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**INDUSTRIAL SECTOR
AND MANUFACTURING
GROWTH**





The Indian Economic Journal

One of the Oldest and fully Refereed Journal

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The Journal, a Publication of the Indian Economic Association, is dedicated to advancing scientific research across diverse domains including Economic Theory, Macroeconomic Stability and Growth, Agricultural Prospects and Rural Transformation, Industrial Development and Manufacturing, Global Trade and Geopolitical Dynamics, Social Inclusion, Employment and Human Development, as well as contemporary issues shaping Tamil Nadu's Development.



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Editor's Message

Dear Readers,

I am truly honoured to edit the special issues of the Indian Economic Journal.

It is with great pleasure that I present this special edition of the Indian Economic Journal for the 108th Annual Conference of the Indian Economic Association, which is hosted by VELS University in Chennai from December 27 to 29, 2025. The theme for this year, "Indian Economy – Navigating Domestic Realities and Global Shifts," encapsulates the dynamic crossroads at which our nation currently stands. As India progresses towards becoming a resilient and globally competitive economy, the necessity for informed dialogue, evidence-based policy formulation, and collaborative scholarship becomes increasingly crucial.

The sub-themes of this conference provide significant opportunities for such discussions. Macroeconomic stability, growth prospects, and the changing financial landscape are central to comprehending India's medium-term trajectory. Agriculture and rural transformation continue to influence livelihoods and promote inclusive development, while the industrial and manufacturing sectors promise productivity enhancements and global competitiveness. In a rapidly evolving geopolitical and trade context, India's strategic positioning demands both caution and innovation. Equally significant are the issues of social inclusion, employment, and human development, which constitute the moral and economic foundation for sustainable progress. The emphasis on contemporary development challenges in Tamil Nadu adds a valuable regional perspective to this year's discussions.

The Indian Economic Journal (IEJ) is an important organ of the Indian Economic Association (IEA) that provides support and services to professionals and researchers both in India and overseas. For over a century the IEA has been one of the largest and the oldest body of teachers, researchers, academicians, and policy makers drawn from the background of Economics and affiliate discipline. Founded in 1917, the IEA is a, "not-for-profit, non-political, and scholarly" voluntary professional association with membership open to those who fulfil the eligibility criteria laid by the constitution of IEA. Through regular outreach programs like, "Conferences, Courses, Publications and Seminars"

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A Study on Strategic Portfolio Positioning and Equity Enhancement

Abstract

K. Kalaiselvi

This study addresses the core challenge of how firms can effectively leverage strategic brand portfolio positioning to maximize total brand equity while mitigating the risks of internal competition and dilution. This study investigates the critical link between a firm's strategic brand portfolio positioning and the subsequent enhancement of brand equity (both customer-based and financial) across the portfolio. It addresses the challenge multi-brand firms face in managing brand relationships to maximize market coverage while minimizing internal competition and dilution risk. This research offers significant theoretical contributions to the field of marketing and practical implications for managers seeking to create, defend, and grow the value of their corporate brand portfolio. This research aims to address this lacuna by providing a data-driven framework for optimal brand portfolio positioning. Brand positioning is an ideal tool for improving brand image. It helps to figure out what a brand really means to the customers.

Keywords: Brand positioning, portfolio, brand equity and strategy, etc.,

Introduction

A strong and well-managed brand portfolio is one of a firm's most valuable intangible assets, serving as a critical source of competitive advantage and sustainable cash flows. In today's dynamic and fragmented global markets, managing a collection of brands to maximize their collective impact—a process often referred to as brand portfolio strategy or brand architecture—has become a complex, yet essential, mandate for senior executives and marketers. Many brands fail in their positioning. We can look at the most common pitfalls so you can avoid them, such as:

- Under-positioning: Being too vague, leaving customers with no clear idea of what you stand for.
- Over-positioning: Being so narrow that you restrict your market (e.g., "the best \$500,000 sports car" - a very small audience).
- Confused Positioning: Changing your message too often or trying to be "two things at once."
- "Me Too" Positioning: Simply copy

Advantages of brand positioning

A unique and memorable brand position comes with a long list of advantages. At the top is the reward of being the company people think of first when they want to buy the product you sell. That often takes years, even decades, or the creation of a whole new market (think of brands like Coke, McDonald's, and Tesla). Even if you can't achieve that top spot you can still reap the rewards of a strong brand position.

- People think of your brand first when they are ready to buy
- Clear differentiation from the competition
- Strengthened connection with your audience

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- Better understanding of your customers' challenges
- Higher relevance in conversations about your market
- Customers feel good about paying your higher price point

Review of Literature

1. Wang-Hui-Ju (2017) on his article titled "New Approach to Network Analysis for Brand Positioning" states the purpose of this paper is to offer a perspective of brand-based analysis on green brand positioning differentiation through a network analysis approach. This study employs centrality and distinctiveness as bases to develop a matrix framework of green brand positioning differentiation. The two dimensions are measured from the techniques of network analysis, including analysis of the core-periphery structure and adjacency matrix.

2. Azarnoush Ansari (2020) on his article titled "Developing a scale for brand competitive positioning: a study in the home appliance industry" states the purpose of this study is to identify the factors affecting Brand Competitive Positioning (BCP) and its components in the home appliance industry and also to develop a scale for it, considering both the seller's and the buyer's side. The factors were investigated both qualitatively and quantitatively. Data was collected from findings of previous research as well as interviews with experts in the industry

Research Gap

The study is grounded in established theories of brand equity (e.g., Aaker's Brand Equity Model, Keller's Customer-Based Brand Equity Model) and brand architecture (e.g., Branded House, House of Brands, Endorsed, and Hybrid structures). Existing literature has extensively explored the individual components of brand equity and the various forms of brand architecture. However, there is a distinct need for more empirical investigation into the causal links and managerial levers that govern the relationship between:

1. The positioning strategy *within* the portfolio (i.e., how brands are differentiated by price/quality, market segment, and offering).
2. The resulting financial and consumer-based brand equity enhancement *across* the entire portfolio.

Problem Statement

A brand portfolio encompasses all the brands and sub-brands a firm offers. Its strategic positioning dictates how consumers perceive the relationships between these individual brands, in terms of price, quality, and specific target segments, ultimately shaping consumer choice and purchase likelihood. Brand equity, defined as the value a product derives from being associated with a known and admired brand name, is the financial and marketing outcome that strategic brand management seeks to enhance. Despite the critical importance of a cohesive portfolio, many firms struggle with a lack of clarity, brand overlap, and inefficient resource allocation across their brands, which can lead to:

- Brand Cannibalization: Different brands within the same portfolio competing directly against each other.
- Brand Dilution: Extending a brand too broadly, which weakens its meaning in the minds of consumers.

- **Suboptimal Resource Allocation:** Under-investing in high-growth brands or over-investing in declining ones.

This study addresses the core challenge of how firms can effectively leverage strategic brand portfolio positioning to maximize total brand equity while mitigating the risks of internal competition and dilution.

Objectives of the Study

1. To study the impact of brand positioning, brand perception and loyalty among its customers.
2. To study the various services and solutions offered by the company.
3. To analyse how well the brand is built in the minds of customers.
4. To understand the efficiency of the organization from an operational standpoint.
5. To understand the level of customer satisfaction for the services provided.

Scope of the study

The scope of the study is limited to the marketing department of the company. It helps to know about the impact of brand positioning in the brand image of the company. This study would give an overview of the existing services and solutions offered by Globosoft. Since Brand positioning facilitates easy purchase decisions it helps in clearly defining the brand's products and services and how they benefit the customer. To research, it will throw light on how well the company had positioned its brand and the various strategies used by the organization to attract the customers

Findings of the study

1. Clarity and Differentiation are Direct Drivers of Equity

The most critical finding would be that strategic portfolio positioning—the deliberate definition of each brand's role, target audience, and unique value proposition (UVP)—is a direct predictor of enhanced brand equity.

- **Avoided Cannibalization:** A clearly defined portfolio prevents brands from competing against each other, ensuring that each brand captures a distinct market segment. This reduces internal marketing conflicts and wastage of resources.

- **Leveraging Associations:** Effective positioning allows for the transfer of positive associations (e.g., quality, innovation) from a Master/Parent Brand to a Sub-Brand (or vice versa), enhancing the equity of the entire portfolio.

2. Structure Must Follow Strategy

The conclusion would highlight that the Brand Architecture (e.g., House of Brands, Branded House) is not merely an organizational chart but a strategic tool that must support the positioning.

- **House of Brands (e.g., P&G):** This structure, where each brand is positioned independently, is most effective when the portfolio needs to cover diverse, often contradictory, segments or when a low-equity product is a necessary Fighter Brand.

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