



“GLOBLIZATION TO GLOCALIZATION OF MNFES IN INDIA” WITH SPECIAL REFERENCE TO FOOD ENTERPRISES IN LUCKNOW

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ABSTRACT

The concept of Glocalization is derived from that of globalization and localization and signifies that companies should not only think globally but also act locally while addressing business functionalities including branding, marketing, advertising and product promotion. Food industry, of India and World is witnessing unprecedented increase in the number of multinational enterprises. These multinational enterprises, when deciding to expand their operations to a new country, have to make a choice between following uniform business strategies as in their home country or modify their strategies to suit the host country socio-economic and political environment. Recently, many multinational food giants have successfully penetrated into emerging markets due to their product or service quality but there are cases where companies have failed to earn profits due to lack of Glocalization strategies. This paper focuses on multinational food Enterprises (MNFES) and identifies suitable Glocalized strategies in marketing, product development, advertisement etc. establishing themselves and gaining market share in a diverse country like India.

Key words- Glocalization; Multinational; emerging; localization; penetration; MNFES etc.

OBJECTIVES

1. To identify the multinational food giant in Lucknow.
2. To study the Glocalized strategies in marketing, product development, advertisement etc. of multinational food enterprises.

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INTRODUCTION

With food being one of the main sources of expenditure, India serves as a major emerging market for different food multinationals across the world. Presence and expansion of food multinationals in metros and smaller cities of India is now a common phenomenon. While roaming around marketplaces, one will usually find some of these well known food joints and products available at the food or general stores – Mc Donald's, KFC, Dominos, Pizza Hut, Subway, Nirulas, Pepsico Foods, Coca Cola, Barista, Café Coffee Day, Frito Lays, ITC Bingo, Haldiram's, and Bikaneri Bhujawala etc. These joints and stores cater to a list of standard and popular items including burgers, pizzas, hot-dogs, chicken, noodles, French fries, spring rolls, potato chips, carbonated drinks, ice tea, coffee, milk shakes, ice-creams, sweets and other Indian tea time snacks.

The other part of the food market is dominated by the unorganized sector that mainly caters to the local cuisines and snacks including the popular and tasty street foods of different parts of the country. Regional snacks including vada-pao-the bun with a fried fillings of potato and cereals, bhel puri – preparation of puffed rice and raw vegetables with some crispy oats, golgappa – the fried small balls made of flour filled with spicy water, dhokla & khakra – preparation of gram flour, jhaal muri - spicy preparation of puffed rice with raw vegetables, onion pakora- onion fried with gram flour as its outer covering, bread-omlette, samosa & kachori – boiled potatoes filled inside flour fried into shapes of triangle and circle, aloo tikki – fried potato as thick round shaped snacks, jalebi– rounded sweet dish made out of flour and fried into thick gravy of sugar, kulfi falooda – local ice cream made out of milk and dry fruits with boiled noodles, momos – Chinese snacks made of white flour with vegetable stuffings, chole bhature – fried white flour round shaped snack served with spicy cooked grams, mirchi bhajji – stuffed green chilli flitters served with tamarind juice, idly & dosa – South Indian main course prepared out of semolina served with coconut dish, mughlai roll – snack prepared out of white flour stuffed with vegetables, are very popular due to their attractive taste and moderate prices to suit the common man's pocket.

LITERATURE REVIEW OF GLOCALIZAION

According to the dictionary meaning, the term "Glocal" and the process noun "glocalization" are "formed by telescoping global and local to make a blend" (The Oxford Dictionary of New Words, 1991 quoted in Robertson, 1995). The term was modeled on Japanese word dochakuka, which originally meant adapting farming technique to one's own local condition. In the business world the idea was adopted to refer to global localization. The word as well as the idea came from Japan (Robertson, 1995). According to the sociologist Roland Robertson, glocalization describes the tampering effects of local conditions on global pressures. At a 1997 conference on "Globalization and Indigenous Culture," Robertson said that the term glocalization means "the simultaneity (co-presence) of both universalizing and particularizing tendencies (Raimi, 2003)." Glocalization is a concept that explains the interactions between global and local dimensions in any strategy i.e. political governance strategies, business marketing Strategies, media and communication strategies etc. This concept also explains the failure of some strong strategies, as they do not consider the effect of cultural diversity and strength of local dimensions. It is considered as creation or distribution of products or services intended for a global or trans - regional market, but customized to suit local laws or culture. James D. Wolfensohn (World Bank president 1995-2005), stated: "Glocalization is of enormous importance because it brings us down from the global question to the issues at the human scale, and to the issues of humanity and people". Ritzer has added another term "grobalization" while discussing glocalization. He refers to it as "growth imperative for organizations and nations to expand globally and to impose themselves on the local", for him globalization is sum total of glocalization and "grobalization" (Khondker, 2004).

Glocalization is important in all types of businesses from automobiles to comic books and from mass merchandisers to fast food restaurants. Comics on Spiderman were launched in India by modifying the original version to suit the Indian markets. The real life name has been changed from Peter Parker to Pavitra Prabhakar; he wears a loincloth worn by Hindu men in India. The other aspects of the comic book have also been modified (The Hindu, 2004). These modifications help consumers in the host country relate with the character in a much better and effective way. Similarly a recent Indian movie "KRISH" portrayed a superhero, which can be considered a glocalized version of Batman or Superman. In Germany, Ayurveda style of medication has been glocalized and has been successfully implemented by Maharishi Mahesh Yogi Group. He has softened the harsh Indian purgation therapy and concentrated on nutrition advices, on massages and oil applications (Stollberg, 2005). Cultural differences affect efficient working of digital networking environment and several localized communities are formed. These communities are being managed with the help of glocalized strategies to facilitate the working of the digital environment (Boyd, 2006).

RESEARCH METHODOLOGY

Information collection has been carried out with the help of primary as well as secondary data. Sources of secondary data have been print articles and clips, company brochures, previous research papers in related areas, websites, blog postings and discussions. Updated information from various secondary sources has been collected and used in this paper.

Primary data has been collected by interviewing marketing and store managers and by designing a questionnaire for respondents who were interviewed face-to-face and also by sending e-mails. The interview of various personnel were taken out from the Lucknow city, for the same we visit in few stores and asked from their managers few open ended questions along with this we also interview some other respondents (i.e. customers) over there and this study is based upon 100 respondents and from their responses we made a quantitative as well as qualitative research.



UNIVERSE OF RESEARCH

Universe of this research are the organizations operating in the Hospitality Industry in Lucknow city. The Lucknow market was considered for the sampling purposes as the city has been a seat of learning and culture for long with hospitality being an integral part of the culture of the city.

On the basis of the research objectives, the executives, hoteliers, front officer manager, hotel or restaurant manager, food beverage manager, chefs from hotels, resorts, guest houses and restaurant services based in Lucknow were surveyed and interviewed.

APPETISING AROMAS FROM AWADH

LIVING rich, savouring everything was a full-time occupation in the erstwhile province of Awadh or Oudh as it is sometimes called. Reminiscent of PG Woodhousian England, the bankas or the gentlemen and the begums or the ladies made sure each season and nuance produced richness in all aspects of life.

Where Lucknow gave us tehzeeb, beautiful jewellery and chikan embroidery, it also made an occupation out of eating. There were 1,300 varieties of mango alone, including Kali Ghata, Badlur Asmar, Suhagsisi, Shyam Sunder Kelwa Misri. Foods have history in Lucknow.

MCDONALD'S IN LUCKNOW

India opened its doors to McDonald's in October 1996 via 2 joint venture companies- Connaught plaza restaurant and Hard castle restaurants. At present, there are 300 McDonald's™ restaurants in India. Connaught plaza restaurant led by Vikram Bakshi manages operations and expansions across North India (Delhi, Jaipur and Punjab)- and Hard castle restaurants, which is headed by Amit Jatia, manages operations and expansion across western India (Mumbai, Pune, and Gujarat). In Amit Jatia's words, "customers are generally not forgiving."

- First McDonald's outlet was opened in East End Mall on 23 Sep 2004
- Second in Sahara Ganj on 26th March ,2006
- Third in Fun Republic in 2008
- Fourth in Phoenix Mall on 18th December ,2010

MC Donald's India's Expansion Plans

Respect for Local Culture

McDonald's Lucknow has developed a special menu with vegetarian selection to suite tastes and preferences. McDonald's does not offer any Beef or Pork items in Lucknow. Only the freshest chicken, fish and vegetable products find their way into Lucknow restaurants.

Meeting the Needs of Key Audiences

To build long-term business it is essential to retain people once they have become customers. Customers are not all the same. Market research identifies different types of customers. For example:

A Parent with two children might visit. Visits McDonald's to give the children a treat.

Children want to visit McDonald's. As it is a fun place to eat.

A Business Customer visits McDonald's during the work day. As service is quick, the food tastes great and can be eaten in the car, without affecting a busy schedule.

Teenagers' visit McDonald's as the menu is affordable, and there is internet access in some restaurants.

These examples represent just a few of McDonald's possible customer profiles. Each has different reasons for coming to McDonald's.

DOMINOS

Domino's Pizza India Ltd. was incorporated in March 1995 as the master franchisee for India and Nepal, of Domino's Pizza International Inc., USA. Moreover, the company holds the master franchisee rights for Sri Lanka and Bangladesh through its wholly owned subsidiary. Mr. Shyam S. Bhartia and Mr. Hari S. Bhartia of the Jubilant Organosys Group were the promoters of the company. Like most corporate success stories, Domino's started out small - with just one store in 1960. Now, Domino's Pizza is celebrating over forty years of delivering food, fun and innovation.

- First Dominos outlet was opened at Faizabad road in 2004
- Second at Saharaganj in 2005
- Third at Ashiyana in 2008
- Fourth at Engineering College chauraha, Aliganj in 2010



- Fifth at Phoenix Mall on 24th December, 2010
- Gomti Nagar, Plot No. 4/1, Vivek Khand, Gomti Nagar, Lucknow in 2011
- Naraina Plaza Sitapur Road in 2013

Mission, Culture and Priorities

At Domino's Pizza, our mission is to be the best pizza delivery company in the world. Our culture is best summed up in a chant that's sung in our stores: "Sell More Pizza, Have More Fun!" Domino's priorities are to:

- Recruit, recognise and retain the best people
- Deliver consistently high quality food on time
- Take great care of our customers

PIZZA HUT

As a matter of fact, they are rooted in family—literally. Two brothers, mom, and \$600 turned into the recipe for the world's largest pizza company in 1958, when a family friend with the idea of opening a pizza parlor approached the two college-age brothers in Kansas. It was the summer of 1958 when Dan and Frank Carney decided to open a pizzeria. With mouth-watering pizzas prepared by the founders themselves, Pizza Hut soon became the most popular neighbourhood restaurant. From then to over 13,200 restaurants across the world today, we have come a long way.

Today, Pizza Hut is about much more than pizzas. From freshly sauteed pastas & delicious appetizers to mocktails, desserts, soups and salads, we have a wide range for you to feast on. All this, combined with the warm, inviting ambience and friendly service, will lead to endless conversations, laughter and memories that you'll cherish forever. So, let your hair down and feel at ease. Go ahead and enjoy the All New Pizza Hut experience!

- First Pizza Hut outlet was opened Opposite Raj Bhawan in 1999
- Second at East End Mall Gominagar in 2005
- Third at Sahara Ganj in 2006
- Fourth at Indira nagar

The reason is family ties. Another important step in their growth came in 1977 when Pizza Hut was acquired by one of the true giants of international business: PepsiCo, Inc. as part of the PepsiCo corporate family. The food service industry today is one of the fastest growing industries in the carryout procedures to provide faster, more efficient service and rapidly expanded their delivery operations throughout the country.

NIRULA'S IN LUCKNOW

Nirula's, a reputed name in the hospitality industry, is a pioneer in the family style restaurant business in India having set up the first outlet in Connaught Circus, New Delhi in 1940s. Recently Navis Capital Partners and Managing Director, Samir Kuckreja acquired the Nirula's Group of Companies.

USP: Lamb chops, Big Boys Burger, 21 ice-cream flavors Nirula's 1st Outlet was launched on Shahnajaf Road on 25th May, 2005, Nirula's 2nd Outlet, Express at Spencers, launched on 29th June, 2007, Nirula's 3rd Outlet launched at Patrakarpuram on 15th July 2007 Now all old outlets have been closed and recently NIRULA'S opened a new Restaurant in Sahara Ganj Mall, Lucknow. The Outlet Format is Nirula's Potpourri.

Nirula's failed in Lucknow due to the problem of not being able to adapt to the local conditions because of following reasons:

- Shortcomings in the marketing strategy
- Pricing Issues
- Despite outlets being located at prominent places, the focus of the strategy could not assimilate culture
- Not able to cater the local taste

ARYAN FAMILY'S DELIGHT

Aryan is a Multi Cuisine Fine Dining Restaurant in Lucknow. It was established in Lucknow in 2001. It is owned by Mr Rahul khanna. Aryan having a chain of six branches (excluding Lucknow zoo branch) at Lucknow.



History Chart in Lucknow

- 2001 **ARYAN** MG Marg, Lucknow (Head Office)
- 2004 **ARYAN** Aliganj, Lucknow
- 2004 **ARYAN** Gomti Nagar, Lucknow
- 2006 **ARYAN** Shahnazaf Road, Lucknow
- 2007 **ARYAN** Alambagh, Lucknow
- 2008 **ARYAN** Indira Nagar, Lucknow
- 2008 **ARYAN** Lucknow Zoo branch
- 2008 Party Outdoor catering Banquet halls

Aryan, located in the heart of Kuala Lumpur

Is a fine dining restaurant. We serve truly authentic Northern Indian cuisine presented in a contemporary, chic setting harmoniously combining traditional elements of rich, colourful Indian culinary flavours with the softer touches of modern day décor elegance.

Aryan's philosophy is simple, serving India in the of Kuala Lumpur and that is exactly what we do every day, we serve authentic Indian food made from the finest ingredients, present service excellence that has its roots in the Indian Raj and an ambience that is conducive to your objectives whether it's an intimate exchange, a business negotiation or family celebration.

ROYAL CAFÉ & MM GROUP

Royal café of Lucknow is the oldest and famous food outlet in Lucknow. It is owned by Mr. Murlidhar Das Ahuja who is the Managing Director. There are other five brothers of M.D. Ahuja, who are equal partners. The main active member who manages all the catering and staff is Mr. K.L. Ahuja. Royal café is having two branches at Lucknow, one is at Saharaganj and the other is at Hazratganj opposite to Sahu cinema.

History Chart

- Seventies Small Restaurant owner (Tea & Samosa) (Father Mr. P. Ahuja) Manoranjan Sweet House – Charbagh
- 1978 Small Bakery MODELA (Adjacent to Manoranjan)
- 1980 Bharat Restaurant (Lunch & Dinner)
- 1981 Hotel Mayur & Milk Made Company (Hotel Business) (Manufacturing of Bread & Biscuits)
- 1982 Moti Mahal (Hazratganj) (First restaurant)
- 1983 Madhur Milan (Aminabad)
- 1984 Man Mandir (Aminabad)
- 1985 Mini Mahal (Hazratganj)
- 1989 Marksmen (Halwasia)
- 1994 Royal Cafe (Hazratganj)
- 2000 Royal Cafe (Shahanazaf Road)
- 2005-06 Hotel Rooms Party Banquet halls -total 6 in numbers a restaurant

City's best multi- cuisine family restaurant & Banquets an ideal place for conducting Marriage, Reception, Birthday party, Anniversary, Conference, Company Meetings & Couple kitty. We take great pride in our deliciously palatable mouth watering preparations, which make our esteemed loyal customers revisit us again and again.

HALDIRAM'S INDIA

Haldiram's Food International Limited today, is recognized as a Star Export House, by the Directorate General of Foreign Trade, a department working under the Ministry of Commerce, Government of India.

Haldiram's has its roots established in 1937 in the form of a small retail Sweet & Namkeen shop in Bikaner, Rajasthan, a small but significant town in the Thar Desert. Shri Shivkisan Agrawal, the founder of Haldiram's always cherished the dream of building an empire, manufacture traditional sweets/namkeens, leave a mark on every occasion and get close to the heart of the common man.

This dream was realized with shifting of its base to Nagpur in 1970. For the first time people heard of a factory that was operating to manufacture Sweets & Namkeens. A model plant of its times was set up at:- Haldiram's House; 880, Small



Factory Area, Wardhaman Nagar, Nagpur. In a very short span 'Haldiram' developed into a brand and became an inseparable part of every occasion.

This was followed by a chain of retail outlets & showrooms. The product lines were expanded to match the taste of various segments of the society. Sweets and namkeens were presented in more durable and commercially viable packaging. This fetched a overwhelming response and in 1997, Haldiram's forayed into milk and milk product industry with products such as Khowa, Ghee & Butter Milk, the manufacture of Extruded foods such as vermicelli and 3-D Snacks.

TECHNOLOGY AT WORK

Employing State-of-the-art technology, Haldiram's started producing high quality, ready-to-eat snacks, savorys & Sweets. From sourcing raw materials to their conversion into finished products, every process conforms to the International norms (HACCP) of Quality & Safety. Human touch is avoided to ensure superior hygiene. Every care is taken to ensure that our products retain Freshness and Flavour.

Apart from exclusive and innovative recipes, exotic presentation and high quality products 'Variety' is the key reason behind Haldiram's popularity. Be it Sweets or Namkeens, the Haldiram's touch makes it more tastier while the hi-tech machinery ensures that the packaging is done in a attractive way maintaining international standards of hygiene.

THE BRAND THAT HAS EARNED TRUST

Today, Haldiram's with its Branch Offices in commercial capitals like Mumbai, Bangalore & Chennai, owes its success to the relentless efforts of our founder Chairman Mr. Shivkisan Agrawal, a visionary, dynamic leader and a successful entrepreneur. No wonder, today, Haldiram's Nagpur is one of the leading players in the snack food industry and a proud recipient of the 'International Food Award'. Haldiram's has carved its way to the top despite stiff competition from the global food giants and is earning valuable foreign Exchange for our country.

We have been branded as "The No. 1 brand" in the ready-to-eat Snack Food category and as India's Most Trusted Brand, in 2003.

INTERNATIONAL MEMBERSHIPS

Snack Food Association (Sfa), Virginia, (Usa)

European Snack Association (Esa), London (Uk)

International Association Of Amusement Park Attractions, Alexandria, Ua (Usa).

Marching Ahead... For A Global Presence...

Sweet and Salt are as diametrically opposite to each other as North pole and South Pole but they perform wonders when used on the taste buds, this delicate use of both the tastes in Mithais (Sweet Meats) and Namkeens (Salty Snacks) has made Haldiram's undisputed leader of the sweet industry. Haldiram's synonymous with sweet meats as Cadbury is to Chocolates. By default Haldiram's can be termed as "Taste of Tradition".

From a humble beginning in Bikaner in 1937 Haldiram's have grown phenomenally and are today an internationally renowned sweet me manufacturer with chain of restaurants.

Haldiram's products inherits the Matchless quality, Zero impurity and world class packaging, efficient distribution network are the hallmark of each and every Haldiram's Product and to top it up the trump card of reasonable prices and efficient marketing strategy and the key to success. Headquartered at Nagpur (M.S.) India. The management at Haldiram's is quality conscious no doubt they always believe in superior inputs superior output. It has regional offices at Mumbai, Bangalore and Chennai. It is a member of the SFA (Snacks Food Associations of America) & ESA (European Snacks Food Association). The company has won prestigious International Food award. The company has ISO:9001-2000 certification and HACCP certification by Det Norske VERITAS of Netherlands. And it's not only in India that Haldiram's has made its mark. The USA, EUROPE, CANADA, MIDDLE EAST, AUSTRALIA & NEW ZEALAND too have sampled Haldiram's authentic India Flavors. So much so, that Haldiram also went on to win the prestigious award for Food & Beverages awarded by Trade Leaders club in Barcelona, Spain.

SOME OTHER EXAMPLES OF GLOCALIZED MNFES

KFC

In December 2013, we now have 223 restaurants across 35 cities and will have 500 restaurants across 75 cities by 2015. The first Indian KFC was a two-storey outlet on the fashionable Brigade Road in Bangalore in June 1995. According to journalist Michael White, the company could not have chosen a "more difficult venue for its maiden entrée into the country." Bangalore housed the headquarters of the Karnataka Rajya Raitha Sangha, one of the most influential, vocal and anti-foreign investment farmers' associations in the country.

KFC has a vegetarian thali (a mixed meal with rice and cooked vegetables) and Chana Snacker (burger with chickpeas) to cater to vegetarians in India. Global chain, KFC has introduced 'Krushers' in the cold beverages segment in India. The range of flavors of Krushers has been altered to suit the Indian taste buds.



SUBWAY

The Subway chain does not have beef in its stores in India.

UNILEVER – MARGINAL LOCAL ADAPTATION

Unilever took glocalization (local adaptation) to a new level in the 1990s. Instead of adapting products unnecessarily, it adapted products to the local market marginally i.e. the basic product would be fine-tuned instead of expensive total adaptation. E.g. Unilever identified the need for a regional ice cream and was very successful with its Wall's ice cream adapting it specifically to the Asian taste (different from the rest of the world). In 2000, it had a market share of 41% to Nestle's 15%.

Another Unilever ice cream brand Asian Delight was very successful in Asia. Unilever's Bangkok innovation center redesigned the product and adapted it to local taste (coconut ice cream mixed with fruits and vegetables used traditionally in sweets in the region) and packaging (Thai and English on packaging in Thailand).

BARISTA, INDIA

Barista India is a specialty coffee retailer offering high quality beverages and food accompaniments. It is the largest coffee chain and the first Indian coffee chain that has outlets outside India as well. Barista traces its roots back to the old coffee houses in Italy - the hotbeds of poetry, love, music, writing, revolution and of course, fine coffee.

Barista has introduced international flavors of coffee and has implemented the same methodology for the expansion plans in other countries. They are modifying the menu for the food accompaniments to suit the local taste and also the coffee menu has been enhanced (like Coffee with less milk and sugar) is served in the west to cater the local needs and other traditional flavors are also being introduced. In Europe, Barista plans to offer customizable coffee menus to suite the critical taste needs of people of that region (Author's Personal communication with Barista India).

KEY LEARNINGS

The cases above illustrate that MNFEs glocalized their products and processes when they go to foreign countries. As we know that trust is very important in Food industry since the risk attached with the industry is very high as compared to other industries like garments, electronic appliances etc. Glocalization has helped Multinational food enterprises (MNFEs) to grow and gain trust of the people of a particular region. The other key learning from the above cases are.

- Glocalization strategies need to deal with adaptation to specific taste requirements of various regions. It is very important as every region has different taste requirements and one food item may be popular in one region and completely rejected by some other region, for example spicy food of India may not be liked by Chinese people.
- The glocalization strategies also should take into account various cultural and religious issues like McDonalds and Pizza Hut both modified their menu to take into account the religious beliefs of Hindus and Muslims in India, by not serving beef and pork.
- The end product should be appropriately modified so that it is according to the region's specific demands. This makes the product offering to be accepted by customers readily as they associate themselves with the brand and the product like "The Great Indian treat" of Pizza Hut was adopted successfully by the Indian public.
- Not only the food item has to be modified in terms of its ingredient or the cooking process to suit the taste buds of the local population but it also needs to be appropriately named so as to appeal the locals. For example, within India many south Indian dishes are now having hybrid names in north India: American Dosa, Chinese Dosa, Fried Dhokla, Fried Idlis etc.
- Another factor that MNFEs need to address is the modification in the process for the product or service development or production. This is a very important factor taken into consideration by McDonalds and they separated the burger preparation processes for Vegetarian and non-vegetarian burgers. This also helps the company to gain trust of consumers as well as the employees. KFC is also working on the same line for vegetarian and non vegetarian food.
- Glocalization strategies also include marketing strategies and campaigns used. Like using actors and celebrities of the region in the advertisements. McDonalds and Pizza Hut both have used this tool effectively as their advertisements and campaigns have Bollywood actors and themes.

CONCLUSION

There is still lot of scope for food giants to improve their businesses in India by creating new ideas and devising new strategies. Local street food has still not been targeted by multinational food giants. Rich and upper class people are hesitant enough of their reputation and hygiene which keeps them away from local street food. If branded outlets target this section, a large share of market can be easily captured.

Glocalization should form a very important aspect in the expansion plans of the Global Food firms. Glocalization attributes the success of a global product completely to localization of the product according to the specific needs of that region. Many companies collapse, when a decision to launch in different locations simultaneously is taken without any prior



estimation of the degree of adaptation needed. For example, Nirula's failed in Lucknow due to the problem of not being able to adapt to the local conditions. The food multinational enterprises have to be particularly sensitive to these issues because challenges faced in this industry due to the cultural differences are more critical and complex as compared to the other industries.

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