture and values.

Practical implications – The verbal model about core culture and values of India, and proposed strategic roadmap, facilitate marketers to devise more accurate marketing strategies for India.

Originality/value – This paper presents a country-specific approach that may be useful to marketers busy with consumer marketing in India. A verbal model of “Culture and Value Dimensions of Indian consumer” is of immense help in charting marketing strategies to win over Indian consumers.

Keywords National cultures, India, Social value, Marketing strategy

Paper type Conceptual paper

Introduction

Consumption decisions made in the market cannot be viewed as an independent event – these are closely related with values and social relationship and cultural allegiance. According to past research, national culture has considerable influence on consumer behavior (Jaishankar, 1998). National culture of any country, as outer stimuli, influence on the diffusion of products across countries (Kumar et al., 1998). With globalization, culture becomes predominantly important strategic issue in market that has to be faced and properly managed. People of each country possess a distinct “national character” (Clark, 1990). Countries are a source of a considerable amount of common mental programming of their citizens (Hofstede, 1991). Core values of any country shape its national culture. As culture varies country to country, a close insight about
country-specific culture and core values is almost essential for a smooth sailing in any country market. For brand marketing, cultural dimensions play a vital role to formulate imagery about the brand and help marketer to communicate better. In this backdrop, an attempt has been made in this paper to discuss overall fundamental dimensions of Indian culture and core values with the help of a verbal model. The model has further been examined with the help of empirical marketing evidences from Indian market with an objective to help marketers to address those cultural and value dimensions at the time of their brand marketing in India.

**Literature review: role of culture and values in consumer marketing**

From anthropological point of view, there are two schools of thoughts behind evolution of culture. Half century ago two leading anthropologists, Kroeber and Kluckhohn (1952), identified 161 formal definitions of culture. Further, in 1871, Tylor define culture as “that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man (sic) as a member of society”. Boas popularized “culture” as a result of group’s responses to environmental conditions and their specific historical development (George, 1974). Old school of thoughts describes features of culture as: bounded small scale entity; defined characteristics; unchanging; shared meanings, identical. So, old school of thought describes “a culture” with “a people with some specific characteristics”, which may be defined within a specific boundary. New school of thoughts describes features of “culture” as an active process of meaning making and contestation over definition, including of itself and in its hegemonic form, culture appears coherent, systematic and consensual like an object, beyond human agency (Wright, 1998).

Hofstede (2001) refers to culture as “the collective programming of the mind which distinguishes the members of one group or category of people from another”. Culture refers to a set of values, ideas, artifacts and other meaningful symbols that help individuals to communicate, interpret and evaluate as members of society. It is a normally homogeneous system of collectively shared meanings, way of life and common set of values shared by a member of society. Culture comprises the shared values, assumptions, understandings and goals that are learned from one generation, imposed by the current generation, and passed on to succeeding generations (Deresky, 2003). It governs how we wish to be treated and how we treat others; how we communicate, negotiate process information and make decisions (Scarborough, 2000). The present article is based on the view that cultural values are principle determinants to how people see themselves and others, and how they treat each other. Our values shape our attitudes and beliefs about work, success, wealth, authority, equity, competition and many other such components of the content and context of the work environment. In the nutshell, culture is learned by the members of the society and it is also shared simultaneously. Culture is fundamental base of a society. It has a long-lasting influence on behavior of its people.

Due to rapid globalization, though we are fast absorbing concept of “no-border” world, yet cultural factors moderate many aspects of consumer’s buying behavior. There is a growing interest in cultural differences of countries and understanding the cultural context of consumer behavior in a globalized marketplace (Maheswaran and Sharon, 2000). The consumption of market-made commodities and desire-inducing market symbols is central to consumer culture and yet the perpetuation and reproduction of this system is largely dependent upon the exercise of free personal choice in the private sphere of everyday life (Holt, 2002). It also conceptualized an interconnected system of commercially produced images, text and objects that groups
use to make their collective sense of environments and to orient their members’ experience lives (Kozinets and Handelman, 2004).

In the market place, it is almost true that consumer’s perception of a product’s attributes is based upon its abilities to satisfy needs on which culture and values have a great impact. The relationship between culture and values manifesting themselves through consumption of products is well-documented, with material goods being important to individuals due to their ability to carry and communicate cultural meaning (Askegaard and Kjeldgaard, 2002). Over the time values, beliefs and practices of a society are shared by all of its people and these influence individual decision-making. In this context, marketers must gain unique dimensions of consumer culture to finalize their strategies relating to segmentation, position and marketing mix.

**Verbal model of cultural and value dimensions of Indian consumers**

India, as a country, is so heterogeneous in nature that it is complex for a marketer to identify common threads of Indian culture and core values. There are many different sub-cultures coexist in Indian society with their own distinctive values, norms, beliefs and behaviors. So, in India, people are socialized by getting input from their cultures and core values.

Culture can be conceptualized as dynamic production and reproduction of meaning by concrete individuals’ activities in particular contexts (Kashima, 2000). It ensures a set of behaviour patterns transmitted symbolically through language and other means to the member of a particular society (Wallendorf and Reilly, 1983). Culture generally refers to those aspects of human activities that are symbolic and meaningful and identifiable. Bartlett (1923) defined culture as a part of two components: firstly, cultural elements which denote material behaviour and objects and secondly, cultural materials that cover forms of cultural practices, artifacts, social and religious rituals, customs. According to Blackwell et al. (2007), culture has two fundamental components: Abstract and Material. In terms of abstract components, one may consider values, attitudes, ideas, type of personalities, symbols, rituals and summary constructs like politics and religion. Material component represents visible cultural objects which represent the society as a whole. Thompson and Rayner (1998) expressed his view about culture in a two-by-two matrix. In this model four competing worldviews were presented. These are combined with models of cultural solidarity and social organization. These two are based upon particular myths of nature and prescriptive in nature. In this model, the axes represent degrees of social regulation or equality (grid) and social contact or competition (group). Four cells present four different views. These are: individualists, egalitarians, hierarchists and fatalists. It also talked about fifth group- autonomous hermits. Members of the group are indifferent in nature. According to McCracken (1986), process of culture describes the movement of members of the cultural group through three layers. As per the model, cultural meaning is present in three locations: in the social and physical environment, in products and services and in individual consumers. He further emphasized “culture” as: Lens: Through which the individual views phenomena; Blueprint: It denotes human activity and determine the co-ordinates of social action and productive activity.

Hawkins et al. (2006) propagates that the main operational regime of culture starts by earmarking stated boundaries for individual behavior and by guiding the functioning of such institutions as the family and mass media. In a societal setup these boundaries are termed as norms. Further, norms are derived from cultural values. In the same line with McCracken (1986), cultural values are classified into three categories:
other, environment, and self. Firstly, Other-oriented values tell about a society's viewpoint about the appropriate relationships between individuals and groups within that society. Individual/collective, extended/limited family, competitive/cooperative, diversity/uniformity, masculine/feminine and youth/age are some of the relevant values of this nature. Secondly, Environment-oriented values depict a society's associations with its economic, technical, and physical environments. Factors under consideration of environment values are cleanliness, performance/status, tradition/change, risk taking/security, problem solving/fatalistic and nature. Thirdly, Self-oriented values frame the objectives and approaches to life that individual members of society aspire for. These include active/passive, material/nonmaterial, hard work/leisure, postponed gratification/immediate gratification, sensual gratification/abstinence and religious/secular. Based on the discussion raised by eminent scholars, in this section, we propose a verbal model of cultural and value dimensions of Indian consumers (see Figure 1). The model talks about two dimensions: Culture and Value. Cultural dimension consists four categories: Languages, Symbols and Signs, Rituals and Customs and Traditions. Values dimension consists six categories: Individual and Family, Society through Conformity, Success and Growth, Age and Youthfulness, Happiness and Adaptability and Religion and Spirituality. In this next section we have discussed the categories in detail and further address those from application point of view by citing examples of existing marketing practices.

Cultural dimension of Indian consumers

Languages. Language of a country has a prominent role to enrich its culture. India's linguistic diversity is intense. It has more than thousand languages and dialects (Mohanty, 1994). Three-fourths of the populations communicate through different languages belonging to the Indo-Aryan group (Source: Census of India 2001). For
majority of the languages fundamental base is Sanskrit. Examples are Hindi, Assamese, Bengali, Gujarati, Kashmiri, Marathi, Oriya, Punjabi, Sindi and Urdu etc. Nearly one-fourth of all Indians speak languages belonging to the Dravidian family. Examples are Kannada, Malayalam, Tamil and Telugu etc. (Devaki and Kou, 2000). Hindi is spoken by about 40 per cent of the population and covers most of the northern states (Source: Census of India 2001).

Marketing implications. As communication play a major role in marketing, marketers should consider role of language at the time of communicating with their target audience. To ensure success, marketers should touch mind of the consumer and they have to speak in consumer’s language. This can only be possible by knowing insight of a language. For example, Cartoon Network has captured a sizable amount of viewership by offering Hindi dubbed version of their all cartoon films to respect national language of the country. Again, Nokia addressed this dimension of Indian culture by introducing Nokia 1100 model specialized designed for Indian consumers with Hindi SMS facility, dust-free keypad, a built-in torch and anti-slip grip and grabbed a major market share in mobile handset market.

Successful companies put much effort to understand the uniqueness of Indian national language and other regional languages, and try to find a brand name and communication message that fits perfectly within the setting of cultural dimension. For example, to attract Indian rural market with value for money offerings, Korean consumer durable major LG introduced Sampoorna (means “complete” in hindi language), range of color TVs, semi-automatic washing machines and direct-cool refrigerators. Sansui India too took advantage of the market situation. The company launched a sub-brand Dhanpoorna (means “full of wealth” in hindi language), which was targeted directly at the rural masses and modified its communication strategies to increase penetration in the rural markets. National Geographic Channels also went for localizing its content with programmes such as Mission Udaan and “It happens only in India”.

Symbols and signs. Nonverbal communications play a vital role in Indian culture (Vilanilam, 2005). The country is rich in her ceremonial greetings. Each gesture is meaningful and bears its own name. Marketers should be clear about the “meanings” associated with the signs and symbols. In their product offering and communication, they may use those signs and symbols as stimuli to find a place in the mind of the consumer.

Marketing implications. In Indian market, ICICI Prudential, an insurance company, used Sindoor, the greatest symbol of “protection and benefit” in Indian culture, to communicate with their target audience. By symbolic representation of the protector of the family through various snap-shots of life, they tried to establish their claim to shield consumers at every step in life. Further, in their communication, “ICICI” used “shoulder” as a sign of dependability. In India, “committing one’s shoulder” is a culture to show one’s sharing attitude. Whether it is the bride coyly laying her head on her husband’s shoulder, or the little baby asleep on the dad’s shoulder in the train, through this communication, ICICI tried to integrate societal culture and individual emotions.

Rituals and customs. Rituals and customs are ways in the hands of people of a country to express and practice their identity (Lal, 1996). These are set of actions practiced in a society to follow cultural norms. Mostly symbolic in nature, these travel generation to generation. The purposes of rituals and customs include maintaining social bondage, gaining social acceptances, satisfaction of different levels of need. As consumers are part of the society, so their behaviors are guided by those rituals.

Marketing implications. For marketers, these rituals play a vital role to anticipate behavior of their target consumers. For example, wishing one’s near and dear good luck
is a basic human emotion and in India, popular custom is that one can ensure good luck of the dear one by setting free a bird. Visa International used this particular custom in one of their commercial, where Richard Gere (the model) saw a girl who was trying to buy a bird that she could set free and brought luck to her brother who was leaving home. She could not buy in a lot because of shortage of money. Gere used his VISA card to gift her all birds to set free for good luck of her brother. Further, Atithi Devo Bhava (Guest is God) is the custom that represents culture of India globally. Tourism Ministry of India has communicated through the Atithi Devo Bhava ad campaign to make world aware of India’s rich cultural heritage and the philosophy of treating a tourist like God. Global fast food giant McDonald’s dispensed with its most prominent ingredient in order to lure taste buds of its Indian customers. In India, majority eat no beef or pork, or any meat at all. For McDonald India, it was necessary to adapt the company’s offerings according to the culture while maintaining the core brand values consistent across cultures. McDonald India introduced local creations like McAlloo Tikki Burger, Curry Pans, Wraps Pizza McPuff and McVeggie to win over consumers. Aquaguard, a major player in water purifier market in India, launched a new commercial in recent past to link water with customs of “prayer” in India. In the communication, the song in the background talked about how life revolved around water and how pure water was an important part of offering a prayer or making a wish. The ad ends with the line Yeh jal hai, amrit hai/Yeh dhan hai, jeevan ha (Water is for wealth and life).

Traditions. Over the years, traditions of a society evolves and it is durable in nature (Eaton, 2006). It plays a vital role to control behavior of individuals. Over time, some traditions retain their original forms. In some cases, modifications happened to offer some more benefits to the member of the society. In any country, these underline traditions rule the responses of people and it is true for the market also. India, as a country, has also cultivated a strong traditional heritage (Danielou, 2003).

Marketing implications. Marketers often try to identify inherent traditions of country and incorporate those in their market offerings to ensure a positive response from their target audience. For example, Cadbury Dairy Milk noticed inherent tradition of Indian culture. People prefer to make a visit of anyone’s house with a box of mithai (box full of sweets) as a good gesture. Further, people of India normally exchange gifts before major festivals like diwali (festival of light) etc. CDM identified a huge potential market here and fine-tuned their entire product packaging to cater to this buying habit. They introduced pack of CDM in different sizes and prices to serve different sets of buying occasions. In the same manner, to go by gifting culture of India, Titan watch positioned itself as automatic choice as a gift in a relationship and at the time of any occasion.

Godrej Agrovet, another major player, burnt its hand by trying to brand a commodity business. It launched a RTC chicken brand; Real Good-processed and chilled chicken meat. “See-touch-feel” tradition of Indian culture posed a hurdle for RTC chicken brand to experience a significant growth and till today market share of processed meat is far behind in comparison to overall chicken meat market of India. Alternatively, to address “See-touch-feel” tradition in right manner, home appliance major Whirlpool went for setting up “customer experience centers” across India, which would enable potential customers to actually experience the range of Whirlpool products before purchasing any of them. Further, In Indian tradition, we trust on “herbal” products. Medimix Soap positioned itself as an herbal-based product by ensuring use of traditional ingredients strongly associated with skin/complexion care. Another Indian tradition is that any Indian woman takes the pride to flaunt her collection of jewellery, which travels generation to generation in spite of her modern
progressiveness. Through their campaign, Tanishq TVC addressed the same values of Indian women. The tag line of ad created as, *Parampara Ki Naiy Kahani...Tanishq* (new definition of tradition...Tanishq) to position Tanishq as a brand, which stands both for traditions and modernity.

**Value dimensions of Indian society: analysis and marketing implications**

In this section, we discuss core value dimensions of Indian Consumer. As consumer behavior is an outcome of interaction between culture and values, to get success in Indian market, marketers should well-decode these dimensions of Indian consumers.

*Individual and family*

Hofstede (1980) identified Indian society as “collectivist”. It was defined collectivism as a social pattern that consists of individuals who see themselves as an integral part of one or more collectives or in-groups, such as family and co-workers (Triandis, 1989). It encourages connectedness and mutual deference or compromise and social interdependence as dominant values creating a collective identity among individuals (Tafarodi and Swann, 1996). In India, family plays a vital role all along. Family is of dominant concern for most Indians (Mandelbaum, 1970). This trend is also true among Asian Indians and Indian immigrants, noting that possessions brought more prestige to the family than to the individual (Mehta and Belk, 1991). Role of patriarch is very crucial in Indian society. Because of spreading out of income generation units at random; family members are forced to be part from their parents. But, mentally still they are close to each other. So, relationship is of prime concern. In India, people search security and prestige within the confines of the near and dear. Individual responsibility of head of the family is much more, but this thrust on relationship gives security and identity. Ownership pattern travels through generations. Value system transmits through elder members by word of mouth or by placing them as role models. Strive for individual space is not in top priority. In India, people rely on balance between independent self and interdependent self-concept.

*Marketing implications.* In India, Calcium Sandoz, the global pharmaceutical giant, tried to touch this core value of family bondage through recent in-film placement of their brand in *Viruddh* (The Opposition). Calcium Sandoz placed itself in the story where *Amitabh Bachchan* (the hero in the film) offered Calcium Sandoz to *Sharmila Tagore* (played the role of his wife in the film) for better look after of her health. In this manner they tried to project the idea that ideal husband should offer his wife calcium pellets (read Calcium Sandoz) not only to keep her bones healthy but also to nurture family bondage. Himalaya Drug Company, another pharmaceutical major, also portrayed an elderly man having fun with his grandson in communication message of their “Pure Herbs Shallaki” which is used to prevent/control joint pains. Further, when General Mills took entry in Indian market with their “Pillsbury” brand, they faced a major threat to address Indian homemakers. Indian culture believes in family bondage and prominent role of woman in the family as a mother, daughter, daughter-in-law and wife. Indian women expect acceptance and pride in her role. So, General Mills in India offered Indian specific pounded wheat flour (*chakki atta*), which required some amount of garnishing and cooking in place of their most common heat-and-eat category of products.

*Society through conformity*

Indian society is not hardcore competitive in nature. More harmonious and less comparative in nature, people believe in group performance. Performance through consensus is underline assumption of the society. People strive for individual
achievement but they are also ready to share it with others. Social hierarchy structure is very strong. Age-wise and income-wise divisions are both present. Society is not with rebels. Changes are welcome but incremental change with a right balance between old and new ideas is acceptable. Individual human being and society are interrelated and one cannot create an independent identity (Dev and Babu, 2007).

**Marketing implications.** As a result, clothes marketer of India, S Kumars Group, tries to capture this core value of Indian culture through their communication that showcases small acts of honesty, integrity and conformity and emphasizes traditional Indian values. The main objective behind the campaign is to create profile of “the S Kumars individual” as someone who goes by harmony and always offer hands to cooperate others as a true Indian. Another, suiting brand Siyaram also tried to link their brand with the retrospection of Indian core values through their “Come home to Siyaram” campaign.

**Success and growth**
There is a general agreement among experts that socio-cultural influence on the personality and general behavior of people in India is very strong (Shivani et al., 2006). In Indian society, recognition or social acceptability enjoys much value than individual achievement. “Where from I?” is more important than “What am I?” In the core value system of India, success is enjoyed from the perspectives of a group than individual. Concern for the group welfare is considered as a fundamental virtue for all class of people in the society. Commitment to the service of others for achieving the ultimate objective is the stated route of success. Concern for others has been given the highest place.

**Marketing implications.** In recent past, Femina, popular magazine for women developed a communication on the tune of “believe” to indulge this core value of India. The ad soundtrack was “know nothing can stop me from trying and breaking the chains and flying, don’t stop me, I can be anything I want to be, don’t stop me”.

**Age and youthfulness**
India may be the only single country in this world where gray hair have no grey shades (Banerjee, 2006). Indian culture respects for the wisdom and experience of older generation. In India, older generations are much more socially engaged and open enough to renovate their thought process and this lifestyle has been responsible for their happy and longer life (Krishnan and Mahadevan, 1992). They prefer to have more shimmer and shine with their age. They are socially active and ready to enjoy every second of their life. Family elders play this role of transforming the values to next generation through storytelling.

**Marketing implications.** In Indian value system, “health is wealth” and it is a synonym of wellness in the food. It means of eating foods made from whole grains, which provides nutritional benefits such as vitamins, minerals and fiber. Nestle India got positive feedback from consumers by launching “Maggi vegetable Atta Noodles”. They worked on same platform. They acknowledged Indian definition of health. And to match itself with that, in their new variants Nestle offered whole wheat and vegetables that gave nutrition equivalent to three rotis.

**Happiness and adaptability**
Role of values on a person’s happiness is fundamental (Stevens, 2000). Core value of Indian society is that, for happiness of her family, Indian mother may sacrifice her comfort and ambition. Further, it not only provides a specific set of conceptions of happiness but it also constructs particular pathways for its achievement. In India,
materialistic gain is not prime route of ensuring happiness. The average Indian is a “safe player” by nature. He takes calculated risks in terms of investment, expenditure and advancement. Search for higher plains of life is inherent culture of India (Pande, 1990).

*Marketing implications.* Brands like Moov (a pain relief balm), Horlicks (a nutritious drink brand from SmithKline Beecham) tried to touch this unique value system of the society by way of their communication. The Horlicks mom is a caring mother whose top priority is nutritional value of the food consumed by children. Moov mother is almost absorbed to ensure happiness of her family and at the end wants healing touch from her family in return to recharge her. Big Bazaar (Indian version of Wallmart) aimed to connect with the consumer on the basis of core value of India, i.e. “happiness”. In their campaigns, they projected people and their happiness at Big Bazaar with catchline like *Khushiyon se bhari jholi* (bagful of happiness).

*Religion and spirituality*  
In India, people are more involved to search unanswered questions of life (Kodikal, 2005). Deeply spiritually inclined country in nature, in India, irrespective of social hierarchy, people are spiritually conscious and more inclined towards religion (Peter, 2002). Trust on own religion is higher; failures are being rationalized on the idea that one cannot alter events and these are pre-determined. People are happy by depending on supreme power; they are not in a mood to rule God. It can be said that core Indian value is a functional interdependence to the universe. The growth in technology could not play a major role to change the belief that the world goes around because of a supreme power that is above everything else in this universe.

*Marketing implications.* In India, people worship goddess *Laxmi* as goddess of wealth. Core belief is that if you please her by your prayer, she will bless you with wealth. Sanctity is prime concern to all religions of India. It gives a vital clue to marketers also to market their brands. To address this, Mangaldep, an agarbatti brand from ITC launched with an original idea of “fragrance-locked” packaging to preserve the sanctity of the agarbattis.

*Conclusion*  
From the above discussion we may conclude that deep-rooted cultural diversity and values of a country make it difficult for a marketer to opt for a standardized strategy to outperform competition. It has been found that even after tremendous exposure to globalization, consumers from different cultures have different attitudes, perceptions, tastes, preferences and values, and remain reluctant to purchase foreign products (Suh and Kwon, 2002). As brands have become the focal point of many a company’s marketing efforts and are seen as a source of market power, competitive leverage and higher returns (Dawar, 2004), the relationship between consumers and brands is a multifaceted construct to capture the richness of fabric from which brand relationships arise (Fournier, 1998). As a result of consumer acculturation to the country of origin, consumers respond in a manner that is consistent with their culture’s norms and values (Zhang and Neelankavil, 1997). Further, there are some codes and beliefs that stretch across countries while there are others that are culture-specific (Langlois and Schlegelmilch, 1990). Brands with a strong local character, such as motorcycle maker Bajaj in India or Tsing Tao beer in China, play on the potential identification between the brand and consumers. These brands position themselves as sons of the soil who understand local consumers (Cayla and Eckhardt, 2007). A right identification of country-specific cultural and value dimensions and proper consideration of the same in
brand marketing play a pivotal role in ensuring success in the highly competitive market scenario. Inputs about Indian culture and value dimensions can be of immense use to brand managers to strategize their marketing road map to minimize chances of erroneous decision-making. A table summarizing the aspects that have to be considered at the time of building brands in India may be proposed to facilitate useful marketing decisions to penetrate in Indian market (see Table I). We may conclude that right management of Indian culture enables organization to ensure competitive edge and it minimizes chances of erroneous decision-making decrease. At the time of starting its journey in a new country like India, the best approach a firm can adopt is to accept major issues involved with culture and values.

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