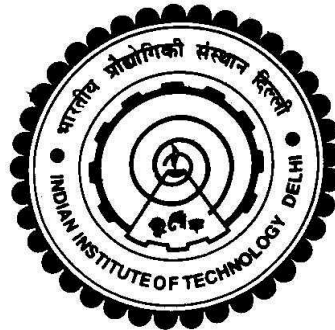


**ADAPTING BRAND IDENTITY IN CROSS-CULTURAL
ENVIRONMENT: SELECT STUDIES OF GLOBAL BRANDS
IN GULF COUNTRIES**

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**Adapting Brand Identity in Cross-Cultural Environment:
Select Studies of Global Brands in Gulf countries**

By

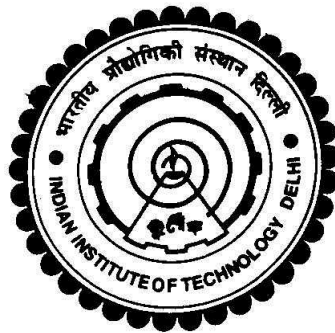
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CERTIFICATE

The thesis entitled '**Adapting Brand Identity in Cross-Cultural Environment: Select Studies of Global Brands in Gulf countries**', being submitted by Ms. Sakineh Rezaei to the Indian Institute of Technology, Delhi, for the award of the degree of Doctor of Philosophy (Ph.D.) is a record of *bona fide* research work carried out by her. She has worked under our guidance and supervision and has fulfilled the requirements for submission of the thesis, which has attained the standard required for Ph.D. degree of this Institute. The results presented in this thesis have not been submitted in part or in full to any other university or Institute for award of any degree or diploma.

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Ph.D. students often talk about loneliness during the course of their study but this is something which I never experienced at IIT. A heartfelt thanks to the really supportive and active student community here at IIT.

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ABSTRACT

This research is divided into two major parts, which are interlinked to each other. The purpose of the first part was to document a thorough literature review of brand identity and culture and through which to identify, understand, elaborate and describe the actionable factors of both brand identity and culture. This is achieved by using qualitative research methods such as literature review, grounded theory, Delphi technique and interpretative structural modeling (ISM). The literature review is constructed by referring to the top marketing and branding journal available (Journal of brand management, journal of marketing research etc.) and research carried out by David Aaker, Kapferer and Harris & Chernatony, covering a time period of 15 years. Similarly the literature review for culture was constructed by referring to cultural studies carried out by iconic researchers such as Hofstede, Hall, Kluckhohn & Strodtbeck, Trompenaars & Turner, Schwartz and House. Both these literature reviews were then supported by literature relating connecting brands and culture.

After the completion of literature review, grounded theory was used to identify factors of culture and interpretative structural modeling (ISM) was used to find out mutually exclusive and encompassing factors of culture. Afterwards the factors identified were mapped on one to one basis by the use of Delphi technique.

The purpose of the second part was to learn from the qualitative research and to draw out conclusions on 'how brand culture affects customers' perception of brand identity'. The research methodologies used were descriptive analysis, hypothesis testing and factor analysis.

The initiation of the second part was through the development of a questionnaire, its pre-testing, choosing of sample population and then actual data collection. Seven null hypotheses were proposed and on the basis of data collected all the seven hypotheses were rejected, proving that culture does indeed influence customer's buying behavior. Factor analysis was then conducted to rank the factors of culture affecting the customer's perception of factors of brand identity. The analysis was carried out separately for each country as well as for the collective sample. The findings of the factor analysis were then used to build up case studies for two different brands from each country under study. The case studies covered products from various industries like electronics, fragrances, clothing etc.

The research was a three nation study including Saudi Arabia, Qatar and UAE, chosen on the basis of their dynamic and growing economy and the eagerness of new international brands to increase their foot prints in these nations.

To conclude the research a set of insights and recommendations pertaining to what brands which are planning to enter new markets or are already established but looking to expand with new product offerings devise their marketing and branding strategy so as to be successful.

सार

यह शोध दो प्रमुख भागों में बांटा गया है, जो एक-दूसरे से जुड़े हुए हैं। पहले भाग का उद्देश्य ब्रांड पहचान और संस्कृति की पूरी तरह से साहित्य समीक्षा दस्तावेज करना था और जिसके माध्यम से ब्रांड पहचान और संस्कृति दोनों के क्रियाशील कारकों की पहचान, समझना, विस्तार करना और वर्णन करना था। यह गुणात्मक शोध विधियों जैसे साहित्य समीक्षा, आधारभूत सिद्धांत, डेल्फी तकनीक और व्याख्यात्मक संरचनात्मक मॉडलिंग (आईएसएम) का उपयोग करके हासिल किया जाता है। साहित्य समीक्षा का निर्माण शीर्ष विपणन और ब्रांडिंग जर्नल (ब्रांड प्रबंधन के जर्नल, मार्केटिंग रिसर्च जर्नल इत्यादि) और डेविड एकर, कपफेरर और हैरिस और चेरनाटोनी द्वारा किए गए शोध के संदर्भ में किया गया है, जिसमें 15 साल की अवधि शामिल है। इसी प्रकार संस्कृति के लिए साहित्य समीक्षा का निर्माण होफस्टेडे, हॉल, क्लकहोहन और स्ट्रोडबेक, ट्रुम्पेनेर्स एंड टर्नर, श्वार्टज़ और हाउस जैसे प्रतिष्ठित शोधकर्ताओं द्वारा किए गए सांस्कृतिक अध्ययनों का जिक्र करते हुए किया गया था। इन दोनों साहित्य समीक्षाओं को तब ब्रांड और संस्कृति को जोड़ने से संबंधित साहित्य द्वारा समर्थित किया गया था।

साहित्य समीक्षा के पूरा होने के बाद, संस्कृति के पारस्परिक रूप से अनन्य और व्यापक कारकों को जानने के लिए संस्कृति और व्याख्यात्मक संरचनात्मक मॉडलिंग (आईएसएम) के कारकों की पहचान करने के लिए आधारभूत सिद्धांत का उपयोग किया गया था। बाद में पहचान किए गए कारकों को डेल्फी तकनीक के उपयोग से एक से एक आधार पर मैप किया गया था।

दूसरे भाग का उद्देश्य गुणात्मक शोध से सीखना था और ब्रांड पहचान के ग्राहकों की धारणा को कैसे प्रभावित करता है, इस पर निष्कर्ष निकालना था।

इस्तेमाल की जाने वाली शोध पद्धतियां वर्णनात्मक विश्लेषण, परिकल्पना परीक्षण और कारक विश्लेषण थे।

दूसरे भाग की शुरुआत एक प्रश्नावली के विकास, इसके पूर्व परीक्षण, नमूना आबादी का चयन और फिर वास्तविक डेटा संग्रह के माध्यम से थी। सात शून्य अनुमानों का प्रस्ताव दिया गया था और एकत्रित आंकड़ों

के आधार पर सभी सात परिकल्पनाओं को खारिज कर दिया गया था, यह साबित कर रहा था कि संस्कृति वास्तव में ग्राहक के खरीद व्यवहार को प्रभावित करती है। ब्रांड पहचान के कारकों के ग्राहक की धारणा को प्रभावित करने वाली संस्कृति के कारकों को रैंक करने के लिए फैक्टर विश्लेषण का आयोजन किया गया था। विश्लेषण प्रत्येक देश के साथ-साथ सामूहिक नमूने के लिए अलग से किया गया था। कारक विश्लेषण के निष्कर्षों का उपयोग तब अध्ययन के तहत प्रत्येक देश के दो अलग-अलग ब्रांडों के लिए केस स्टडीज बनाने के लिए किया जाता था। मामले के अध्ययनों में इलेक्ट्रॉनिक्स, सुगंध, कपड़ों आदि जैसे विभिन्न उद्योगों के उत्पादों को शामिल किया गया।

यह शोध सऊदी अरब, कतर और संयुक्त अरब अमीरात समेत तीन राष्ट्र अध्ययन था, जो इन गतिशील और बढ़ती अर्थव्यवस्था के आधार पर और इन देशों में अपने पैर प्रिंट बढ़ाने के लिए नए अंतरराष्ट्रीय ब्रांडों की उत्सुकता के आधार पर चुने गए थे।

अनुसंधान को समाप्त करने के लिए नए बाजारों में प्रवेश करने की योजना बनाने वाले ब्रांडों से संबंधित अंतर्दृष्टि और सिफारिशों का एक सेट या पहले ही स्थापित हो चुके हैं, लेकिन नए उत्पाद प्रसाद के साथ विस्तार करने की तलाश में उनकी मार्केटिंग और ब्रांडिंग रणनीति तैयार की गई है ताकि सफल हो सके।

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