

Delshad Irani

2015 is Yoga's year. Be it the Iyengar school of yoga or hybrids like nude, hot, goddess, dog yoga or snowga (yoga in snow) which have bourgeoned in the West. The surge in yoga's popularity this year has been largely driven, of course, by the current Indian government's aggressive campaign to make yoga a national and global routine. And not just a fashionable work-out or quick-fix for, say, a cheesecake addiction or depression, of the personal and economic kind. (Studies indicate that people in times of economic crisis turn to yoga for help.)

The International Day of Yoga has been rocked by political controversies, raging debates on certain religious claims and India's attempt to reclaim ownership of the ancient practice. (Hopefully this shan't be as futile as 'Who Owns Chicken Tikka Masala?') What it's not is a provenance dispute. But what India can't claim is dominance in the global yoga market. Even though over half of the 200 million yoga practitioners in the world are Indians, the US is the world's largest yoga industry worth well over \$27 billion. In India, the yoga market remains a largely unorganised industry, underserved by brands and typically a mom-and-pop enterprise outside a few institutes and centres.

Dave Banerjee co-founder of yoga apparel startup, Proyog, perhaps says it best when he told BE that 70% of the world yoga market is in North America and that's where Bangalore-based Proyog's primary market is. Followed by regions like the UK, Australia and Japan. India, according to their projections, will account for just 3% or 4% of sales. The US and Canada are also where the denim industry is actively losing sales to the yoga wear category as more and more North Americans wear yoga pants to pick up the kids or groceries. Thus giving birth to the 'Athleisure' category. The likes of Proyog are riding on the 'Made In India' label to fatten their bottom lines on foreign shores and help them steal market share from yoga wear and gear giants like Lululemon Athletica. Says Banerjee, "In three years our revenues will be less than Lululemon's marketing budget. They would crush us if it weren't for our product. We want to be to yoga what Speedo is to swimming or Everlast is to boxing. None of the popular yoga wear brands have even bothered to understand the requirements for yoga. If they had any respect for yoga, they wouldn't be churning out 'plastic yoga pants'." Slapping an 'OM' on leggings does not a yoga pant make, apparently. Instead packaging yoga tights and tanks as the natural, made-in-the-birthplace-of-yoga kind of brand, just might be the ticket to nirvana. Especially with a consumer increasingly concerned with products' origins and organic credentials. Here, however, brands like Proyog cater to the affluent set clutching Manduka mats (the BMW of yoga mats), yoga enthusiasts from all corners of the world on yogafestivals (yoga vacations) and yoginis teaching at schools in India. They will become brand advocates for the company with a very limited marketing budget.

Tapasya Bali knows the power of the 'Indian' tag as a differentiator in a cluttered yoga market. She quit her Wall Street job to start YogaSmoga, The New York based company was recently valued at \$74 million after a Series B round of funding. The company intends to kill Lululemon Athletica, the Canadian brand which has a stronghold on the yoga market. (Incidentally, Proyog, too, has similar ambitions.) Bali says, "I am both a citizen of the USA and of India. Having grown up in India in my formative years, the ethos of yoga are ingrained in me and I can provide a sense of authenticity to the experience I offer to consumers." YogaSmoga celebrated International Yoga Day by hosting people at their stores, educating them about yoga and offering free mehndi tattoos.

According to Andrea R Jain, assistant professor of Religious Studies at Indiana University - Purdue Uni-



## Why It Matters Who Owns Yoga

Ask not whom yoga belongs to. Rather can Indian brands own a larger piece of the multi-billion dollar global yoga industry?

### Yoga by Numbers

Roughly **200 million** people practice yoga, globally. Most of them in India. Of them 80% are women.

**\$27 - \$30 billion** is the size of the US yoga industry. The world's largest yoga market saw an 87% increase of spending in yoga products in the last 5 years.

**17%** of leading yoga-wear brand Lululemon Athletica's inventory had to be recalled in 2013. Why? Because the \$98 stretchy black yoga pants were see-through.

**\$423.5 million** is the Canadian company's net revenue in the first quarter of fiscal 2015



At the **69<sup>th</sup>** session of United Nations General Assembly (UNGA) on September 27, 2014, Prime Minister Narendra Modi urged the international community to adopt an International Day of Yoga

**44 pages** is the length of The Common Yoga Protocol by Ministry of

Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy (AYUSH). To be used as a universal guide across the world on Yoga Day

But **3 "Oms"** is all it took for Don Draper, from the TV series 'Mad Men', to have a creative epiphany of a lifetime. Following this finale-episode scene thousands of creatives across the advertising world signed up for yoga classes en masse. (We're just kidding.)



versity Indianapolis and author of *Selling Yoga: From Counterculture to Pop Culture*. "We often hear about the 'Americanisation of yoga.' Instead, we should think about yoga's popularisation as a result of its encounter with contemporary consumer culture, a transnational phenomenon. Yoga entrepreneurs have successfully established postural yoga as a viable and even popular choice in the global fitness market. Most yoga entrepreneurs market yoga as one part of self-development that can be combined with other consumer goods and lifestyle choices. All of this serves to make yoga attractive to large target audiences of urban consumers who do not want to use the traditional method for undergoing yogic training that is, abandoning society for the isolation of an ashram or seeking out a proselytising guru." They just might be trained digital yoginis. After all, according to a WSJ report, viewers watched over 5,500 years of YouTube videos tagged "yoga" in 2014.

Yoga is, in fact, India's greatest cultural export. The

question we'd like answers to is why hasn't the country that gave the world Yoga produced a Lululemon or studio chains like CorePower Yoga, which has been dubbed the American Starbucks of yoga, yet? Perhaps Mumbai-based Yoga Mudra expert, Deepa Vaswani has the answer when she says "yoga in India is personal and a spiritual, therapeutic experience. And yoga certainly doesn't care what you wear, as long as you are comfortable." That may be the case still. But will that be so with newer generations of practitioners striking poses better suited for Cirque du Soleil, in their 'Om' pants, some in the \$100 Nike yoga shoe, while listening to playlists entirely populated with the musical stylings of MC Yogi? Although in conflict with yoga's values and teachings, to them, where, how and in what you practice yoga might just matter more than attaining peace and oneness with the universe.

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## Branding Yoga

Future Brands' Santosh Desai on what India's failure to monetise yoga can teach its brands

In terms of mindset and this is true of many other Indian practices and brands, people did not think of heritages as something that was monetisable. The direction of influence tended to be the other way round. The fact that India was in a position to influence the world was only fantasised about. But when the opportunities presented themselves — like in the case of tea — there was an inward gaze.

Two things are required to succeed: an ambition and some acknowledgment about how the world will see what you have on offer and respond. There has to be a bridge between your original offering and how the world perceives it. That's what marketing is about. Any international brand that comes here also faces that issue — how to make a connection with local consumers and mindsets.

In the case of yoga, sporadic individuals created ripples and started the movement in the west but essentially left it behind. It was then adapted and reformulated by people who learned it from the original pioneers. The origin and source can be traced back to India but the advantages didn't accrue to the country, its brands or its enterprise.

It's the same with Ayurveda. There are some parts that clearly have a potential global footprint. But nobody is willing to make an investment and there's no desire to reframe it in a way where it could connect with western scientific practice. By contrast, Chinese acupuncture and acupressure are a lot more respectable and are used by even some of the most advanced hospitals in the west.

A lot of yoga's strength is from the source. While there's a belief in the practice it is embodied in an individual. A product will have to build on a source of credibility which needs to be drawn from a larger pool and not be narrowly located in spirituality. Because in that case, it becomes too new-age; its appeal limited if it is always accompanied by *sitar* and *agarbatti*.

Firms could draw from the richness of yoga heritage but package and present it in a contemporary form. Beyond a point, a fitness regimen to put it crudely is about lifting your arms, legs and weights. In yoga, you have a rich opportunity to pick something and slice it in a way that becomes brandable, presented and distilled. You can create a product only when you package it in a repeat consumable format. That's one way of presenting yoga: converting it into a

capsule; some way of making it a regimen of a kind. The other is making it a service — creating an authentic brand that requires training; a practice which is based on a certain pure notion of yoga; and a larger business that comes out of it.

But I don't think this is a great opportunity for Indian brands, quite honestly. It's too late for India. We've missed the bus on this one. The question becomes relevant with the government effort. But from a business perspective, it's in a been-there-done-that state. It has become established in the west and already has a fairly settled form. An Indian brand with credibility has a chance but one has to admit this won't be a sunrise moment for yoga in the west.

The regime that's come to power is doing the best it can. But what we see in India as a big effort is not the most overwhelming way to make your presence felt, viewed through the lens of an individual country. It's the Festival of India mindset.

You create an event in a small part of the world in a small way and think that's promotion because that's what the state thinks it's about; even the Indian embassy is supposed to be getting involved. But if you look at it from the perspective of business, American brands were not built in India by efforts of the American embassy. It is an important starting point, but eventually somebody has to put in sustained money. Especially a problem since Indian entrepreneurs don't believe enough and so don't invest enough or understand enough. We are so full of ourselves that the thought that you have to understand the American consumer and tailor your practice to appeal to them is something we wouldn't consider.

The smart thing for Jaguar-Land Rover is to let the locals run it even after it was acquired by Tata since we don't understand it. When it comes to promoting yoga: it's good that you are proud of it but eventually you have to connect and invest in understanding the consumer. It's not just in respect to yoga but at a large sense, Indian businesses are unwilling to invest. To move to the next step, it needs somebody to step in, lead, invest, understand and sustain.

As told to Ravi Balakrishnan



IT'S GOOD THAT YOU ARE PROUD OF YOGA BUT EVENTUALLY YOU HAVE TO CONNECT AND INVEST IN UNDERSTANDING THE CONSUMER

## Dunk The Junk?

While the Maggi episode has packaged goods majors running scared, fast food franchises both new and old race to be more about health and less about junk

Rajiv Singh

For Sana Chopra, a four-year stint in the US was an eye-opener. A foodie to the core, the Delhi girl would not mind eating whatever she could lay her hands on. And what was widely available were burgers. Result: she put on excess weight, struggled hard to shed extra kilos and learnt a priceless lesson in life.

"It's not the food that is junk but the way we eat it that makes it junk," says the 23-year-old who came back to India in May 2013 to join her father's business.

As the young girl now gets ready to launch Carl's Jr, America's premium burger chain brand in India, it's the lesson learnt in US that she is putting to use in her home country.

"A burger can be a very healthy option if it's made up of a wheat bun without cheese, is light on the sauce, has chargrilled patty and is stuffed with fresh produce such as lettuce, onion and tomatoes," says the executive director of Cybiz BrightStar Restaurants, the Indian franchisee of California-based premium burger chain known for char-broiled burgers.

The 23-year old, who targets opening 100 outlets soon, is not the only one to talk about 'healthy' burger. There's a 46-year-old too who swears by wholesome burgers.

"Keeping in mind the health of the consumers, it is really important

that the burgers are not only tasty but are healthy as well," says Bakshish Dean, CEO of Prime Gourmet, the Indian franchisee of Johnny Rockets. The California-based fast-food chain opened its first outlet in January 2014 and plans to take its numbers to 20 in three years.

Cut The... Continued on pg2



Johnny Rockets

California-based fast-food chain  
**Number of outlets:** 3 in Delhi-NCR; opened first outlet in January 2014  
**Expansion:** 20 outlets by 2018

"INDIANS LOVE FRIED FOOD...WE TOO COULD HAVE INTRODUCED FRIED ITEMS TO PUSH SALES. BUT WE OPTED NOT TO TAKE THE EASIEST ROUTE AS IT WOULD HAVE MEANT SACRIFICING HEALTH."

— Bakshish Dean, CEO of Prime Gourmet, India franchisee of Johnny Rockets

**What's In Its Burger?**

● Buns enhanced with sourdough

culture  
● Salt levels are controlled and are on a lower side  
● Uses trans-free fat  
● Frying controlled by high-tech fryers, which keep filtering the oil regularly  
● Meats are grilled, working on grilled vegetarian patties  
● Uses low-fat mayonnaise  
● No artificial flavor enhancers  
● Offers 'Build Your Own Burgers' so that users could add any healthy stuff

**Lessons from Maggi episode:**

● Upgrade food testing infrastructure  
● Be honest with consumers

Carl's Jr

California-based premium burger chain  
**Number of outlets:** Making India debut in a few weeks; Will start from Delhi  
**Expansion:** 100 outlets

"THE YOUTH IS SLOWLY TRANSITIONING TOWARDS TAKING THE NECESSARY STEPS TO STAYING FIT IN ORDER TO LEAD A LONGER AND HEALTHIER LIFE. ONE KEY COMPONENT OF THIS IS EATING RIGHT."

— Sana Chopra, Executive Director of Cybiz BrightStar Restaurants, India franchisee of California-based premium burger chain

**What's In Its Burger?**

● Burgers would be chargrilled in broilers. So no oil would be used in the process  
● Will provide option of burgers

without cheese, reducing the quantity of sauces and honey wheat bun  
● Will also have salads as a menu item

**Lessons from Maggi episode:**

● Strictly follow all FSSAI standards in India  
● Having a strong quality assurance team works

McDonald's India

(Western and Southern India)  
**Number of outlets:** 209 McDonald's restaurants and over 40 McCafe outlets

"IN ORDER TO KEEP PACE WITH CHANGING CONSUMER LIFESTYLE AND TRENDS, IT IS IMPERATIVE TO EVOLVE OUR OFFERINGS AND CREATE MODERN MENU CHOICES THAT ARE PREFERRED BY OUR CUSTOMERS. THIS HELPS US STAY RELEVANT IN AN INCREASINGLY COMPETITIVE QSR SPACE."

— Amit Jaitia, Vice Chairman of Westlife Development

**What's In Its Burger?**

● Has brought down sodium content in sauces, buns and McNuggets by 10%  
● Brought down sodium content in fries by 20%  
● Reduced oil content in sauces from 67%-25%, bringing down calorie by up to 40%  
● Uses low-fat mayo  
● Brought down calorie impact on burger by 7%-8%  
● Provides option of Focaccia Buns, which contain extra virgin olive oil





# Ice Bucket Challenge - The ALS Association

If there was one campaign that reached the frigid zone of 'viral' last year, it was the Ice Bucket Challenge. If there's one campaign that every jury member of the ongoing Cannes Lions Festival of Creativity acknowledges, it's (again) the Ice Bucket Challenge. Will this be the next 'Dumb Ways to Die' or 'Volvo's epic split'? Guess we'll only know by the end of this week.



For now, let's see what a digital and experiential marketing adwallah back home feel about a campaign that got everyone from Bill Gates to Josy Paul to dump a bucket of ice water on their head, in order to spread awareness about amyotrophic lateral sclerosis

**What was the first thought (as an ad-man) that crossed your mind when you saw this campaign?**

**Craig Fonseca:** When I first saw it, I went, "Meh! Why would anyone pour ice cold water over their head? Voluntarily?" But obviously, I was proved wrong.

**Utsav Parekh:** It's a creative and innovative campaign that grabbed attention on a serious subject like amyotrophic lateral sclerosis (ALS)

**What made the campaign work?**

**CF:** I think it all kicked off with celebrities taking the challenge, which got everyone's attention. Also the fact that you're publicly nominated, and avoiding or ignoring it, would lead to public shame, so there was a certain guilt factor as well.

**UP:** The fun angle which integrated challenging family and friends and hence forming a digital chain worked best for this campaign. "Digital" as a medium for tapping youth was apt and the concept was easy to execute and hence popular — in one's own balcony, lawn or even a bathroom which made it more accessible.

**What (in your opinion) could've gone wrong with the idea but didn't?**

**CF:** I guess people could have (and a few did) complain about the waste of clean water. But with the positives of the campaign outweighing the negatives, it was soon overlooked. Some people who were challenged even went a step further, saying they would not take the challenge and waste water but instead donate the entire amount.

**UP:** People could have taken the ALS bucket

Next time you spot an international ad you would like to recommend to a friend, tweet it out to @ETBrandEquity and you just might get a mention in Brand Equity

challenge only as a fun activity on Social Media and could have completely forgotten the real motive — "Charity & Donation".

**What's the best + most cost effective crowd-sourced campaign you've seen so far? (Other than The Ice Bucket Challenge, of course)**

**CF:** As much as I hate selfies, the #NoMakeUpSelfie campaign to raise money for Cancer Research was pretty cool. No money or time investment needed.

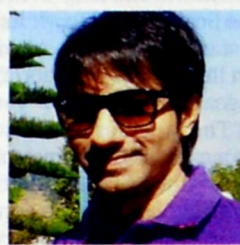
**UP:** The recent Pepsi IPL Make Your own ad campaign was one really interesting crowd sourced campaign. I think it was a great idea as the audience got a chance to see real people and creativity on screen. Internationally, Starbucks Iconic White Cup was another interesting one.

**Summarise the campaign in 140 characters**

**CF:** Simple idea. Fun activity. Great cause. Motivate people to donate while having fun and being cool. Get enough people hooked to go viral.



**Craig Fonseca**  
Creative Partner,  
Flying Cursor



**Utsav Parekh**  
AVP, Candid  
Marketing

**UP:** Overall a very appealing and innovative idea to get people involved in a serious cause like ALS. I think the campaign has managed to generate immense awareness on a serious subject in a cost effective manner. Not just in the US but worldwide.

**What's the most interesting incident/observation you associate with The Ice Bucket Challenge?**

**CF:** Of course the money the campaign raised and all was awesome. But what will remain in memory will be the Ice Bucket fail videos. They were hilarious!

**UP:** It led to interesting spoof videos as well. But the most interesting observation is that whether you knew what ALS was or not — everyone googled and read about the same and talked about it and that itself is a major win.

**If you had the same brief as The ALS Association, what would you have done and why?**

**CF:** The campaign was a huge success, in terms of the donations received, but I'm not sure how much awareness it created about ALS itself. So I would have maybe done something to raise awareness about the disorder.

**UP:** I would have definitely chosen social media to promote this campaign as it gives the opportunity to interact with all age groups / profile of audience. And like I mentioned above its really important to bring in a play element if you want to engage with more and more people. But I would have given a little more importance to education and donation aspect as well to communicate the core objective behind this campaign.

## Return of The Native

Time was when the "foreign" posting was something that agency folk would fight each other and rush over the bodies of their colleagues to secure. How times have changed! Few senior ad folk see the joy to lording it out of some South East Asian or European outpost, quality of life be damned.

And so we hear this gent who spent the last few years at the helm of this up and coming agency conglomerate is very dissatisfied with his current posting, viewed by many industry moles as less of a reward and more of

## Bawdy COPY

a polite shunting. Apparently he's been in talks with this strategically sound but slightly antiquated greying management team. Will the lure of the homeland be enough to convince our man to walk away from what is — at least by profile — a larger role? Or will he get to take over on his own terms? Whatever be the outcome, you'll probably read it here first.

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

One brand rises to the occasion while the other is too flirtatious for its own good in this week's edition of Best-Bekaar picked by our consumer panel



## BEST Daawat

Another from the book of improbable occurrences. In what seems like a surreal and yet strangely mundane dream Amitabh Bachchan is taking cookery lessons from celebrity chef Sanjeev Kapoor who with some reluctance reveals his secret weapon: Daawat basmati rice. The banter between the two makes very little sense when subjected to the slightest degree of scrutiny but our panel just can't get their fill of the star power on screen.



## BEKAAR

**Lenskart – Vincent Chase:**

There are several words to describe people who wear sunglasses indoors when they don't actually have an eye defect or conjunctivitis. Almost none of them are printable. The jingle goes Flirty Flirty Me Flirty Flirty You as a couple dance around in an unconvincing attempt to appear sexy. The panel turns a blind eye to this one.

The BEst BEkaar survey is conducted by Ipsos, with ads sourced from TV Ad Indx The survey is conducted every week across 6 key cities in India covering 200 respondents in total.

# Caught With Your Scams Down

The Brand: **Amnesty**

The Agency: **TBWA**

Given & Taken Away: Bronze Lions at Cannes in 2008

**The Scam:** The official line is that the entry ran after the deadline for the awards that year, something that apparently went under the radar when it was a contender. The unofficial theory is evidence of China flexing its muscles and an agency and an award festival eager to not fall foul of a market with growing clout



Proof that it's better to have never scammed at all than to have scammed and lost

**Ravi Balakrishnan**

While researching Cannes Lions winners for a five year retrospective on our website (be sure to check it out in the BE @ Cannes section at [etbrandequity.com](http://etbrandequity.com)), we were reminded afresh of the fact that a lot of the winning work was by no stretch of the imagination, mainstream.

But if you thought this was going to be yet another article outing the Indian industry for be-

ing at least partially filled with scammers in high places you are wrong. We won't do this because a) most people already knows this to be the case b) maybe just this once, we'll go with 'if it's good enough to pass muster with an awards jury, it's good enough for us.'

Instead we give you a few examples of agencies from across the globe who didn't just get caught scamming, but actually had the book thrown at them. (We wish it was a satisfactorily weighty tome. Like *The One Show Annual* or

something). To some, this will be a cautionary tale. To others, an important lesson in perspective: the work you celebrate at Cannes this week, may just be a few e-mails away from a lifetime in advertising's ever expanding Hall of Shame. Pick your heroes wisely.

The recalls seem to have given the industry pause (or at least made it slightly more adept at scamming). It was still an issue though as recently as last year with Australian blog Mum-BRELLA questioning many of the wins from

that market and deciding to stay away from the Cannes Lions on principle.

We leave you with this hilarious comment from 2008 by Neaner, left on the popular adland.tv blog: "This happens every year, we should just make it a tradition to have the Cannes fest in June and the recalled-Lions party sometime in late August where footage of scammers receiving their awards is shown in reverse."

With inputs from Mukta Lad & Priyanka Nair

The Brand: **WWF**

The Agency: **DM9 DDB**

Given & Taken Away: A One Show merit award for Public Service

**The Scam:** As long as this ad was seen by its intended target audience — advertising juries with a generous capacity for exaggerations and irreverence — this ad sailed through just fine. It picked a merit award at The One Show and showed up at Cannes but won nothing. But then according to media reports DM9 DDB had the temerity to put it in a showcase of the agency's work at which point, the agency and its team experienced a tsunami of an entirely different sort. Grovelling apologies were demanded and delivered by agency and client alike and The One Show not just withdrew the award, it banned the agency from entering for five years.



The Scam:

The Brand: **Kia Motors**

The Agency: **Moma Propaganda**

Given & Taken Away: Silver Lion and Bronze Lion at Cannes in 2011



**The Scam:** This notorious ad with apparently paedophilic overtones was among the first to attract the full wrath of the organisers at Cannes. The awards were withdrawn shortly after the client claimed no knowledge of ever having sanctioned such a piece of work. And to add insult to injury Moma Propaganda staffers were not allowed to participate at the festival the next year.

Fun fact: Ad blogger Dabitch of adland.tv discovered both the Kia ad and the WWF one before it had one of the same team members. A master scammer or merely remarkably unlucky like Tsutomu Yamaguchi who was unfortunate enough to be hit by the atom bomb at both Hiroshima and Nagasaki?

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The Brands: **Samsung, HiGeen Mouthwash, etc**

The Agency: **FP7 Doha**

Given & Taken Away: 18 shortlists, One Gold (print), one Gold (TV/cinema), three Silvers (print), one Silver (outdoor), one Bronze (TV/cinema) and Agency of the Year recognition all at the Dubai Lynx, 2009

**The Scam:** FP7 was adjudged to be the most awarded agency at Dubai Lynx 2009, making it to an astonishing 18 shortlists and converting them into seven awards plus a cool Agency of the Year title. However, the Dubai Lynx committee launched an investigation into the credibility of this work soon

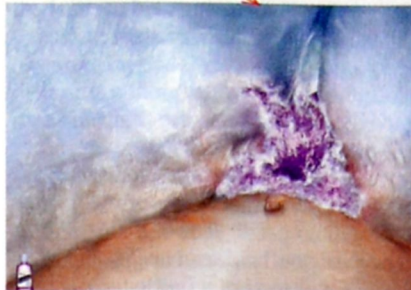


after, and found more flouting of rules than in a hostel full of teenaged boys.

For instance, the work entered for Samsung allegedly promoted a washing machine that wasn't even sold outside of the United States. And work for Samsung Cameras showed Jesus (!) clicking nuns while another featured a



'sexy' teacher in pantyhose taking an all-boys class' photograph. Under scrutiny also came one of HiGeen Mouthwash's print ads that showed a pig. That's right. Pork. Jesus. A woman in pantyhose. All in the Middle East. The same seemed to be the case with work for WWF and Nissan, too. FP7 surely



won the scam lottery, which is perhaps the only title they were allowed to keep that year. The result: A permanent dent in FP7 Doha's reputation apart from all the awards lost. Google the agency's name and you'll only see results about a scam that happened six years ago. No sympathy, though.