

Haryana CM M.L Khattar's Marketing Balance Sheet (Haryana State Politics)

Mini Version, Based on Kujnish Vashisht's
Marketing Balance Sheet Model



Released on 14-04-2020

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Introduction



This document explains Marketing Balance Sheet (Mini Version) of Sh. M.L Khattar, Chief Minister, Haryana. This is in continuation of my recent works on BJP, Congress, AAP, and for some individual Politicians from different Political Parties. I had published Marketing Balance Sheet of Dushyant Chautala, JJP leader and now Deputy CM of Haryana, in June, 2019. As an improvement to my Marketing Balance Sheet model, I have now introduced some modifications to make it more Standardized (Category Wise). Accordingly, I will publish the revised Marketing Balance Sheet of Mr Chautala soon (Based on the Revised Model). Category of Haryana C.M's Marketing Balance Sheet is Haryana State Politics, and I shall soon publish Marketing Balance Sheets of some more prominent Haryana Politicians. Marketing Balance Sheet Score will enable Politicians/Marketers to know the comparative current standing of various Haryana Politicians. I am a Strategic Marketing Consultant (since 1999), and have Authored three successful and famous Books on Marketing and Sales. Politicians/Organizations/Individuals interested in their Customised Strategic Marketing Plans and their implementation can Contact me for a detailed discussion.

Product Defined in Marketing Terms

Proven credentials in management of Political Organisation (BJP and RSS), Proximity with Supreme Leader of the Political Organisation (P.M Narendra Modi),. This is how one could define Mr Khattar in 2014, when BJP came to power in Haryana, and Mr Khattar became the Chief Minister. With his excellent management skills, Mr Khattar managed his first term as Chief Minister with flying colours, and this helped BJP in coming back to Power in 2019 elections. He is now serving his second term as Haryana C.M.

Mr Khattar can now (in Current Political and Social Environment) be defined in Marketing terms as a product which is well accepted and recognised by the target segment (Non-Jat Voters), which has a higher Brand Equity as compared to the Competitor's Products (Competition both within and outside his Political Party), which has maintained Steady Demand levels over a reasonable period of time (his Party's maintenance of/increase in Vote Share), and a Product in which Management (Central Party Leadership) has full confidence and hopes.

Marketing Parameters for Evaluating Haryana C.M Khattar



- ∞ Connect Quotient with General Public
- ∞ Connect Quotient with the Supporters
- ∞ Politician's Position in the Party
- ∞ Politician's Party Position
- ∞ Politician's Brand Equity
- ∞ Differentiation Quotient

Weightage of Marketing Parameters

After due diligence and Market Research, different weightages were assigned (Out of 100) to Marketing Parameters Listed in the previous slide. It should be noted that these Weightages (and even the Marketing Parameters) can change for a given category with change in Social, Economic and Political Environment. Following are the respective Weights out of 100:

- ❖ Connect Quotient with General Public (15)
- ❖ Connect Quotient with the Supporters (10)
- ❖ Politician's Position in the Party (15)
- ❖ Politician's Party Position (20)
- ❖ Politician's Brand Equity (15)
- ❖ Differentiation Quotient (25)

Basis of awarding Scores



Scoring on various parameters is based on Secondary Data (i.e. Media Reports, Reactions on Social Media, Election Results....). Views and opinions both for and against Mr Khattar were carefully evaluated and cross verified with the Secondary Data before converting them into scores. This has been explained in detail under the respective Marketing Parameters.

It should be noted that this is a Mini Version of Marketing Balance Sheet. Collection of Primary Data (in addition to Secondary Data) is recommended for Full version of Marketing Balance Sheet. Choice of Mini Version was made keeping in mind resource and time constraints.

Score on Connect Quotient with General Public



There are two kinds of Politicians. On one hand are those who have a mass appeal. Examples from Indian Political History are Pt. J.L Nehru. Mrs Indira Gandhi, Sh. Atal Bihari Vajpayee. Our P.M Narendra Modi is an example from contemporary Political Environment. Such leaders can influence General Public with their Aura and Personality, and enjoy a high score on Connect Quotient with General Public. On the other hand are Politicians who are important in the party because of their Management Skills. Dr Manmohan Singh is the perfect example. Such Politicians don't have a mass appeal and generally have a relatively lower score on Connect Quotient with General Public.

When Mr. Khattar became C.M of Haryana in 2014, he had a relatively lower score on this parameter. He was known more as an efficient Organisation Manager. However, he handled many rough weathers during his first tenure as C.M (2014-19), which helped his party in achieving victory again in 2019 State elections.

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.. This also helped Mr Khattar to improve his Connect Quotient with General Public. He is also now the most prominent face among his party's main target segment in Haryana (Non-Jat Voters). Whole World is currently fighting with Corona Pandemic, and Haryana is no different. This is a perfect opportunity for Mr Khattar to cement his position as great Mass Leader of Haryana. Mr Khattar's performance on current pandemic will start having an impact on this Marketing Quotient probably three months from now. It can go either way depending upon how Mr Khattar's response to Corona Pandemic is perceived by General Public.

In current environment, based on previous Secondary Data, Mr Khattar gets **11.2 out of 15** on this parameter, and this goes towards Assets side of his Marketing Balance Sheet.

Score on Connect Quotient with Supporters

Supporters in Common parlance are called “Party Karyakartas”. Our definition of supporters includes those enjoying Party Positions on local levels, and also those who are common Party workers at booth levels. Connect Quotient with supporters measures the extent and not volume of connect. If a Politician scores high on this quotient, he has the Potential to increase the quantum of Supporters in his favour.

Several factors were considered while evaluating Mr Khattar on this parameter. First one was Mr. Khattar’s role in Haryana BJP before 2014 State Assembly Elections. Apart from various organizational positions in RSS and BJP, he was made the Chairman of BJP’s Campaign committee for Haryana for Lok Sabha Elections. BJP won 7 out of 10 Lok Sabha Seats, and the significance for Connect Quotient is that it couldn’t have been done without a reasonable Connect Quotient with Supporters. Another factor considered was the signature campaign launched by some local party workers ..Contd

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... and BJP supporters from Karnal against fielding an outsider. It should be noted that Khattar was then considered an outsider for Karnal. Mr Khattar was eventually chosen as the party candidate from Karnal as decision of Central Party Leadership prevailed. This establishes the fact that Mr Khattar's Connect Quotient was powered by the position and power enjoyed by Central Leadership in Haryana Politics, and also by his proximity with Central Leadership. Mr Khattar won Karnal assembly elections in 2014 convincingly. One more factor is that he is now the Chief Minister of Haryana since 2014. This helped him in further consolidating his Connect Quotient with Supporters. He was again Sworn in as Haryana CM for another 5 years in 2019, which is a further positive for his score on this Marketing Parameter. Victory of Party in Lok Sabha Elections 2019 with the same Central Leadership, and C.M Khattar's equation with the Central leadership also is a big Positive. If we convert the above into Score **out of maximum permissible 10, Mr Khattar gets 8.7 on this Parameter.** This goes towards Assets side of his Marketing Balance Sheet.

Politician's Position in the Party

This Marketing parameter measures how influential the Politician is within his party. In general it measures weight and rank of the Politician with respect to other senior Politicians in the party. In State Politics, particularly for a national Party, it also measures equation of the State leader with Central Leadership. However, it should also be noted that if the Politician is a mass leader of his State or the Central Leadership is weak, role of Central leadership enjoys a lesser weight.

Mr Khattar is serving his second consecutive term as CM of Haryana. Supreme Central Leader of BJP P.M Narendra Modi enjoys a sizeable clout among both State Politicians of Haryana, as well has an extremely high Connect Quotient with both General Public and Supporters of BJP. Mr Khattar enjoys a favourable equation with Mr Modi. He himself also now has a reasonable score on Connect quotient with General Public and Supporters. These are the Positives. If we go by Media reports, Mr Khattar's supreme position in Haryana BJP was under question ..Contd

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...when Mr Anil Vij was given the important Home Ministry after 2019 State Elections. Media and Political observers interpreted this as weakening of Mr Khattar's position in the party. Mr Vij is another prominent face of Haryana BJP, and is considered to be a firebrand leader. Like Mr Khattar, he is also a prominent non-Jat Politician. It should be noted here that the crucial Home Ministry was with Mr Khattar in his first term as CM, and this ministry shifting to Mr Vij was seen as Vij's elevation in the party (Also important to note here is that BJP was expecting more seats in 2019 State Elections than it got in 2014 State Elections, but had to form a Coalition with JJP as it fell short of Majority/seats lesser than 2014). This was apparently negative for Mr Khattar's score on this Marketing Parameter.

However, there was another sequence of events in which Mr Khattar transferred...Contd...

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...the crucial CID (usually under Home Ministry) directly under him. Though this move was resisted by Mr Vij (as per media reports), BJP leadership termed this as a prerogative of CM. This incident should put to rest any speculation about Mr Khattar's weakening position in Haryana BJP. . If we convert the above factors and arguments into Score, **out of maximum permissible 15, Mr Khattar gets 11.7 on this Parameter.** This goes towards Assets side of his Marketing Balance Sheet. Deductions are on account of the fact that Key to Supremacy of leadership in Haryana BJP lies with BJP Central Leadership. State Leaders can't assert Supremacy on their own.

Score on Politician's Party Position



Though BJP had been in Power on many previous occasions as a Junior partner, 2014 was the first instance of BJP forming the Government on its own in Haryana. It got around 33.2% votes and 47 seats. INLD was in second position with 24.11% of votes and 19 seats. BJP was expecting a better performance in 2019 State Elections. Though the party won 3.3% more votes, its Seats tally was down to 40 from 47. Almost all its ministers in previous term (2014-2019) lost elections. What was different in 2019 elections from 2014 was weakening of INLD (Split), gaining of ground by its Breakaway group JJP lead by Dushyant Chautala (who is a prominent Jat face and is now Deputy CM of Haryana and BJP's Coalition partner). 2019 also saw resurgence of Congress, key opposition party led by another prominent Jat face of Haryana Mr Bhupinder Singh Hooda. Appropriate weightage was considered for Vote Percentage, Number of Seats won and the current Political Equation of Haryana while awarding Score to BJP. Mr Khattar's party gets **15.5 out of 20 on this Marketing Parameter** . This goes towards Assets side of his Marketing Balance Sheet.

Score on Politician's Brand Equity

Following parameters were used to measure Mr Khattar's Brand Equity:

- Brand Awareness
- Preference Metrics
- Conversion Metrics
- Competition Metrics
- Future Potential Metrics

Out of total 15 marks, **3 marks each** were allocated to all the above 5 parameters. Following are the details:

a) Brand Awareness: In-depth scanning of Secondary Data (Newspapers, Electronic media reports , election results...) suggests that currently Brand Khattar enjoys moderate to high levels of awareness in various parts of Haryana, including both Urban and Rural areas . Brand Khattar gets 2.4 out of 3 on this parameter. ...Contd...

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b) Preference Metrics: Main parameters considered for evaluation were the extent to which voters feel impacted by Mr. Khattar's Personality /Speeches/ Actions, extent and degree of reaction of People on Social Media (for or against) related to Mr. Khattar, Ability of Mr. Khattar to evoke People's (Haryana) response and action through his Statements/Appeals. While doing BJP's Marketing Balance Sheet (National Politics), we had awarded 3.8 out of 4 to Mr. Modi on this parameter. Keeping this as a benchmark, and based on all the sub-parameters mentioned above, Mr Khattar gets 2.05 out of 3 on this parameter.

c) Conversion Metrics: This parameter deals with how the preference for Mr. Khattar is converted into Votes. In 2019, Mr. Khattar was in his fifth year as CM of Haryana. BJP won 10 out of 10 Lok Sabha seats, securing 58.02% of the total votes. Later in the year, in Haryana State Assembly elections, BJP secured 40 seats out of 90 and vote share dropped to 36.5%. Apart from the above, another factor considered while marking score for Mr. Khattar was, "How many of these 36.5% votes were purely for Mr. Khattar". i.e. after separating Modi factor from the results. ...Continued

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... Also considered was the fact that almost all of Mr Khattar's ministers from previous term lost elections, which is also a reflection on his conversion metrics. Based on all these combined factors, Mr Khattar gets 1.55 out of 3 on this Marketing parameter.

d) Competition Metrics: This deals with comparative aspects of Brand Equity of Mr Khattar with other currently prominent leaders from Haryana like Mr Bhupinder Hooda, Mr Dushyant Chautala, Mr Abhay Chautala, Mr Randeep Surjewala, Kumari Shailja and some leaders from BJP. Mr Khattar gets 2.1 out of 3 on this parameter. It is worthwhile to mention here that Mr Khattar presently enjoys higher Brand Equity than any other Current Haryana Politician (will share details through my future posts/works) . Then why only 2.1 out of 3? It is an indicator of the fact that National Politics currently has direct impact on Haryana State Politics, and Brand Modi has the biggest impact on Haryana Voters, higher than any State Politician. ...Contd....

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e) Future Potential Metrics: This deals with future projections of Brand Equity of Mr Khattar (Next 5 years). Though Brand Equities can be made or broken through a single event, we are only giving a measure of future projections based on data available currently. Mr Khattar's personality, his age, his hold over his party, Brand Equity of Mr Modi and Mr Modi's hold over the party (Considering his impact on Haryana Politics and his proximity with Mr Khattar), Projections on the likely target segment of BJP in future elections, projections on Economic/Social/Political Environment of Haryana were considered while awarding score on this Parameter. Mr Khattar gets 2.15 out of 3.

Overall, Mr Khattar gets **10.25 out of 15 on Brand Equity**, and this goes towards Assets side of his Marketing Balance Sheet.

Score on Differentiation Quotient



Differentiation Quotient can be defined as the capacity of an Organization to keep rolling meaningful differentiators in a persistent manner. Meaningful differentiators mean differentiators in terms of those parameters which are perceived higher in relevance hierarchy by the voters. Haryana BJP Government is now serving its second term, and more the time period of the Government in Power, higher is the score required on Differentiation Quotient to fight Anti-Incumbency in next elections. As explained in my previous analysis of leading political parties and politicians, Differentiation quotient is measured in terms of issues which are relevant in the minds of the voters, with weightage as per hierarchy of relevance, Following are the main issues (with weightage) which are relevant in Haryana State Politics:

- a) Caste Considerations (Weightage 40%, 10 marks allocated out of 25)
- b) Central Politics (Weightage 30%, 7.5 marks allocated out of 25)
- c) State Specific Economic Factors (Weightage 30%, 7.5 marks allocated out of 25)

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..Following is Mr Khattar's Differentiation Quotient based on these factors.

- a) Caste Considerations: Let's first discuss the background of this parameter so that basis of evaluating Mr Khattar can be established. Haryana is divided between Jat and Non-Jat Votes. Even among Non-Jat votes, there are further classifications. Mr Khattar is from Khatri (Punjabi, Non-Jat) caste which is gaining more relevance in Haryana Politics. Jats have been demanding reservation in Jobs, and BJP had promised Jat reservation during 2014 elections. However, there were some legal hassles, and this promised reservation couldn't be implemented. There was an agitation by Jats in 2016 on this issue. This agitation turned violent and caused a rift between Jats and Non-Jats. Common people from all communities suffered. In 2019 State Elections, Jat backlash was evident as many Jat faces of BJP lost elections in the Jat Belt. Two key opposition parties Congress and JJP were led by Jat faces Mr Bhupinder Singh Hooda and Mr Dushyant Chautala respectively. Though BJP Couldn't win absolute majority, it came back into power through a Post-Electoral alliance with Dushyant Chautala's JJP. What differentiators can Mr Khattar introduce on this Marketing Parameter (Caste Considerations)? This would decide his Differentiation Quotient...contd

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... Can Mr Khattar provide Jat reservation? This is a legal issue, and the only thing Mr Khattar can give on his own is assurance. Can he reduce their anger? He can and should, but this is a catch 22 situation. He now has a coalition partner who is a Jat face. If Mr Khattar or his party directly make attempts to woo Jats in Haryana, JJP may not find it good for their Vote Bank. Do they do this through JJP? This may anger BJP's Jat Leaders and this may also impact Non-Jat Segment. This may also improve JJP's bargaining power for Seat Sharing arrangement (in case BJP and JJP fight next elections Jointly). Mr Khattar wouldn't also want a weakened JJP because Jat votes may then move towards Bhupinder Hooda's Congress Party. These are the main considerations on caste front. Several other factors were also considered while evaluating Mr Khattar. One of such factors was his status as the Chief Minister, and thus the potential to unleash a few differentiators during his tenure . If we convert the above arguments in to an evaluation scale, Mr Khattar scores slightly above average on Differentiation Quotient for this parameter. **Out of maximum permissible 10, he gets 6.1.**

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b) Central Politics: Since Mr Khattar belongs to BJP, the party in power in center, Evaluation of Mr Khattar on this parameter was made on the basis of BJP's performance on Differentiation Quotient (National Politics). I recently shared BJP's Marketing Balance Sheet, and BJP had secured 56.25% on Differentiation Quotient. On this basis Mr Khattar gets **4.2 out of 7.5**.

c) State Specific Economic Factors: Haryana is among Top achievers in "Ease of Doing Business" ranking in India. Mr Khattar gets due credit for this as Haryana jumped many places (among other Indian States) to achieve this ranking. Gurugram houses World's best MNC's and has become a leading financial and banking centre. Mr Khattar takes special interest in securing Private Sector investments for Haryana State. That's about Urban Economy. He has the potential to unleash some decent differentiators on this front. Other side of the coin is Rural economy. Jats have always correlated their agitation with stress in Rural Economy. We are now in the middle of Corona Pandemic. ... Contd

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... If we project financial implications of the current Corona Pandemic on Haryana's Economy, impact on employment and development can be negative. This brings some fresh challenges for Mr Khattar. However, this also brings in some fresh opportunities for Mr Khattar since in his capacity as Chief Minister of Haryana, he may introduce some incentive schemes for Industry and Rural/Lower Income sector. After minutely evaluating Haryana's current economic data, past performance of Mr. Khattar on this parameter, and after deriving future projections. Mr Khattar was awarded 4.1 out of 7.5 on his potential to introduce differentiators on this parameter. Overall, Mr Khattar gets **14.4 out of 25**, and this goes towards Assets side of his Marketing Balance Sheet

Overall Score of Mr Khattar's Marketing Balance Sheet



On all the Marketing parameters, Mr Khattar scored more than 50% score, and thus all the Marketing Parameters are on Assets side of his Marketing Balance Sheet. Overall, he scores **71.75 out of 100**, and this is a Good Marketing Balance Sheet Score. I will publish Marketing Balance Sheets of other prominent Politicians of Haryana Soon. This will serve as a comparative parameter for Haryana Politics.

Summary of Findings and Conclusions

- Overall Marketing Balance Sheet Score of 71.75 is a good score and shows that Mr Khattar is now a Political heavyweight of Haryana State.
- He had a comparatively low connect quotient with General Public when he first became Chief Minister in 2014, However, in the last five and a half years as Haryana CM. he could substantially improve his connect quotient with General Public, and he can now be called a Mass Leader. He also enjoys a Strong Equation within his party
- His low score on conversion metrics shows that some Brand Building exercises are required so that people of Haryana vote on the basis of his Brand Value. If we remove impact of Brand Value of P.M Modi from Haryana State Election results, Haryana BJP may have won lesser seats in 2019 assembly elections.

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- ☞ Mr Khattar gets 14.4 out of 25 on Differentiation Quotient is a satisfactory score. However, BJP is now in its second term in Haryana. According to Marketing Balance Sheet Model, a score of 18 plus is desired on Differentiation Quotient for overcoming anti-incumbency in 2024 elections. *It is worthwhile to mention here that if the opposition remains weak and divided, this condition of 18 plus is not applicable.*
- ☞ As explained in the analysis, Mr Khattar's score is highly dependent on Marketing Balance Sheet score of Central Leadership of BJP. Any increase or decrease in the score of Central Leadership will have a direct impact on his score
- ☞ Satisfactory score on Future Potential Metrics and Differentiation Quotient shows that he is likely to be the face of BJP even in next assembly elections. However, as mentioned many times by me in this as well as other Marketing Balance Sheets, both these Marketing Parameters change with changes in Societal, Economic and Political Environments.

Future Assignments



I am in the process of preparing Marketing Balance Sheets of Interesting Public Personalities, Politicians, Political Parties. Any Organisation/Individuals interested in their Customized Marketing Balance Sheets can contact me at 91-9878904347, expedient33@gmail.com.

Keep Visiting my Blog www.chanakyaaneeti.com

Thanks and Regards

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