unique and compelling value. This lens, informed by consumer insights, gave Coke direction on the trade-off between focus and breadth that a brand needed in a given market and made clear that to succeed in either segment, unique marketing strategies were required in urban versus rural India.

BRAND LOCALIZATION STRATEGY: THE TWO INDIAS

INDIA A: "LIFE HO TO AISI"

"India A," the designation Coca-Cola gave to the market segment including metropolitan areas and large towns, represented 4 percent of the country's population.[33] This segment sought social bonding as a need and responded to aspirational messages, celebrating the benefits of their increasing social and economic freedoms. *"Life ho to aisi"* (life as it should be) was the successful and relevant tagline that marked Coca-Cola's advertising to this audience.

INDIA B: "THANDA MATLAB COCA-COLA"

Coca-Cola India believed that the first brand to offer communication targeted to the smaller towns would own the rural market and therefore went after that objective with a comprehensive strategy. "India B" included small towns and rural areas, constituting the other 96 percent of the nation's population. This segment's primary need was out-of-home thirst-quenching; the soft drink category was undifferentiated in the minds of rural consumers. Additionally, with an average Coke costing Rs. 10 and an average day's wages around Rs. 100, Coke was perceived as a luxury that few could afford.[34]

In an effort to make the price point of Coke affordable for this high-potential market, Coca-Cola launched the Accessibility Campaign, introducing a new 200-mL bottle that was smaller than the traditional 300-mL bottle found in urban markets, and concurrently cutting the price in half to Rs. 5. This pricing strategy closed the gap between Coke and basic refreshments like lemonade and tea, making soft drinks truly accessible for the first time. At the same time, Coke invested in distribution infrastructure to serve a disbursed population effectively and doubled the number of retail outlets in rural areas from 80,000 in 2001 to 160,000 in 2003, increasing market penetration from 13 to 25 percent.[35]

Coke's advertising and promotion strategy pulled the marketing plan together using local language and idiomatic expressions. "Thanda," meaning cool/cold, is also generic for cold beverages and gave "Thanda Matlab Coca-Cola" delicious multiple meanings. Literally translated to "Coke means refreshment," the phrase directly addressed both the primary need of this segment for cold refreshment while positioning Coke as a "Thanda," or a generic cold beverage just like tea, lassi, or lemonade. As a result of the Thanda campaign, Coca-Cola won *Advertiser of the Year* and *Campaign of the Year* in 2003.

RURAL SUCCESS

Comprising 74 percent of the country's population, 41 percent of its middle class, and 58 percent of its disposable income, the rural market was an attractive target, and it delivered results. Coke experienced 37 percent growth in 2003 in this segment versus the 24 percent growth seen in urban areas. Driven by the launch of the new Rs. 5 product, per capita consumption doubled between 2001 and 2003. This market accounted for 80 percent of India's new Coke drinkers, 30 percent of 2002 volume, and was expected to account for 50 percent of the company's sales in 2003.[36]

[33] Ibid.

[34] Kaul, interview.

[35] Ibid.

[36] Ibid.