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The Advertisement Endeavors of United Colors of Benetton: Campaign Dynamics and Impact

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ABSTRACT

“The science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services.”

- Philip Kotler.

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. The marketing concept is the philosophy that a firm must analyze the needs and wants of the customers and then make decisions to satisfy those needs, while maintaining a legal, just and ethical competition in the market. However, this was not the approach traditionally followed by the firms prior to the emergence of this concept in the mainstream market. Marketing Concept has evolved from the production and sales concept. Production concept stated that the firm must focus on the manufacturing of the product and if the product was profitable, it would sell itself without any external push. It stressed on the need to make the product, rather than the demand. Whereas, the sales concept which emerged around 1930s due to mass production which left little room for unfulfilled demand, promoted the thought where a product was produced, and subsequently, through advertisements and personal selling, the customer was convinced into buying the product. Sales concept, though, did not focus on whether there was an actual need of the product and neither did the production concept. In contrast, the contemporary marketing concept underscores the importance of analyzing and fulfilling customer needs while ensuring ethical practices and fair competition. This evolution reflects a significant change in how firms approach the creation, communication, delivery, and exchange of value in the market.

Keywords: Marketing, Competition, Campaigns, Advertisements.

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I. INTRODUCTION TO MARKETING - MARKETING DEFINED THE CONCEPT

After World War II, a major shift occurred when the customer was not left with enough discretionary powers to buy everything that was manufactured and be easily convinced into investing in a product. Rather, the customer focused on their needs and worked towards its fulfillment³. This is when the marketing concept emerged in answer. Questions which emerged were as follows:

1. What are the customers' needs?
2. Can a product be developed to satisfy that need within a certain time frame?
3. How can a firm keep their customers satisfied?

When initiated, firms were immediately able to target customers twice the size before and sales began to bloom where this concept was implemented. Marketing department, though, was initially a part of sales, but with extended responsibilities, until firms found the need of a separate work force to deal with it⁴.

Marketing, therefore, emerged with four essential P's or also called the Marketing Mix. They are as follows⁵:

1. **Product** – The first of the Four Ps of marketing is product. A product can be either a tangible good or an intangible service that fulfills a need or want of consumers. Whether you sell custom pallets and wood products or provide luxury accommodations, it's imperative that you have a clear grasp of exactly what your product is and what makes it unique before you can successfully market it.

2. **Price** – Once a concrete understanding of the product offering is established, we can start making some pricing decisions. Price determinations will impact profit margins, supply, demand and marketing strategy. Similar (in concept) products and brands may need to be positioned differently based on varying price points, while price elasticity considerations may influence our next two Ps.

3. **Promotion** – Promotion looks at the many ways marketing agencies disseminate relevant product information to consumers and differentiate a particular product or service. Promotion includes elements like: advertising, public relations, social media marketing, email

³ Arley, D. (2008). Predictably Irrational - The hidden forces that shape our decision. Harper Collins.

⁴ Lamb, Charles; Hair, Joseph; McDaniel, Carl (2016). *Principles of Marketing*. Boston, MA: Cengage Learning. ISBN 978-1-285-86014-5.

⁵ Bootwala, S. (2016). *Principles of Marketing*. Pune: Nirali Prakashan.

marketing, search engine marketing, video marketing and more. Each touch point must be supported by a well - positioned brand to truly maximize return on investment.

4. **Place** – Often we will hear marketers saying that marketing is about putting the right product, at the right price, at the right place, at the right time. It's critical then, to evaluate what the ideal locations are to convert potential clients into actual clients. Today, even in situations where the actual transaction doesn't happen on the web, the initial place potential clients are engaged and converted is online⁶.

II. SCENARIO OF MARKETING IN INDIA

The liberalization policies undertaken by the Indian government in the 1990s was perhaps one of the major factors which led to the development and growth of the marketing scenario in the country in the first place, even though this change came very late compared to its western counterparts. Due to the liberalization policies, foreign companies started to invest; there was an overall increase in the demand and supply chains and various industrial segments were introduced into the market which had previously taken a localized and regional stand. This gave a real boost to the economy of India.⁷

In addition to this, there were some other factors too which have led to the favorable growth of Indian marketing. Some of these are Globalization, Foreign Investment, Growth of Customer Base and Improvement of Quality of Living.

India is the 12th largest economy in the world in terms of market exchange.

The current scenario concludes that India is no longer a sellers' market and over the years, it has become one of the largest consumer markets in the world. Today, the market of India is based on the perfect competition principle with the presence of both buyers and sellers. The market fluctuations are dependent on the demand - supply chains and there is very little government intervention⁸. The significant growth of the Indian economy has also put a positive impact on the market. The yearly average growth of the Gross Domestic Product (GDP) ranges from 6 to 7 %. According to the reports by the World Bank, the Indian market is expected to grow at around 8 % in the year 2010.

To complement the economic growth, the retail marketing sector in India is also on its high. It contributes around 10 % of the overall GDP and generates around 8 % of the overall

⁶ Fowler, F. J. (August 1984). *Survey Research Methods*. Sage Publications.

⁷ Brady, Donald L. (18 December 2014). *Essentials of International Marketing*. Routledge. ISBN 9781317471202.

⁸ Kotler, Philip (1980). *Principles of marketing*. Englewood Cliffs, NJ: Prentice-Hall. ISBN 0-13-701557-7. OCLC 5564799

employment in the country. Over the years, the retail marketing sector is expected to rise by around 25 % due to improvement in per capita income, better lifestyle, and better demographic patterns.

The vast and highly competitive consumer market of India has also attracted global business giants and multinational companies to set up bases here. More and more foreign companies are investing in the India capital market to get better profits. The amount of the foreign institutional investments (FIIs) has already become US\$ 10 billion and is expected to rise further. The Foreign direct investments (FDI) have also witnessed a phenomenal growth of around 85.1 % to US\$ 46.5 billion from US\$ 25.1 billion⁹.

Coming to the breakdown of the markets, India has proven its competitiveness in Retail, as well as the e-commerce arena. India's retail market is expected to increase by 60 per cent to reach US\$ 1.1 trillion by 2020, on the back of factors like rising incomes and lifestyle changes by middle class and increased digital connectivity. Online retail sales are forecasted to grow at the rate of 31 per cent year-on-year to reach US\$ 32.70 billion in 2018.

India is expected to become the world's fastest growing e-commerce market, driven by robust investment in the sector and rapid increase in the number of internet users. Various agencies have high expectations about growth of Indian e-commerce markets.

Luxury market of India is expected to grow to US\$ 30 billion by the end of 2018 from US\$ 23.8 billion 2017 supported by growing exposure of international brands amongst Indian youth and higher purchasing power of the upper class in tier 2 and 3 cities.

The equity market in India ranks as the third in South East Asia after China and Hong Kong.

With one of the biggest shares of customer basis, marketing takes a major stand in India where the market is dominated by what its customers accept on the basis of their needs. The demand is ever rising but with a more learned and aware consumer taking its place, ethicality and legality, hence, also comes up as a major constraint on the new firms.

III. UNITED COLORS OF BENETTON – THE BENETTON GROUP

Benetton Group is a global fashion brand based in **Ponzano Veneto, Italy**. The name comes from the Benetton family, who founded the company in 1965. In 1963, **Luciano Benetton**, the oldest of four children, was a 30-year-old salesman in Treviso. His initial small collection of sweaters received a positive response in local stores in the Veneto region, and soon after he asked his sister and two younger brothers, Gilberto and Carlo, to join him. In 1965, the entity

⁹ McCarthy, E.J., *Basic Marketing: A Managerial Approach* Irwin, Homewood, Ill., 1960

known as the "*Benetton Group*" was formed¹⁰.

Today Benetton Group is one of the best-known fashion companies in the world, present in the most important markets in the world with a network of about 5,000 stores; a responsible group that plans for the future and lives in the present, with a watchful eye to the environment, to human dignity, and to a society in transformation.

The Group has a consolidated identity comprised of color, authentic fashion, quality at democratic prices and passion for its work: these values are reflected in the strong, dynamic personality of the brands United Colors of Benetton and Sisley.

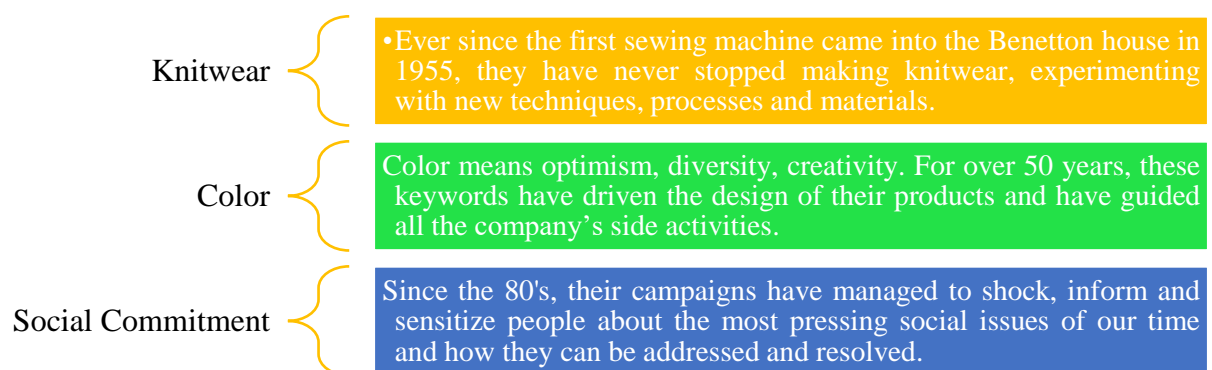
Vision

Benetton Group is committed to being a globally responsible company, from social, environmental and economic points of view. It believes it has a commitment to present and future generations as well as to the communities where the company is present, in Italy, its parent company as well as its other customer bases, such as India, USA, France, Hungary etc.

The people – their moral values, daily input and desire to look to the future and be the best – are central to every plan the Group makes and action it takes. Step by step, they are increasingly involved in – and responsible for – a range of issues including identifying areas of excellence as well as areas of possible improvement¹¹.

Benetton is a global company that creates a global impact. For this reason, its sustainability strategy is expressed on many, tightly interconnected levels that cover all the group's areas of influence. It is, therefore, a comprehensive strategy that integrates social and environmental criteria, creating values that are shared and long lasting inside and outside the company.

Benetton works on three core brand pillars which guide its everyday functioning and principle ethics. They are as follows:



¹⁰ Benetton Group.(n.d.). Retrieved from <http://www.benettongroup.com/the-group/>

¹¹ Baroncini-Moe, Susan (2013). *Business in Blue Jeans: How to Have a Successful Business on Your Own Terms, in Your Own Style*. United States: Sound Wisdom. p. 76. ISBN 978-1937879228.

In accordance with some of the most important CSR instruments that set out to balance corporate activities with human rights – for example,

- The UN Guiding Principles on Business and Human Rights (2011)¹²
- The European Commission’s Communication on CSR (2011)¹³

This has guaranteed sustainability in all its dimensions is a fundamental element of the group’s business strategy.

Marketing Mix of United Colors of Benetton

Product Mix

The company, The Benetton Group, was started as a fashion apparel company and that remains its core business line. It mainly deals in sales of clothing but also deals with other products and accessories following the same pillars as the apparel line and their distinctive brand identity concerned with colors.¹⁴

Below are the main products that UCB deals in:

- Clothing
- Loungewear under the name UnderColors
- Colors – Perfume
- Footwear.

Price Mix

United Colors of Benetton offers high quality apparel at a slightly premium price, which has a high demand as well. The brand focuses on fashion and authenticity and boasts of offering its products at a “*democratic price*”. All the products of United Colors of Benetton are moderately priced as compared to its competitors despite offering a wide range and varieties in its creations. UCB aims to set its prices at an acceptable level for its customer base.

Place Mix

The company has its headquarters in Treviso, Italy. This is just the heart of the fashion apparel company. It has however been able to spread its presence to over 120 countries across all the

¹² Guiding Principles on Business and Human Rights Implementing the United Nations “Protect, Respect and Remedy” Framework

https://www.ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinessshr_en.pdf

¹³ Corporate social responsibility (CSR) https://commission.europa.eu/business-economy-euro/doing-business-eu/sustainability-due-diligence-responsible-business/corporate-social-responsibility-csr_en

¹⁴ “*At a glance*”. Benetton Group. Archived from the original on 17 June 2015. Retrieved 5 May 2010.

continents. United Colors of Benetton core mission is to color the world and lays a strong emphasis on diversity which is clearly visible from the brands geographical presence.

The company also has a strong supply chain network. Like all the brands in the internet age, United Colors of Benetton also has an online site in India coming up that would offer its products to the consumers across the country, just like its Italian website. The brand is also available through many other fashion e-commerce companies, them in India being Myntra and Amazon Fashion amongst others. They are also present fashion retail outlets like Lifestyle, Shopper's stop and central.

Promotion Mix

UCB is very fond of promoting a number of sporting events as well as for the provocative of its original "United Colors" campaign for publicity.

Oliviero Toscani directed the creation of advertisements that were characterized by striking images that weren't related to the products marketed by the company. Such billboard-sized graphic advertisements included depictions of an array of shocking subjects such as the deathbed scene of an AIDS man¹⁵. Though some of these adverts were controversial, association with Benetton with Toscani has been credited for the increased promotion of the brand awareness. An autumn 2011 communication campaign by Benetton to invite citizens and world leaders to combat the "Culture of hatred" led to the creation of the UNHATE foundation¹⁶. This was and still is a social responsibility strategy with Benetton always doing its best to try and create the UNHATE culture in humanity¹⁷.

Brand Identity

(Evaluated via Kapferer Brand Identity Prism)

Kapferer Brand Identity Prism Analysis

In order to become a brand with loyal following or how Kapferer says 'passion brand' or 'love marks', brands should not be just a name. Instead they should have a story or a deeper inner inspiration which connects to its consumers. Brands should have their own character, their own beliefs and their own identity¹⁸.

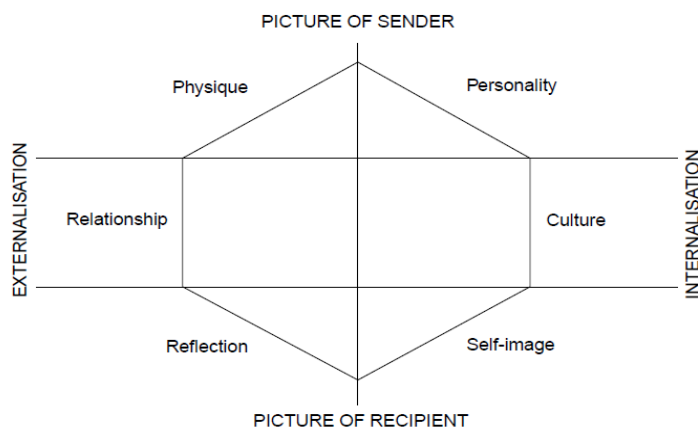
¹⁵ https://us.benetton.com/inside/article_the-aids-campaigns.html

¹⁶ "Benetton 'Unhate' Campaign, Featuring World Leaders Kissing, Wins Cannes Ad Festival Award". *Huffington Post*. 20 June 2012. Retrieved 14 January 2019.

¹⁷ Brough, Heidi Jolene, "Activist Advertising: Case Studies of United Colors of Benetton's AIDS -Related Company Promotion." (2001). *LSU Historical Dissertations and Theses*. 238. https://repository.lsu.edu/gradschool_disstheses/238

¹⁸ Kotler, P. and Keller, K. (2006), *Marketing and Management*, Pearson Prentice Hall, Upper Saddle River, NJ, US

Kapferer Brand Identity Prism tells us how to build a story and give the brand a much-needed identity considering six important facets of brand identity.



Externalization defines what UCB is to the outside world that it interacts with:

1. **Physique:** Color, Individuality, Shocking Ads, Controversies, Social Issues

2. **Relationship:** Uniqueness, Friendship, Equality, Freedom, Unity

3. **Reflection:** Modern, Multi-cultural, Independent, Un-conventional, Exciting

Internalization defines UCB's image internally:

1. **Personality:** Innovative, Daring, Provoking

2. **Culture:** Italian, Quality, Tolerance, Awareness, Brotherhood

3. **Self – image:** Extrovert, Comfortable, Vibrance

IV. COMPETITION ANALYSIS

(Analyzed by Michael Porter's Five Forces Model, SWOT Analysis)

Competitor Profile

Despite being a global fashion brand with over 5,000+ stores in major international markets, UCB has 5 major competitors listed as below:

1. Inditex Zara, GAP, H&M —————> Global Competitors
2. Tommy Hilfiger, Levi's —————> Indian Competitors

The major reason why United Colors of Benetton faces competition from the above brands is due to the shared target market. Brands like Zara and Levi's are gaining fast popularity and spreading in the global market as well as the Indian market where Levi's and below is analysis of competitive forces which affect UCB's externally and internally, explained with the help of *Michael Porter's Five Forces Model*¹⁹:

¹⁹ Kotler, P. (1980 (Original)). *Principles of Marketing*. Pearson's.

First published in 1979, “*How Competitive Forces Shape Strategy*” by Michael E. Porter, revolutionized the field of strategy. Popularly known as “Porter’s Five Forces” - not only influenced a generation of academic research but also provided a map to rigorously analyze the competitive forces which are five in number, as stated in the figure beside²⁰.

These forces determine an industry structure and the level of competition in that industry. The stronger competitive forces in the industry are, the less profitable it is.

The five forces affecting UCB are discussed below:

Threat of New Entrants:

- The apparel industry, or the clothing industry is one of the largest in the international market. In the United States only, it is expected to grow from USD 225 billion in 2012 to USD 285 billion in 2025.
- Therefore, it is always under the threat of new competition for each and every segment of the population due to its basic and non – avoidable nature. In UCB’s case, Tommy Hilfiger which not only targets the same age bracket, but also has a similar pricing strategy and a growing socially oriented advertising base, is a reasonable threat.
- However, new entrants also face barriers which traditional competitors like UCB would not have faced in the similar degree. These include:
 - a) Barriers to entry that includes copy rights and patents.
 - b) High capital requirement
 - c) Government restricted policies
 - d) Switching cost
 - e) Access to suppliers and distributions
 - f) Customer loyalty to established brands

Threat of Substitutes:

- This describes the threat to company if the goods provided face competition from a similar product with a better pricing or promotional policy. For example, Pepsi in alternative of Coca Cola.
- In UCB’s case, their basic Polo T-shirt line and knitted sweaters come under the threat of various competitors’ products. Therefore, they need to constantly set themselves apart

²⁰ Stanton, William J (1984). *Fundamentals of marketing*. McGraw-Hill.

in terms of the brand's image and quality and pricing policy.

- However, the potential factors that may make a customer shift to substitutes are as follows:
 - a) Price performance of substitute
 - b) Switching costs of buyer
 - c) Products substitute immediately and efficiently available in the market

Degree of Industry Rivalry:

- This force is the major determinant on how competitive and profitable an industry is.
- In competitive industry, firms have to compete aggressively for a market share, which results in low profits. UCB, being a client of a major industry, therefore, is always affected by competition and as stated above, the degree of rivalry is very high.
- Hence, for a competitor like UCB, uniqueness is very essential to set themselves apart which they do by the kind of promotional campaigns they initiate, the colorful showcase they promote and the diversity they harbor.
- Rivalry, however, among UCB and its competitors can turn out to be intense when:
 - a) The frequency and number of the competition increases rapidly
 - b) Industry of growth is slow or negative or severely affected by external forces;
 - c) Products are not differentiated and can be easily substituted;
 - d) Effect on brand image and fall in brand loyalty.

Bargaining Power of Buyers:

- Buyers have the power to demand lower price or higher product quality from industry producers when their bargaining power is strong.
- UCB has always promoted a pricing policy which is affordable and democratic in nature. This factor sets it apart from its competitors like Inditex Zara which takes on a semi-luxury segment, but increase competition with brands like Levi's.

Bargaining Power of Suppliers:

- Strong bargaining power allows suppliers to sell higher priced or low-quality raw materials to their buyers. This directly affects the buying firms' profits because it has to pay more for materials.

- This is the kind of threat UCB faced when it entered the Indian market around 26 years ago when traditional and regional competitors like Raymond had a control over the suppliers and a wide spread network.
- UCB had to outsource its apparel which increased its price ranges at a time when Indian population was not ready to accept it. Today, with manufacturing units all around India, UCB has a stronger hold than the new entrants – H&M, Inditex Zara, and Esprit – which are creating their base in the Indian market.

With campaigns which target sensitive topics like AIDS, unemployment, gender inequality etc.,

United Colors of Benetton UCB STP	
Segment	Clothing which is a combination of adventure, youth and individuality.
Target Group	People with Medium to High purchasing power, promotional media, however captures customers in the age bracket of 18-40 years.
Positioning	Effortlessly styled clothes with an adventurous and innovative touch

what really sets UCB set itself apart is its USP (Unique Selling Price):

V. RESEARCH PROJECT – INTRODUCTION TO THE RESEARCH

This research is conducted along with United Colors of Benetton from 6th May, 2019 to 23rd May, 2019 for the purpose of internship. At the onset, a basic analysis of the subject – marketing and the brand – United Colors of Benetton was initiated, as given in the above two sections.

This was for the purpose of analyzing the stage and situation at which the research is being conducted and to gather subsistence data to analyze research results later on.

The topic of the research is “UCB’s Campaign dynamics and its impact”

For this purpose, this research will be further divided into multiple sections, as stated below:

1. Introduction to Campaigns
2. Global Campaigns – Case Study
3. Campaigns in India
4. Customer Responses and Analysis
5. Key Findings

6. Proposed steps to enhance results
7. Conclusion
8. Bibliography

Aim:

To evaluate customer response regarding social campaigns initiated by UCB and to suggest measures for improvement.

Introduction to Campaigns:

Since its inception and association with the global forum of apparel marketing, United Colors of Benetton has always concentrated more on their social responsibility than advertising merely their apparel line. With a strong CSR team backing their efforts, UCB's campaigns have touched otherwise sensitive topics.

Oliviero Toscani, the art director behind the controversial campaigns, was both applauded and criticized for the imagery. While some did see the message that the creative genius was driving, others were outraged because such topics were touched at a time when they were the most sensitive, the most vulnerable and demanded a voice to advocate them when other brands were playing it safe.

Toscani went as far as to draw platitudes in war, AIDS and natural disasters. "You can't be secure and be creative. What does it mean to be provocative, anyway? Art has to be provocative—to provoke conversation, to provoke interest. Otherwise what the hell are you doing it for? If people criticize you, they are interested in you. So, it is an honor to be criticized," he told Vogue UK in an interview. Toscani has also been noted saying many times that for him, advertising is the richest and powerful medium and that is why he feels responsible for saying more than just "our sweater is pretty".

The Benetton Group has been in India for over 25 years and operates two brands—the flagship United Colors of Benetton (UCB) and the higher-end Sisley. Arjun Sharma, director and promoter of New Delhi's Select City Walk Mall, offers an answer to what makes UCB click in India – "Benetton represents a lot of what India is all about—value for money. Its biggest draw is international styling at competitive prices, thanks to its Indian sourcing strategy." That kind of intuitive understanding of the market—and the ability to keep things simple—comes from Benetton's long association with India, dating back to pre-free market days when a handful of home-grown players such as Vimal and Raymond ruled the rest. "The absence of modern retail (*before liberalization*) allowed Benetton to build its own distribution network and reach out to

a wider audience. It also allowed them time to build a brand before others could get in.

In recent years, however, United Colors of Benetton has brought in various campaigns, similar to the ones which have helped it gain the social image it harbors in the global forum, to India. With campaigns not only addressing global issues, but also regional and gender based like United by Vote and United by Half, it is beginning to create a more solidified base with its youth targeted market. However, what is the current impact of these campaign? How frequently is it able to reach its audience? Is the public even accepting such campaigns?

Firstly, there is a brief of the campaigns initiated by United Colors of Benetton in India, in the section below.

Global Campaigns- Aids

In November 1990 LIFE Magazine published journalism student Therese Frare's image of gay activist and AIDS victim David Kirby as he lay on his death bed.²¹ Two years later Benetton used the image, colored by artist Ann Rhoney with oil paint, for its campaign.

Despite a backlash by many AIDS activists who believed it spread fear of sufferers and commoditized suffering, and launched a global campaign to boycott the company, Kirby's father Bill stated, "Benetton is not using us, we're using Benetton...If that photograph helps someone...then it's worth whatever pressure we have to go through."

It was, according to Benetton, the first public campaign to address AIDS. That year the disease had become the number one cause of death for US men aged 25 to 44 and the US government itself was not ready to talk about it.²²

Benetton claimed it wanted to "go beyond purely preventative measures and touch upon subjects such as solidarity with AIDS patients".

Unemployee of the Year

The *UNEMPLOYEE OF THE YEAR* communication campaign, set up under the aegis of the **UNHATE Foundation**²³, went to challenge clichés about youth non-employment and asserts a belief in the creativity of the world's youth. Through it, the UNHATE Foundation, whose aim is to promote a culture of non-hate, supported youth to become actors of change against

²¹ United Colors of Benetton: AIDS-David Kirby <https://www.icp.org/browse/archive/objects/united-colors-of-benetton-aids-david-kirby>

²² To mark World Aids Day and in collaboration with LILA THE RED RIBBON OF AIDS PREVENTION IS THE SYMBOL OF THE NEW BENETTON CAMPAIGN https://www.benettongroup.com/site/assets/files/3652/1997-11-27_en.pdf

²³ Benetton Group (16 November 2011). "UNHATE worldwide campaign". Benetton Group. Retrieved 14 January 2019.

indifference and stigma²⁴.

Young non-employed people, between the ages of 18 and 30, under this campaign were invited to submit outlines of projects to be supported: within the UNHATE Foundation mission, their ideas must lead to concrete social impact in their community. The outlines for projects in different areas (including artistic projects) were submitted to the UNHATE Foundation website and were voted by the online community. Their choice of the 100 most deserving projects later received the support from UNHATE Foundation to turn the outline into reality.

UCB, through this campaign wanted to send a positive message of hope to celebrate the ability of young people to find new, intelligent and creative ways of facing the problem of unemployment and finding their own unique solution. The campaign not only targeted their major market – the youth but also enshrined all the principles of what UCB stands for – creativity, uniqueness and passion.²⁵

Campaigns in India:

United by Purpose

In 2017, United Colors of Benetton, India had taken up a new initiative #UnitedByPurpose in partnership with Devbhumi, a registered company owned by rural women from remote villages in Uttarakhand. It aimed to empower over 6,000 rural women artisans across India to showcase their craft to a wider segment of consumers, official sources said. Under this, every season would witness collaborations with different groups and communities of skilled craftsperson to launch special capsule collections under the initiative by UCB²⁶.

They started with their Autumn/Winter 2017 line. Sundeep Chugh, Managing Director and CEO, Benetton India Pvt Ltd said, “Through the association with Devbhumi²⁷, we aim at empowering women from Uttarakhand villages, wherein the money from each purchase shall go towards the development of these 6,000 plus women working with Devbhumi.”

The Turning Point

The film highlights a playful element with an adrenaline touch. With only one single dialogue used in the entire film, it creates an impact more by the aggressive actions which subdue to a

²⁴ Rajghatta, Chidanand (16 November 2011). "Benetton jolts world with 'unhate' advertisement showing world leaders in liplock". *The Times of India*. Retrieved 14 January 2019.

²⁵ Hunt, S.F. and Goolsby, J., "The Rise and Fall of the Functional Approach to Marketing: A Paradigm Displacement Perspective", (originally published in 1988), reprinted in: *Review of Marketing Research: Special Issue - Marketing Legends*, Vol. 1, Naresh K. Malhotra, (ed.), Bingley, UK, Emerald, 2011

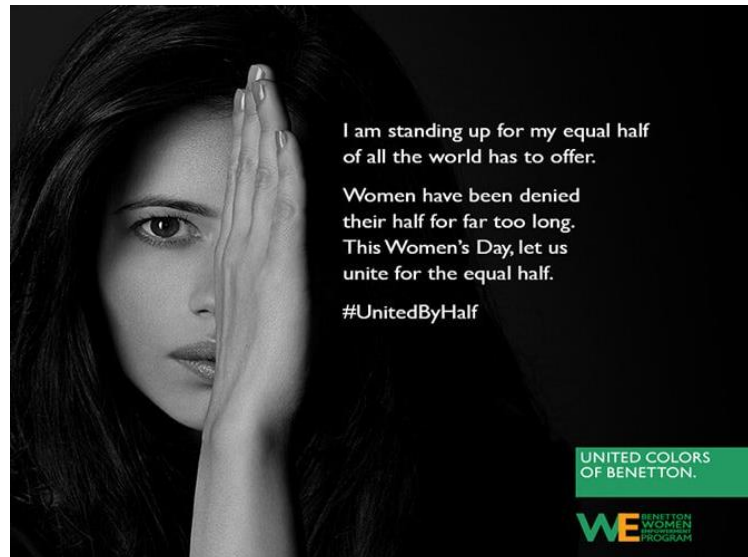
²⁶ *"Fashion brand aims to empower over 6,000 women weavers"*. Archived from the original on 14 November 2017.

²⁷ Maverick, Martins (14 November 2017). *"Benetton collaborates with Devbhumi for special scarves collection"*.

normal game of cricket, than speaking a thousand words.

The Impact

With the *#UnitedByPlay* hashtag trending on the no. 1 spot in India on Twitter on Independence Day and the video going ‘viral’ in just 10 hours, it was clear that the brand’s message tugged at many heartstrings by choosing the riskiest topics.



United by Half

United Colors of Benetton reaffirms its commitment to the empowerment and legitimization of women around the world with the new *#UnitedByHalf* campaign. The campaign first kicked off in India on 14th February, 2017 and was later launched worldwide on 8th March, 2017 – on International Women’s Day.

For the first time in fifty years, Benetton directly took on social practices and stereotypes relating to the roles of women in one of its key global markets and in other developing countries. In line with the objectives and concrete initiatives of the Women Empowerment Program, the *#UnitedByHalf* video looks to equal opportunities for women from all social classes, yet also urges men to recognize the other half of the country, or rather the world, and to accept women as equal partners.

The new campaign launched in India on Valentine’s Day, with backing from leading voices and celebrity influencers across India, seeking to promote greater equality for women within their relationships. Launching globally on International Women’s Day, it aims to mobilize people to think, talk and act in ways that support the empowerment of women.

These campaigns fall under Benetton’s wider Women Empowerment Program. To fulfill the goal of gender equality and women empowerment, Benetton Group has identified five key priorities in accordance with the UN agenda:

1. **Sustainable livelihood:** Ensure that women have access to decent work in safe places so that they may gain social and economic independence.

2. **Non-discrimination and equal opportunities:** Women and girls must be granted equal opportunities with men and boys in employment, leadership and decision-making at all levels.
3. **Quality education:** All girls and women must be granted access to affordable and quality education at all levels, including technical, vocational and university education.
4. **Healthcare:** Women and girls must be granted access to affordable and adequate healthcare.
5. **Fight against violence:** By 2030, all forms of violence against all women and girls in the public and private spheres must be eliminated.

United by Don'ts



As a part of their Women Empowerment Program, UCB initiated the United by Don'ts campaign in 2016. India has come under the radar for being one of the most unsafe countries for women, especially the capital, New Delhi. Women are told a lot of don'ts in the name of safety. These "don'ts" holds them back from living the

life they want for themselves.

The idea was to unite the society by bringing the issue to light and starting conversations, so that we, as a society, can put our heads together and create viable solutions for the safety of women. The campaign stressed on the idea that restriction was not equal to safety of a woman and that without restricting her, an environment which is as safe for her, as for a man, should be created.

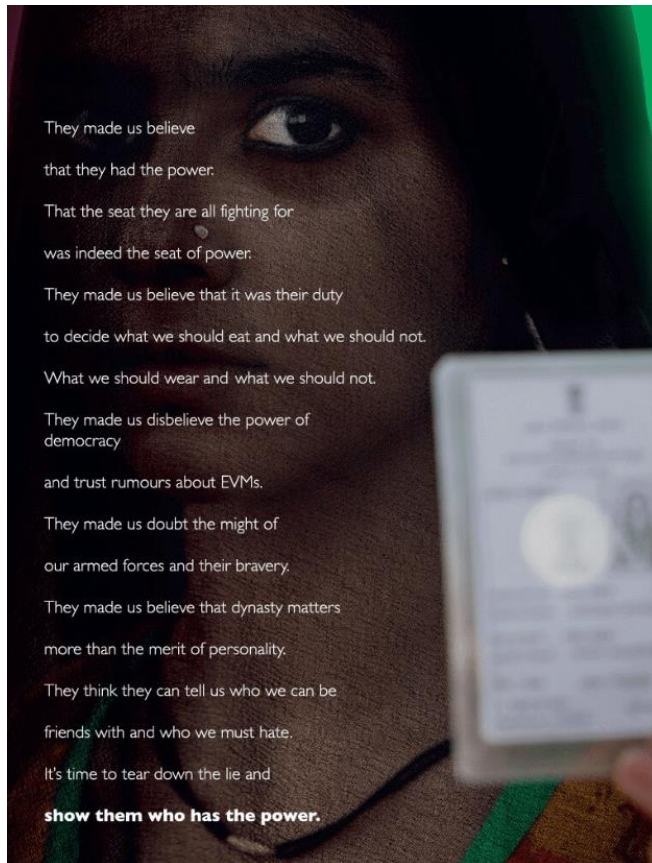
Don'ts were portrayed as excuses to not give women a chance to be their best and hold them back from taking up tasks otherwise done by men in usual circumstances²⁸.



United By Vote

United Colors of Benetton, in its yet another attempt to address social causes which prevail in India on every day basis, especially with the 2019 elections in process, launched a powerful

²⁸ The Woven Agency. (2018, April 6). *Woven Agency*. Retrieved from <https://woven.agency/blog/what-is-the-brand-identity-prism/>



campaign *#UnitedByVote*, urging the youth to exercise the power of vote in this Lok Sabha elections²⁹. The campaign celebrates democracy in its true sense, making every Indian realize the importance to contribute to nation building through vote. The manifesto of the campaign emphasized on the real power that is the power of the vote that does not lie with the political parties but the power lies with us. The campaign launched a video which shows references of political leaders making promises to the public until a finger in blue ink mark comes to shut their mouths, as a power of democracy displaying the right to vote.

The film ends with a title 'Show them who has the power' followed by *#UnitedByVote*³⁰.

The poster urges for the people to realize that they are being influenced into believing that supporting politicians is their duty and not a choice. It points out that politicians and their opinion are only heard when we give them the power to be heard, by voting them to represent us.

It showcases all the factors that do not matter – caste, religion, gender and how as a voter, we all have the equal power to make a difference in the society rather than just hearing others and their opinions.

Can a clothing brand generate a voice amongst not only its target group but all the Indians who are eligible to vote this year? Should a brand promote an issue like this and if yes, then what would be its impact on the population and where would there be an impact? What is the reach of the campaign and whether such campaigns are accepted by the Indian audience or not?

Further, is the customer analysis of the survey conducted regarding the advertising medium of UCB and the United by Vote campaign?

²⁹UCB's uniting act with *#UnitedByVote* <https://brandequity.economictimes.indiatimes.com/news/advertising/ucbs-uniting-act-with-unitedbyvote/69220006>

³⁰ Benetton's new campaign is encouraging you to vote <https://www.vogue.in/story/benettons-new-campaign-is-encouraging-you-to-vote>.

VI. CUSTOMER RESPONSE AND ANALYSIS

For the purpose of the research, the author conducted a survey, asking questions to 115 individuals who were divided in the age bracket of 18-21 and 45-55.

Reasoning: The two age groups which were chosen were due to their exposure to what UCB's brand image has been. The 45-55 age bracket has not only seen UCB's introduction in India but also the evolution of the brand and the differences in advertisement media through the years. Whereas the other age group – 18-21 has been chosen due to the generational change between the latter and the former groups. This age group is more aware of the targeted media – social media – which has been used in all the recent campaigns (YouTube videos). Both age groups are targeted by United Colors of Benetton, therefore it was essential to target these groups to know how impactful the campaign strategy of UCB has been.

Method: The method used to survey the impact was a questionnaire. The structure of the questionnaire was as follows:

1. Brand Awareness
2. Customer Preferences
3. Customer Perceptions
4. Awareness of Campaign
5. Campaign Impact

Individuals were first asked about their brand awareness as the author needed to determine how familiar they were with the brand itself before impact was calculated.

Further, they were asked what kind of advertisements did they really prefer and whether they felt a brand which is known for selling clothes should target social issues related to Women Empowerment, Voting, and Religion etc. Through this method, the author also went ahead to show the posters and the video used in the #UnitedByVote campaign and asked questions regarding its impact.

Profile of the individual interviewed: 98% of the individuals who were interviewed are Defense personnel, reason being that they have been exposed to various cities in which the brand is available, as well as their demographic spread is more widespread and their understanding of different regions and people would compensate for the views of those present there.

Results-

1. Brand Awareness:

- When individuals were asked if they knew the brand – United Colors of Benetton, almost all were familiar with it but most of them were not frequent customers when it came to the products. As stated in the results below, it is clear that there is more than enough awareness about the brand even among those who are not frequent customers of the brand.
- This speaks of the brand's image and standing in the Indian Apparel Market.

Are you aware of the brand "United Colors of Benetton"?

115 responses

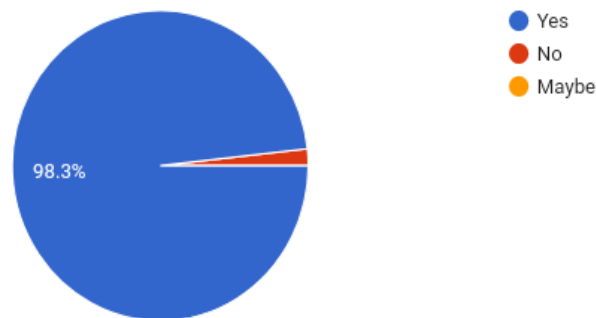
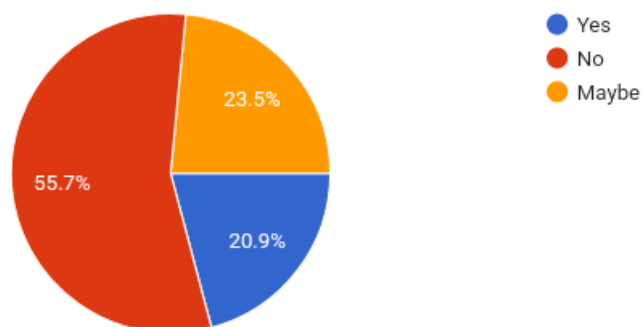


Fig 1.1: Brand Awareness Results.

Are you a frequent customer of the brand?

115 responses

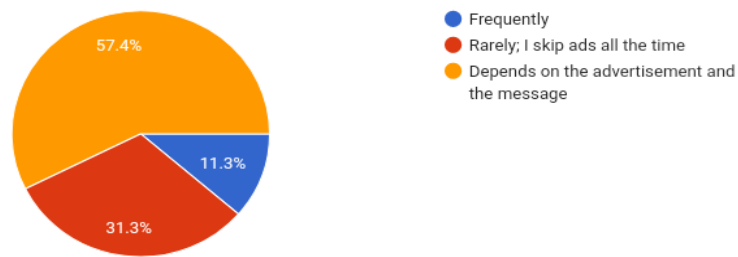


2. Customer Preferences

- Further, the customers were questioned about their advertisement preferences by giving them two choices – what kinds of advertisements do they view? What do they skip? How much attention is paid to advertisement?

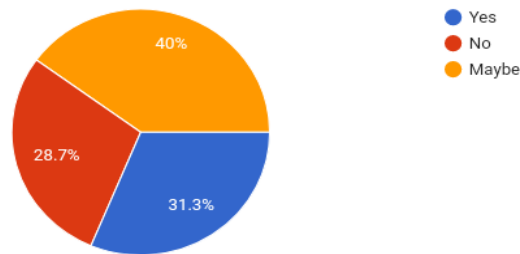
How regularly do you watch advertisement of brand campaigns and do not skip them?

115 responses



Do you feel that ad campaigns define your choice as a customer of a certain brand?

115 responses



- Results and analysis are stated below:

Would you rather watch an advertisement which is exciting and fun with a catchy jingle or one with a social message?

115 responses

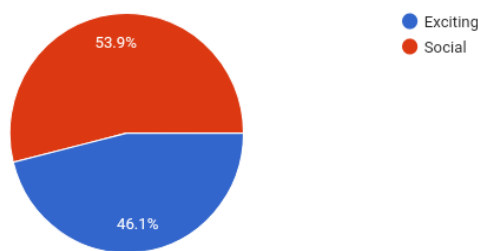


Fig 1.2: Customer Preferences Results

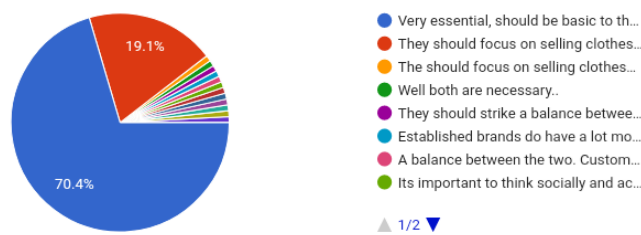
- As shown above, individuals prefer to watch advertisements depending on the message it is sending out.
- Most stated that ad campaigns do define their choices at some stage too. This may be due to the awareness a brand like UCB creates with their frequent advertisements and unique campaign methods.
- The two groups chosen would also prefer an advertisement with a social message than one with a catchy jingle. When further questioned about this, some replied that even though catchy jingles are easier to recall, their preference would be to watch quality advertisements with a real message. For example, an individual said that they could easily recall a Pepsi advertisement due to its jingles and the youth spirit shown in it, but they had rather watch Surf Excel’s ad which touched the topic of gender equality in a very basic situation like washing clothes.

3. Customer Perception

- In this section, the individual’s perception regarding socially oriented marketing was questioned.
- Results and analysis are stated below:

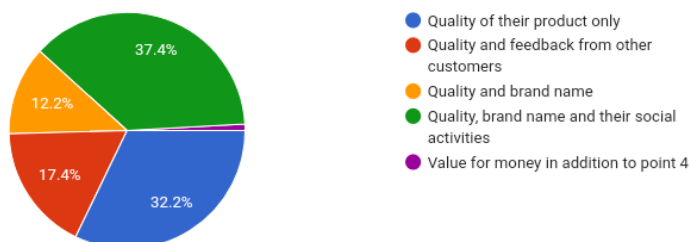
In today's time, how essential do you think it is for brands to focus on their social responsibility?

115 responses



On what basis would you choose to be brand loyal to a particular brand?

115 responses



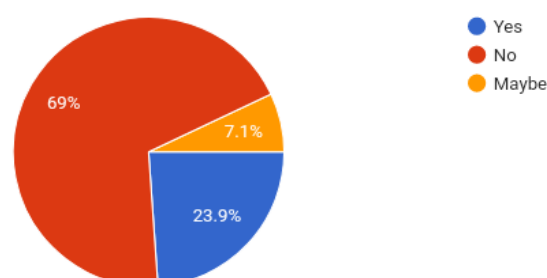
- Individuals were asked how important they felt it was for brands, today to focus on their social responsibility. They were given three options – Very essential and should be basic to their functioning, should not be a priority and to state their opinion if any from the other options.
- 70% felt a brand must focus on their responsibility, however, 11% who gave their own opinion suggested that it was essential to keep a balance between a brand's social responsibility and its focus to sell clothes. Majority would also prefer to select a brand if social factor is added after the brand's name and quality.
- As UCB not only has a brand image and is known for its quality in the Indian, as well as international market, it is feasible for it to focus its advertisements on social issues, but this is due to its spread and awareness.
- A brand less known than UCB or is fairly new in the market, however, will not be able to afford social marketing due to various constraints like –
 - a) Less brand awareness
 - b) Financial constraints
 - c) Lack of resources
 - d) Focus more on sales and production

4. Awareness of Campaigns

- Individuals were further questioned on their awareness of the most recent campaign by UCB – United by Vote but before that they were asked whether they were even aware that UCB majorly advertises regarding social causes and focuses less on their clothes when it come to their campaign techniques. Results and Analysis are stated below:

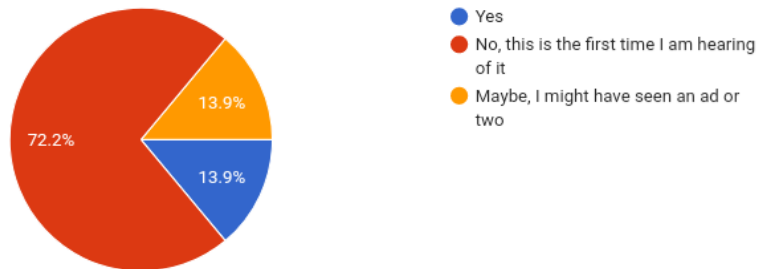
Were you aware that UCB focuses on social issues for their campaigns more than their clothes before asked?

113 responses



Before asked, were you aware of the United by Vote campaign?

115 responses



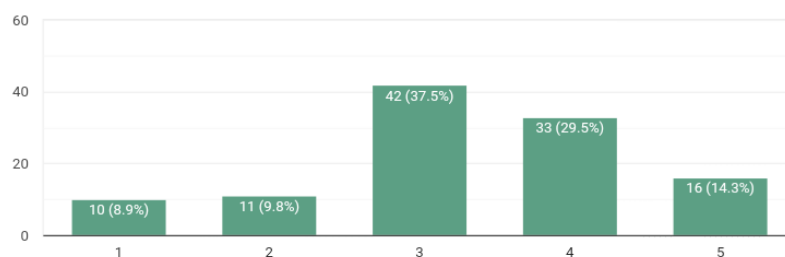
- As shown above, 69% individuals were not even aware that United Colors of Benetton focused on social advertisements rather than their clothes.
- 72% had heard of this campaign the first time. In counter, when asked about the #UnitedByHalf campaign, more than half could recall watching the advertisements about it.
- This shows that even though YouTube has ensured considerable boost to the advertisements but there should be a larger focus to display these advertisements in places where they would immediately be noticed – television channels, billboards, newspapers, rather than focusing more online. A shorter version of the video may also be displayed as an advertisement before a song on apps like Spotify and Apple Music.

5. Campaign Impact

- As most were not aware of the campaign itself, the author took a different direction in the questionnaire by taking media support to show the individuals a poster related to the campaign and the video which was uploaded on YouTube by the brand to promote the campaign. Results and Analysis are stated below:

On a scale from 1 - 5, how impactful do you think the above video is for a voter?

112 responses



- Individuals were asked to rate how impactful they felt the video was with 1 being not at all impactful and 5 being very, very impactful.
- On the scale, 3 represented moderate impact whereas 4 represented impactful enough. As shown above, 49% individuals found the video to be impactful above moderate levels, whereas 42% found it moderately impactful.
- Therefore, this shows that the video created is impactful but it must be taken into account that more than 80% were seeing it for the first time. This is not due to their preference but due to the reach of this media to them.
- The last question which was regarding the impact of the poster was not a yes or no question but went beyond to ask the perception of the individuals regarding the campaign poster and how would it impact their choice to vote or not.
- Most responses said that the video and the poster did change their perception about the brand and that it would, at some degree promote the idea of voting but there were individuals, especially from the latter group of 45-55 aged individuals who were confused as to why there was a need amongst the brand to promote a social issue, nowhere related to their functioning and why there was an involvement at all.

In conclusion to the result analysis of the survey, the author has found that even though the media used in such advertisements is impactful enough³¹, its reach, however, is not wide spread. Campaigns like #UnitedByVote³² and #UnitedByHalf³³ are not regarding issues that prevail only in metropolises but hold much importance in rural or remote regions as well. According to Business Standard News, 70% of India's population lived in rural regions.

Which also means, only 18% of the electorate lives in the urban region as there are only 89 urban Lok Sabha seats. Therefore, if Delhi, Mumbai, Chennai and Kolkata are taken into account, only 20 seats come up. The campaign which is heavily focusing in metropolitan areas, firstly, is not receiving a much larger feedback as according to Economic Times, India's rural population is already presenting a voter turnout more than the expected.

There is a great jump from 2009 and this year, 2019, a greater turnout is already expected from the urban population³⁴. Hence, focusing on this urban population helps to create a greater brand

³¹ Vignesh, J. (2018, April 13). *Economic Times*. Retrieved from https://m.economictimes.com/tech/software/india-becomes-worlds-fastest-growing-market-for-apps/amp_articleshow/63740547.cms

³² *Ibid*

³³ *Ibid*

³⁴ Benetton India Succeeds in Urging Indians to Get Inked With #UnitedByVote <https://www.business->

image within the brand's target market, but at the same time, may not be as beneficial and impactful as it would be in rural regions³⁵.

The awareness amongst the urban population is already more due to the spread of social and television media, hence, it is easier to reach this section of the population too. This is also majority of the target market, therefore, if spread into the rural population, it would mean extra effort on the part of the company but at the same time, the impact would be much greater as there is more scope for awareness generation³⁶.

At the same time, rural population would not prefer advertisements which are socially oriented due to stigma when it comes to campaigns like #UnitedByHalf and the upcoming campaign #UnitedByRed. There are two possible scenarios when it comes to such sensitive campaigns – both its very impactful and successful, or it is completely ignored and not understood. In comparison, it would receive better feedback from the urban population which is willing to talk about such issues.

But when it comes to voting, an urban citizen is almost as aware of the elections as a rural citizen. It affects them both in the same manner, therefore, there is a greater chance that the impact will be equal if implemented according to their needs.

However, the company first must be ready to exercise that extra effort which comes with promoting a brand in a segment where its products are not even targeted and affordable for most. Secondly, it must deal with the language barrier which comes with such promotion. Thirdly, it will need different methods to exercise a greater impact in its segment as the same methods used before will not promote the cause in this setting.

A summary of the key findings of these analyses is given below, followed by possible steps which UCB can take to promote campaigns in a more efficient manner:

VII. KEY FINDINGS

UCB's #UnitedByVote campaign was very different from its past campaigns which have raised a question on social issues. #UnitedByVote, however, does not only question a political issue but also targets a wide range of population and age groups.

This study, however, was not based only on this campaign's impact, but of all in general and

standard.com/article/pti-stories/benetton-india-succeeds-in-urging-indians-to-get-inked-with-unitedbyvote-119061300732_1.html

³⁵ Organisation, D. t. (2015, August 17). *downtoearth.org*. Retrieved from <https://www.downtoearth.org.in/news/new-poverty-line-rs-32-for-rural-india-rs-47-for-urban-india-45134>

³⁶ United Colors of Benetton's new campaign is encouraging India to vote <https://www.cnbc18.com/videos/story-board18/united-colors-of-benettions-new-campaign-is-encouraging-india-to-vote-3104891.htm>

as #UnitedByVote is the most recent, the author chose this due to the fact that its current and would be the most easily remembered one by the individuals as compared to a months older campaign like #UnitedByPlay or #UnitedByHalf.

The Key Findings of this study are as below:

1. United Colors of Benetton, as a brand has been successful in creating a brand image for itself and awareness about its place in the Indian market.
2. Its campaigns are of the kind that its target groups would prefer. However, they are not as reachable as they could be.
3. Its customers would want it to focus on social issues further too.
4. Its campaign media is impactful but is not able to reach a wider audience.
5. #UnitedByVote focused on urban population during advertisements which may have gone in vain as most of the population is already voting and the target could have been the rural population as it was in the #UnitedByPurpose campaign.

Proposed Suggestions to Enhance Results-

Below are the suggestions from the author's side to enhance the results of the campaigns after analyzing the campaign impact:

1. **Shift focus of the campaign on a different age group**
 - United Colors of Benetton, as of now, is targeting a group which falls under the age bracket of 20-40 in urban settlements, especially the corporate sector seems to be more aware of their social adverts than the other groups.
 - Targeting the 15-25 segment for the purpose of the campaigns maybe as beneficial to the brand as any other segment as this is the age group which UCB apparel does cater too and has the potential to create an online buzz for a head start for the campaign.
 - Campaigns in colleges could be a wider step for the brand, but would be very impactful for its campaigns as that particular generation is in need for more awareness than any other older generation and would be beneficial for the social structure of the country in the long run.
 - For e.g.: If #UnitedByVote would have focused on more conscious voting by the first-time voters, and would have had ore advertisements through various mediums to target this segment, it would have been more impactful in terms of voter turnout.

- This segment, however, is more vulnerable to allowing a change in opinion and mind set and setting their mindset in the correct path would be a greater fulfillment of social responsibility and impactful than trying to influence the decisions of an elder group.
2. **Introducing campaigns more on National television in bilingual formats**
- When a campaign like #UnitedByVote is initiated, it is not just an issue which concerns a particular section of the society, but the entire society as a whole.
 - Therefore, it must be available in a media type which is understood by the majority.
 - The channels targeted shouldn't just be news but also other channels which are widely watched. If the advertisement is available in the same format with a different language, the intake will be wider more acceptable.
3. **Investing in NGOs or a legal firm**
- Another way in which not only sales but awareness of the campaign can be generated is to advertise on store level about their investment that UCB does in their projects like – Aarohi.
 - For e.g., under their Women Empowerment program, if UCB not only advertised a social issue and the setbacks of woman's life in India, but also declare in select stores of theirs that for every product that a customer would buy, they would invest 10% of it in a legal firm which deals specially with Women and Child Rights or in their projects.
 - This would not only create massive goodwill for the company, but also promote its CSR activities and generate greater results in terms of sales generation and campaign feedback would be more receptive and responsive.
4. **Sponsored Advertisements**
- A social media site like Instagram, which has 500 million active users around the world, sponsoring content could be more profitable than advertising it on YouTube and televised media put together.
 - In fact, the recent growth of Instagram in India and the fact that it receives more engagement than any other social media, specially its own parent company, Facebook, shows the necessity to use this media of advertisement more vigorously.
 - The catchier and more meaningful the advertisement is, the more it tends to stay with the viewer.

- Social Media is a great influencer especially for the generation that UCB targets and focusing more on it, would not only increase its awareness in all sections of society but also generate positive results for the campaign.
- At the same time, releasing campaign videos on social media platforms like Hike and WhatsApp could also generate a greater awareness than just posting them on YouTube.

5. **Partnering with online blogs**

- Online blogs have gained a massive reception lately. On Facebook and Instagram, blogs like PopXo, thesarcasticindian have a huge following of the age group being targeted.
- These blogs can be partnered with and they can post the media content online for the brand as well. The more awareness the video or the poster creates through different platforms, the more known the brand and the issue will be.
- These are also the blogs which have the capacity to make the media “viral”.

6. **Online writing contests.**

- Apps like Inkitt, Kindle and Watt pad have created a fanbase amongst Indian users.
- The Indian market is also the fastest growing market for such apps³⁷.
- Almost every day, these apps declare competitions for writers to pen down stories inspired by certain topics.
- On Wattpad, specially, there is an entire community which reads and writes in millions on daily basis. Such an app could be used to not only hold competitions for writing on issues like Women Empowerment but also give out incentives like publishing the book which wins under UCB’s name as well as the author’s name.

The author has suggested steps concentrating on social media as it is a greater influencer when it comes to advertisements. Unlike television media, where ads are easily avoidable, they might not be as easy to avoid when it comes to social media.

In fact, any sort of digital media is not easy avoidable. For example, a google advertisement is a static entity on a webpage or in between a game. A company like Google also allows its sponsored content to be shown in between reading apps like Wattpad and games like Homescapes to continue further in the app. This gives less choice to the reader or the game

³⁷ *India becomes world’s fastest-growing market for apps* (no date) *Economic Times*. Available at: https://m.economictimes.com/tech/software/india-becomes-worlds-fastest-growing-market-for-apps/amp_article_show/63740547.cms (Accessed: 01 August 2024).

player and would be an efficient form of captive marketing.

Furthermore, suggestion on a few campaigns and the issues that they can focus on:

1. #UnitedByRights:

- Even after gaining independence 70 years ago, there are laws in India which are widely debated and were never changed according to the generations.
- For example, the Sedition Law which comes under the controversial Section 124A of Indian Penal Code.
- With the introduction of the Bharatiya Nyaya Sanhita, Section 150 has now replaced Section 124A of the erstwhile IPC with an analysis of the Bharatiya Nyaya Sanhita (BNS), 2023, however, suggests that the offence of sedition has been retained under the proposed law with new nomenclature and a more expansive definition of what will constitute “Acts endangering sovereignty unity and integrity of India”.
- This law which was first enacted against freedom fighters in 1860, is still relevant in today’s time even after Jawaharlal Nehru debated against it in 1951 during first debates on the Indian Constitution’s amendment³⁸.
- Such a law holds very less relevance in a democratic society and has famously been called a blotch on the Indian Democratic system. Yet, most of Indian citizens need to be made aware of such a law’s existence before a campaign is raised against it.
- There are debates on daily basis when someone is booked under this law which states that whoever, by words, either spoken or written or by signs or by visible representation or otherwise brings or attempts to bring into hatred or contempt or excites or attempts to excite disaffection against the government established by law shall be punished with imprisonment for life.
- Such a law maybe relevant in extreme cases but could also incite the judiciary to wrongfully detain a citizen on the charges of constructive criticism³⁹.

2. #UnitedByNeeds

- According to World Bank⁴⁰ 270,000,000 Indians live below the poverty line. This also means that 1 in every 5 Indian citizens is poor. India has recently emerged out

³⁸ Chandrachud, A. (2018). *Republic of Rhetoric - The Law of Sedition*. New Delhi: The Penguin Random House.

³⁹ *Ibid*

⁴⁰ Bank, T. W. (2016, May 27). *worldbank.org*. Retrieved from <http://www.worldbank.org/en/news/infog>

of the tag of having the world's largest poor population in one country but at the same time, this process is slower than one could ever expect.

- As a company which has always promoted such social issues, UCB could also go further into the grass root levels by partnering with local NGOs to secure the basic needs of these individuals who are vulnerable not only to governmental pressures but to also industries like Coal and Gas which threaten their very livelihood in states like Jharkhand and Orissa.
- The margin for being below poverty line is 32 INR in rural regions and 47 INR in urban regions in India. This means that anyone living below this margin, cannot secure basic needs for themselves. A campaign which would not only promote these basic needs which could range from education, livelihood, food security to awareness of schemes and health facilities could be initiated.

VIII. CONCLUSION

In conclusion, the author would firstly like to thank United Colors of Benetton for the opportunity to initiate and complete this project under their guidance.

Secondly, as the campaign dynamics go, United Colors of Benetton, evidently has always taken the trickier route. This has helped the brand gain not only goodwill in the international market but also gain considerable criticism and the unique image that it boasts of.

The three brand pillars are high-lightened in every campaign from the video to the poster which is really essential for a brand to maintain its reputation as a socially concerned company. What is also unique about the campaign dynamics is the subtle way in which UCB always projects the issue.

For example, in #UnitedByPlay campaign, not a single dialogue except a shout was spoken, yet the video highlighted how two groups which have raging clashes in the political arena, are united by a single game of cricket which binds the entire country as a whole. There were no riots shown or powerful dialogues to showcase the meaning of the video, yet it was delivered in a manner that any citizen, of any religion could relate and understand it.

In the same way, #UnitedByHalf was a campaign which stated its demands clear out – equality for the other half. The campaigns of UCB always deliver the message clearly and in a bold manner for maximum impact.

Thirdly, the response. Even though it has all the correct advertisements, the author realizes that there are some barriers when it comes to the reach of the messages. The audience perhaps which UCB is trying to target is not as reachable by the media it is currently relying on.

As stated above, it is essential for UCB to tap the resources more carefully when it comes to investing them on social media as even though there are individuals who are aware of the brand, they are not well aware of the campaigns that Benetton India has initiated.

All in all, UCB, as a brand, clearly has a major share in the Indian market and its campaigns are well receptive and accepted by the population. There is minimum to no criticism as compared to the global campaigns it has initiated. In further years, it must continue to represent the brand image it has built by tapping on issues, other brands would not want to tap on.

After all, this tapping is what makes it a unique brand when it comes to advertisements and has helped it say just more than “their sweater is pretty”.
