India is a huge market for any product demographically, that is, in terms of size, the population base and the diversity in economic status of its people. But the diversity in sociolinguistics emerges as a problem for any communication regarding a product or an organization. Sociolinguistics is an examination of social and cultural influences on language behaviour. This emerges from the idea that communication is culture-bound. India prides of having 18 developed languages and hundreds of dialects that are linguistically legitimate. But the existence of these many languages, representative of as many cultures, at times leads to confusions and communication mishaps. Communication is an everyday challenge for an organization while dealing with its diverse work force, wide customer base, and other publics that have direct or indirect bearing on them. Integrated communication management that looks into the amalgamation of manifold communication processes such as, advertising, publicity, promotion and public relations, requires considerable knowledge of sociolinguistics. The present paper considers sociolinguistic issues and various factors within it like the cultural subtleties, cultural stereotypes, cultural identity and cultural apprehensions and their implications on advertising, publicity, promotion and public relations or integrated communication management in general.

INTRODUCTION

Going by its demographic details everybody thinks of India as a huge market. No doubt, it is, but this supposedly huge entity is an embodiment of multilingualism which makes communication with the whole of its population a challenge every time. The linguistic landscape of India is too complex to understand for a business person trying to push his product in the market.

India—the market is very heterogeneous in character in terms of the economic status, needs, wants, preferences, cultures and languages of its people. If we have look at the above carefully, we understand that the wants and needs have their origin in the culture of a society and this culture is closely knit with the language of the people. We should note that this could be one of the reasons for the formation of states on linguistic bases, though we do not get into the political correctness of the issue here.

India has 18 official languages; it has more than a thousand linguistically legitimate dialects which are characteristically distinct from one another, each representing groups

*NMIMS, Mumbai.*
with different cultures. It is very important to define and understand cultures and languages before going further with the discussion on the sociolinguistics.

THEORETICAL FRAMEWORK

A language in simplest terms is a set of symbols used and understood or interpreted uniformly within a culture. Andal (2004) defines language as a system of orderly vocal sounds and combinations of sounds manipulated by one individual (sender) to form a message which will facilitate the creation of meaning in the mind of a receiving individual (receiver). The language system is functioning well when the meaning received is very much like the meaning intended. It is all about the systematic symbolization of the content of communication.

The relationship between language and culture is so strong that language seems to be embedded in the culture and hence their separation is improbable. A culture is basically the body of knowledge concerning appropriate and inappropriate patterns of thought and behaviour of a group (Rector, 1986). Culture is communication within a system of structured significations. The whole of culture should be studied as a communicative phenomenon based on signification systems (Eco 1976).

Kinesics, proxemics and chronemics are an integral part of any culture and act as determinants of the perception of any message and hence the impact a communication can have on any individual. W.S. Cardon a leading exponent of Kinesics, the science of body language maintains that interaction within a culture is governed not so much by language but by body synthesizers set in motion immediately after the birth and thereafter conditioned by culture. Communication therefore is not a matter of isolated entities sending discrete messages back and forth, but a process of mutual participation in a common structure of rhythmic patterns by all members of a culture.

Kinesics consist of object communication (communication through the objects associated with the communicator like clothing, wedding rings, piercings and others), haptics (study of communication through touch like hugging, kissing, shoulder pat etc), oculotics (study of role of eyes in communication), suprasegmentals (includes prosody referring to pitch, loudness, duration, intonation and tempo of speech and paralinguistic that refer to voice quality, emotions, speaking styles and speech clarity), gestural communication, postural communication and facial communication which vary both on social axis and stylistic axis. All these have collective influence on the impact a message can have on the receiver. It is evident that there are diversities of character in all above in different cultures that lead to communication complexities. It is here that the role of society emerges in developing communication systems from instinctual response to these advanced stages.

Proxemics deals with the usage of space around oneself for communication purposes. This also is considerably influenced by the culture as it determines the distance that an individual demands as he communicates. Chronemics is the study of the way we use time
to communicate which is equally governed by both language and culture. There are many cultural variations in this as well.

**Sociolinguistics**

The inseparability of culture and language leads to the conception of the concept of sociolinguistics. Sociolinguistics is a study of social and cultural influences on language behaviour. Here the language behaviour includes the understanding that one derives from segment (a smallest unit of language) along with the perception which has many cultural components like values. Sociolinguistics takes into consideration the nonverbal behaviours as well as the social indicators. These social indicators finally determine the perception as well as response to any communication intended to a person.

Sociolinguistics takes into consideration all the above and their differentials in different societies. The variance in all these components calls for attention to sociolinguistics. According to Lodge (1997), for sociolinguists the whole notion of linguistic prescriptivism is anathema. For them, colloquial, vernacular usage, far from being something to be eliminated, is the main focus of interest. Variation in language, instead of being an accidental, dysfunctional element which impedes efficient communication, and which should be suppressed, is crucial to the effective functioning of a language. Three features of language variation are taken as axiomatic:

1. Variability is inherent in language and central to its social role. Without it we would be incapable of communicating all manner of nuances in our everyday use of language, in particular, vital information about our personal identity (along the social axis of variation) and about our relationship with the addressee (along the stylistic axis).

2. There are no natural breaks between language varieties, no pure homogeneous styles and dialects, no neat word boxes, only gradations along social and stylistic continua. These fluid categories are susceptible to quantification.

3. Language variation is emphatically not "free". In other words, it is not randomly occurring or linguistically redundant and cannot be idealized away from the linguist's central concern. In fact, it correlates in a complex but nevertheless structured way with factors outside language, speaker variables like age, sex, social class, etc., and situational variables like the degree of formality, the relationship with the addressee and the like. However, these non-linguistic correlates need to be analyzed rigourously and not left to the impressionism of traditional social stereotypes.

The idea of linguistic relativity, the principles of which are probably best know as the Sapir-Whorf hypothesis, is 'the idea that culture, through language, effects the way we think, especially perhaps our classification of the experienced world'. (Gumperz and Levinson, 1997)

Among the first data available in this direction, Brown and Lenneberg (1954) seemed to confirm the hypothesis. After studying the semantic colour fields of native speakers of
English and Zuni (an American Indian language), they conclude that language can be described as a moulder of thought since speech is a patterned response that is learned only when the governing, cognitive patterns have been grasped. The idea behind is that what we perceive through the senses cannot be understood and communicated without determinate structures which have to be learned. To a certain extent, the structure given to us by language determine the latter process. The emphasis on genitive factors invariable involve social dynamics and hence sociolinguistics.

A thorough understanding of this sociolinguistics is a prerequisite for optimization of any communication process. Any communication that is intended to bring in change in the perception, ideology or in behaviour needs to be designed taking into account the sociolinguistics to maximize the impact. This holds true for every communication context between individuals or from organization to its publics or stakeholders. This leads us to the concept of communication management.

The present paper considers different factors of sociolinguistics. It takes in to account its different components like:

1. Cultural subtleties
2. Cultural stereotypes
3. Cultural identity and
4. Cultural apprehensions

**Operational Definitions**

Cultural subtleties are nuances of culture that fine-tune the behaviour to meet the societal norms that exist in a particular culture.

Cultural stereotypes are the perception of the likeness of its members to a particular idea, ideology or behaviour enforced by the culture on its followers.

Cultural identity is the belongingness quotient of an individual to the norms established within a society by culture.

Cultural apprehensions are existence and exhibition of uneasiness over deviations from the cultural norms.

Most interesting part of the discussion emerges from the fact that all these act simultaneously and collectively determine the success of communication. Hence the impact of communication is a function of sociolinguistics.

**Integrated Communication Management**

Integrated communication management looks in to the amalgamation of manifold communication processes such as advertising, publicity, promotion and public relations. Communication management is the systematic planning, implementation, monitoring and revision of all the channels of communication directives connected with an organization.
Integrated communication management deals with encouraging communication between the organization and its external public like consumers, community around, government agencies or regulatory bodies, financial institutions, action groups, general public and mass media and internal publics like employees, investors, suppliers distributors, retailers and other business associates. Aspects of communications management include developing corporate communication strategies, designing internal and external communication directives, and managing the flow of information including online communication.

Roles of communications managers include designing organizational communications structures, organize crisis communication, implement communication strategies, research the communication context, provide corporate presentations to publics, media and cybernetic space all taking into account the sociolinguistic components. Communication management includes advertising, publicity, promotion and public relations which play a vital role in marketing the product and also building the image of the organization in the minds of public.

The strategy of advertising is to create desire and to motivate demand for a product or service through a paid medium of communication, whereas promotion attempts to garner support and endorsement which includes specific activities such as sponsoring events designed to create and stimulate interest in a person, product, organization or a cause. Publicity is a dissemination of purposefully planned and executed messages in a news medium, e.g. news releases, articles, features through selected media to further the particular interest of an organization, person or product without specific payment to media. Public Relations has a more holistic approach to communication. It is a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics.

CASE ANALYSIS

As discussed earlier, the communication planning of any organization that include advertising, promotion, publicity and public relations aiming at the heterogeneous market like that in India should consider all the four component of sociolinguistics, cultural subtleties, cultural stereotypes, cultural identity and cultural apprehensions to make the intended impact. Indian market has seen many successes and failures all entrenched in its heterogeneity of sociolinguistics.

Now we will discuss a few of communication programmes and discuss them based on their successes and failures in relation to sociolinguistics parameters.

ICICI Prudential Retirement Solutions

It is a success story which largely derives its accomplishment from its communication programming designed and implemented taking into account the sociolinguistics aspects.
When ICICI was planning to launch its retirement solutions the scenario was not really encouraging. The need was felt as there was an increasing life expectancy on one hand and dismally low awareness on retirement planning in India. Only 11 per cent of India’s total working population was covered for post retirement life and the rest about 90 per cent went uncovered by any security for their life beyond retirement and significantly a sizable portion belonged to the age group 30-40 years.

Main reasons for this state of affairs were rising inflation and increasing medical costs with a shift from self medication or ethnic medication to organized educated medication that called for added expenditure. Insurance market leader LIC had failed to drive the growth of retirement products category. Contribution of pension products to its entire portfolio at the end of 2002 was only 4.16 per cent.

The challenge for ICICI prudential was to first position the idea of retirement planning and thus create a demand for it among the 30-40 years age group. The bigger challenge however was to bring in an attitudinal change and hence behaviour to encourage customer to invest on retirement planning schemes. They spearheaded with their idea with a target of INR 400 million, 10 per cent share of total market and 20 per cent contribution to portfolio.

**Sociolinguistic Issues**

The basic reason for lack of awareness was the cultural norms set in the framework of joint families where the aged are looked after by the younger working population of the family. But with the unitization of the family system this idea of the younger members of the family looking after the older generation got diluted and a need was arising to keep oneself in all preparedness for any eventualities of old age.

*Cultural Subtleties:* At the first instance they had to understand the cultural subtleties that were the underlying reasons that blinded the people to the needs of planning for retirement. These included the trust on the younger generation, belief in the joint family system and expectation that the younger generation should look after them. These expectations even when were grossly unmet in society were considered as an “abnormal norm”. People spent their earnings mainly on the education of their children and asset acquisition and not in retirement planning. Never did they feel the need to save for their own future.

*Cultural Stereotypes:* The main reason for this was a negative emotion attached to old age that it was the end of all good things in life and that deprives one of all joys of life. This “endism” associated with old age acted as a deterrent. The main task for ICICI was to fight this cultural stereotyping of old age ingrained in the society.

*Cultural Apprehensions:* The uniqueness was in the cultural apprehensions about saving for self. The cultural norms suggest saving for future generations where saving money for self in future was not a popular belief.
Communication Management

They came out with an advertising message that said “retire from work—not life”. This was used as a tool to correct the error caused by those cultural stereotypes about old age in general. They tried to change the consumer attitude and behaviour through multidimensional communication strategy going beyond the traditional mass media.

To bring in the needed change in the attitude of the people they organized retirement solutions seminars through tie-ups with the Times of India. This promotional activity also got considerable publicity to them due to its tie-up with the Times of India. They released full page educational advertisements inviting consumers for a free seminar. To their surprise the educational advertisements worked and over 2000 consumers attended their seminars. Another promotional campaign included creation of an educative booklet in the form of a planner explaining why to start planning for retirement early in life. A user friendly calculator was designed to help customers calculate the current savings required to meet post retirement expenses and this was made available on their website also.

Along with these unique ideas they also went ahead with television ads. For the first month of their launch a high reach, high frequency plan was implemented and then moved to 20 and 30 seconds edits aimed at increasing frequency. This frequency was used to fight the cultural stereotypes associated with the old age. Their print ads reinforced the rational benefit of saving early to cushion retirement highlighting the product’s comprehensive features also fighting the cultural apprehensions about saving for self, for future.

The new FM channels launched in the previous year were explored to reach the audience out of home. The spots were aired so as to get the morning and evening office going traffic. The choice of media needs an insight into the cultural norms and conveniences of the consumer. A high visibility, high impact outdoor strategy across metros was designed where in the morning traffic sites were specifically selected to target the office going consumers.

They also resorted to direct marketing through mailers and brochures which played a dual role of educating the customers on the rationale behind planning early for retirement and the advantages of ICICI prudential retirement solutions. They spent around Rs. 4.8 crore on marketing. As their plans took into account the cultural stereotypes like attitude towards old age and apprehensions about saving, they emerged successful in excelling their own targets. The sales achieved for the period Sept 02- March 03 were INR 740 million as against their target of INR 400 million. Its market share increased to 23 per cent as against the target of 10 per cent.

Tanishq

Ethnicity is the essence of Indian jewellery. This made it too difficult for Tanishq to penetrate the market and it still suffers to make an impressive business. It is the gross
misunderstanding of the cultures and the tastes of the Indians that posed challenges for its expansion in the jewellery market.

The main problems for Tanishq were that there were too many small players in the gold industry. These jewellers had their own clientele, a relation based on trust more than 'guarantee certificates'. Another very big problem faced by them was that gold purchase decisions were very informal and based on familiarity with family jewellers. Tanishq was seen as an unattainable premium brand and its products were considered too expensive. There were attitudinal barriers that were grounded in cultural complexities that Tanishq had to address. The only weaknesses that they found with their competitors were that these jewellers used destructive methods for testing the gold purity and there was no official guarantee.

Sociolinguistic Issues

The reasons for the partial success of this story lie in inattention to sociolinguistics.

Cultural Identity: The trust factor on which they struggled was more to do with cultural identity. It was a Herculean task for Tanishq to question this trust as there was no rationale behind this trust. People blindly believed the purity of their jewellers' gold without questioning the authenticity of that claim or trying to test it with some other means. Their thrust was always more on purity than designs.

Cultural Apprehensions: There was a perception that the gold that Tanishq provides was of lower carats which Tanishq agreed but said, it certifies whatever it provides. The initial advertisements of Tanishq only showed their designs that were quite different from what the jewellers offered. They wanted to attract customers with their exclusive designs but they found it difficult as majority was not in favour of it. It was the ethnicity that ruled rather than exclusivity. Their exclusive designs which were possible only in 16-18 Carat gold that they offered were not taken seriously by the consumers of gold.

Cultural Stereotyping: There was a stereotyping of the jewellery buying habits of people that ruled their decisions. It was always seen as an investment for future than product to be bought for consumption/immediate usage. Patterns didn't matter much compared to the quality of the gold used. Jewellery was mainly meant for women than men and though in some parts of the country there were men's jewellery in vogue their designs and patterns differed considerably from what Tanishq had to offer.

Communication Management

Tanishq communication strategies had to consider all these cultural nuances to market their products. They should have tried to address these issue seriously before going into creating a niche for themselves as the one offering exclusive jewellery with some snob value.

Tanishq instead tried to position itself on its own strength, trying to create a market for its product without addressing the cultural issues. It went ahead with its plans of creating
customized communication for segments like married women, young women, and men. These publicity plans included inspiring articles on Tanishq’s purity, price ranges and their collections and targeting women and lifestyle magazines readers. They also initiated features in magazines meant for men, like Gentleman, GQ, Man’s World etc to increase awareness about men’s range.

Their public relation activities included media visits to facility to highlight scientific production methods. To overcome the perception of the customers that they are overpriced, media store visits were arranged to spread message of price range and highlight new product ranges.

They came out with another interesting promotional idea of Karatmeter national campaign and also nation-wide boutique launches highlighting purity. They also planned media interactions with top executives to explain the advantages of Karatmeter of nondestructive gold purity assessment though that was not a read problem for the consumer. Still it couldn’t manage to build on trust factor that small players enjoyed. This trust was so deep rooted that their campaign could not achieve much.

Finally they got articles published on the transmigration of jewellery designs which clicked for them. This publicizing of their ethnic collection led to increase in awareness about the designs and range of Tanishq and its purity standards. By transmigration of jewellery they meant making the Rajasthani jewellery available in Tamil Nadu or making the south Indian jewellery available in northern or eastern India in Tanishq stores. With this Tanishq was positioned as a premium brand but with some ranges affordable to masses.

The cultural norms in India suggest that gold buying was always an investment apart from being adornment. This investment had value only if the designs were simple possible in pure gold. Tanishq tried to attack the purity standards of the small players but nowhere in their strategy was the sociolinguistics on a priority and hence had to be satiated with partial results. Their focus on the destructive gold purity testing methods of small players did not give them any advantage as the trust factor was more to do with cultural identity.

**Pizza Hut**

Food and eating habits are an integral part of any culture. Pizza Hut when entered India had unique problems to face of introducing a “not so spicy” food as an experience to a foodie looking for variety. Within India the eating habits are so diverse that cuisines change after every two hundred kilometers. Northern and southern parts of India are so very different in their tastes that introducing one cuisine for such diverse tastes and eating habits is a mission in itself. There are differences in time allotment for food, what we term as chronemics and also the spice content and oil used for cooking. If mustard oil is popular in north, groundnut oil and coconut oil are a taste in the south. If north food is marked with onion and potato, south Indian food is marked with tamarind and coconut.
However, there is one similarity in all the cuisines and that is Indian food is hot and spicy.

Imagine the difficulty of Pizza Hut trying to introduce it to people who are for generations used to such spicy food. As it entered, it was clear on its target. They knew their only target would be the urban, especially cosmopolitan elitists who venture into anything new and strive to match international tastes and cultures. Their target group was very specific.

After two years of their existence they realized they were not very successful in communication and hired communication management experts. At that time, their interactions with media were limited to outlet opening and menu expansion. Initially they had to introduce Pizza as an innovative replacement for snacks and not for lunch or dinner. But this snack was quite expensive as compared to Samosa or kachori of north or Idli Vada of south. Both were available at a paltry Rs. 10 on an average where as one had to spend almost ten times the same on a Pizza.

**Sociolinguistics Issues**

*Cultural Apprehensions:* People perceived it as a foreign food consumed by elitist urbanites spending a huge amount of money. The biggest problem was that people were willing to pay only for food but not the experience attached to it. That "experience factor" was never so important to the Indian consumer. The problems in south was much more severe as even the people with higher disposable income were conservative families where eating from outside was a taboo, even when one cherished.

*Cultural Subtleties:* Lunch and dinner times are given a lot of importance in Indian context where they are considered as family time, and hence very precious. This idea was exploited by their competitor McDonald's who were concentrating on this family experience. They were providing gifts etc. to kids as they understood kids are the keys to reach any family. Indian families are children-centric. Their choices and decisions are taken care of in many day-to-day activities.

*Cultural Identity:* It was treated as a one-time experimentation by some elite conservative groups who treated it as an alien food. They needed to do something to get noticed and accepted by the people and get away with that "alien" label. People in India have strong identities based on their food, which is an integral component of the culture.

**Communication Management**

To woo public acceptance and get away with the label of alien, they initiated promotional activities such as celebration of World Environment Day and organized charity dinners for a children's NGO. They also announced Annual Painting Competitions for special children. To entice the experimenting younger generation which was more after experience and ambiance than food, they planned special activities around Valentines Day and World Cup etc. thus trying to fight the cultural apprehensions.
Pizza Hut, taking note of the cultural apprehension about going out to eat decided to focus aggressively on home delivery service so as to reach the families that are not very comfortable with an ambiance as foreign as the food. To tackle high price perception they had to resort to menu expansion and create awareness about their new menu options like salads and soups. To convince the consumer on quality they had to reiterate international services and quality standards. Dominos which had entered by then was capturing market on its delivery services. This called for special attention to this service of Pizza Hut as well. They launched a promotional contest where a customer guessed the exact time taken to deliver an order. This created media platform for promoting the chain’s efficiency in delivery.

To highlight standardization of quality, they resorted to public relations activities and arranged media visits to Pizza Hut kitchens. One on one interviews highlighting quality control specifications, international service standards and product customization, were also arranged. They also initiated features on maintenance of international services standards to meet the publicity demands. Interestingly, they also came out with public relations activities for other stakeholders like initiatives on supplier development. They instituted employee of the month award and organized quality control workshops with expert chefs. These were to obtain acceptance of all those associated with it. This was a complete communication programme in that sense.

This finally resulted in the increased awareness about the product offerings and a perception of Pizza Hut as an established brand in the Indian Pizza market however small is that. It still needs to bring in some changes to relate to Indian customers. They tried their best to understand the cultural subtleties of India and the Indianness associated with the food, however comments on its foreign origin continue to haunt it.

Recently there was a feature in local newspaper of south India highlighting the cultural gaps in the services offered by Pizza Hut compared to the famous Udupi hotels or MTR outlets. It was written “you go to an Udupi restaurant where care is taken to provide water to everybody who enters compared to Hut that provides water to two if you go for a scheme meant for two though you have one person accompanying you. It is a matter of cultural distance and until and unless they understand the cultural nuances of the Indian society it would be difficult for it to make a mark of its own in spite of the ambiance it promises.

**India Shining**

India Shining, a campaign by the Vajpayee government proved out to be a complete failure, a disaster or a communication mishap as we call it. But what were the reasons for it? The issue percolates down to sociolinguistics. The India Shining campaign was a well thought out, well designed and well implemented drive but failed due to factors some of which were within it and some that were outside but directly influenced its performance. Through this campaign the NDA tried to promote a feel good factor in the nation which was claimed as a result of the NDA government’s efforts.
Communication Management

They heavily used television, print media, radio channels, internet and also mobile phones to campaign. They claimed considerable decline in poverty levels, good foreign exchange levels, and sensex crossing 6000 mark and tried to position India as a fastest growing economy in the world.

The real picture however was that rural India was shattered due to increasing number of farmer suicides, misery and migration and inadequate health care facilities and an endless list of problems. India shining was seen as an attempt to falsify reality and an illusion created of effective deliverance.

The campaign designers failed to understand that the real India lies in rural areas where their vocabulary of sensex crossing 6000 marks would sound superfluous. The failure of the campaign was mainly due to their gross misunderstanding of the pulse of the people of India. Here the social welfare index matters more than the economic achievements for people. The economic advancements they claimed were more to help the rich than the poor. This gross insensitivity to understand the basic definition of welfare in Indian context lead to its downfall.

They had to pay a price for not understanding the cultural component of development paradigm in their campaign on one hand on the other for a blunder of their campaign against Sonia Gandhi’s foreign origin. Their campaign against Sonia Gandhi offended the Indian cultural sensitivities to such an extent that they started questioning the authenticity of every communication from them.

Sociolinguistic Issues

Cultural Identity: India has always been known for its tolerance, religious and racial and this is the cultural identity of the Indians. The sympathy for a widow is culturally inherent in our society as widows are considered to suffer a status of being vulnerable and deserving sympathy. It is considered inhuman to comment on a lady, a loner in life of being a foreigner. The vocal protest of NDA against the Sonia Gandhi’s origin actually created a lot of sympathy for her and hence a negative impact on their image.

Cultural Subtleties: Cultural subtleties suggest respect for widows and NDA’s behaviour was judged as unfortunate deviance from Indian values. India Shining campaign was adjudged as a drive mainly focusing on the economic advancement of the rich and a gross disregard for Indian cultural subtleties.

Cultural Stereotyping: In the fifty years of democratic legacy, people have come to accept false promises at the time of elections listening to political parties. But it was a different case where in they said; already so much has been done, without the proper back up of facts. Here people could immediately go for a reality check to find out the trustworthiness or credibility of the whole message. This really worked against them as there were glaring gaps between the claims and the conditions.
It would not have worked against them at least had they not triggered off the issue of Sonia Gandhi's foreign origin. The patriarchal family system ruling Indian societies for millennia suggest that once a woman is married to a family she is very much a member of the family and commands equal respect. This mud-slinging lead the foundation for their face off in the election of 2004.

The discredit for the failure of this communication plan goes to the gross disregard for the cultural subtleties, cultural identity, cultural apprehension and cultural stereotypes of Indian society.

**DISCUSSION**

Any organization while dealing with different stakeholders takes into consideration different strategies of communication to reach their target audience. The impact these communication strategies make on the target audiences depends on the sociolinguistics consideration in the communication planning. The relation between sociolinguistics and the integrated communication management gets well established in the above examples.

It should be observed that all the components of sociolinguistics like cultural identity, cultural stereotypes, cultural subtleties and cultural apprehensions have a cumulative effect on the ultimate performance of a communication strategy. It also calls for finding right representation of cultural issues in utilizing the communication programmes like, advertising, promotion, publicity and public relations.

In the above discussion we have seen how ICICI Prudential Retirement Solution that considered sociolinguistics issues while designing their communication strategies were more successful than Tanishq which concentrated on other aspects and tried to position itself independent of the cultural continuum.

Pizza Hut seems to be considerably successful in placing itself in the Indian small Pizza market though to reach further it needs to Indianize its services. It has been seen that every company that enters India, needs to imbibe the cultural subtleties and Indianize their products to cater to the tastes of Indians. Even Pepsi had to come out with Kurkure and Lays with Chat taste. This stamp of Indianness makes room for their pervasion in the domestic market.

India Shining as a communication strategy failed due to its overuse and gross disregard for the Indian cultural archetype. It should be noted that India Shining was a campaign designed and put across as advertisement in all possible media, but simultaneously it got negative publicity (unpaid coverage in media) as an unnecessary burden on the exchequer. It spent around five billion rupees on the whole exercise not from its party fund but the Government. The failure of this exercise speaks volumes about the superiority of publicity over advertising as a communication strategy. The understanding that people have that publicity is unpaid medium of communication and advertising the paid communication through media makes all that difference.
The communication strategists therefore, should look into the degree of advantage hidden in each of the communication strategies, simultaneously looking into the sociolinguistic components.

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