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1. Introduction

With more than 150 years of history, The Blue jeans was first introduced to the world by Levi Strauss. Levi's is an internationally known denim company. It has a long history and has succeeded in becoming a top brand in the fashion sector. As a global brand, Levi's operates in a number of international markets, each with its own set of difficulties and opportunities. The goal of this research is to examine Levi's strategic marketing efforts in the American and Indian markets. PESTLE analysis, Hofstede's cultural dimension model, environmental scanning and analysis, Porter's five forces model, SWOT analysis, Ansoff's matrix, TOWS framework, and product life cycle model are just a few of the marketing frameworks and models that will be used in this research.

The study will offer insights into the difficulties and possibilities encountered by Levi's in each area by utilising these frameworks and models. The research will also make suggestions for Levi's to enhance its strategic posture in every area and maximise its development potential. Overall, the strategic marketing employed by Levi's in two of its important areas will be thoroughly examined in this research. It will serve as an example of how crucial it is to comprehend market dynamics and modify marketing plans in line with them in order to be successful in a global market.



1.1 Company overview



The renowned international clothing firm Levi Strauss & Co., sometimes known as Levi's, is well-known for their enduring denim jeans. Levi Strauss, a Bavarian immigrant, began the business in 1853, and it has been around for more than 150 years. For men, women, and children, Levi's offers a variety of clothing items, such as jeans, shirts, jackets, and accessories. Levi's, Dockers, and Denizen are just a few of the brand names that the corporation sells its goods under (Alfisyahr, 2022). With a presence around the globe and operations in over 100 nations, Levi's sells its items in tens of thousands of retail locations, including company-owned stores, department stores, and online shopping sites. Over 15,000 people work for the company, which has its global headquarters in San Francisco, California. Levi's is deeply committed to sustainability and ethical corporate conduct. The business has put into practise a number of initiatives, including programmes for community participation and the use of sustainable materials and water-saving production methods. Overall, Levi's is a well-known company with a long history and a significant global following. The organisation has been able to keep its position as a leader in the fashion sector because to its dedication to sustainability and ethical business practises (Periyasamy and Periyasami, 2023).

2. Macro Environment Analysis

PESTLE

Political factors	Tariffs and trade policies: Levi's operates in multiple countries, and changes in tariffs or trade policies can impact their costs and profits. Government regulations: The company needs to comply with various government regulations such as labor laws, environmental regulations, and consumer protection laws.
Economic factors	Economic conditions: The state of the global economy can impact Levi's sales and profits. Exchange rates: Fluctuations in currency exchange rates can affect the company's pricing strategy and profitability. Consumer income: Changes in consumer income levels can impact the demand for Levi's products.
Social factors	Fashion trends: Fashion trends can impact Levi's product designs and demand for its products. - Demographic trends: Changes in demographics such as age, gender, and ethnicity can impact the demand for Levi's products. - Social values: Levi's has to consider social values when it comes to product design and marketing.
Technical factors	E-commerce: Levi's has invested in e-commerce platforms to reach customers globally. Automation: The company has to adopt automation to remain competitive and reduce costs. Innovation: Levi's invests in research and development to stay ahead of its competitors.
Legal factors	Intellectual property laws: Levi's has to protect its intellectual property from infringement by competitors. Labor laws: The company has to comply with labor laws in the countries it operates in. Privacy laws: The company has to comply with privacy laws in the countries it operates in.
Environmental factors	Sustainability: Levi's has to consider the environmental impact of its products and operations. Climate change: Climate change can impact the company's supply chain and product designs. Waste management: The company has to manage waste from its operations and products.

The PESTLE study is a helpful tool for assessing the macroenvironmental variables that might have an impact on Levi's performance in the American and Indian markets. The factors that are advantageous or unfavourable for the company in each market will be examined in the study that follows, along with an explanation of why.

Political factors:

In the US: The political climate in the US is generally positive for Levi's because of the relatively stable administration and the business-friendly policies that create a good working environment.

However, ongoing trade disputes between the US and other nations have resulted in tariffs, which could raise the cost of doing business for the company.

In India: The political climate in India is unfavourable because the government recently enacted a variety of protectionist policies to encourage indigenous manufacturing, which would make it more expensive to import Levi's goods there (Amadi and Obasi, 2022).

Economic factors

In the US: With consistent GDP growth, low unemployment, and low inflation rates, both nations' economies are typically good for Levi's. Although US interest rates have been rising, they are still quite low. Overall, Levi's benefits from favourable economic conditions in both nations. Levi's has a solid reputation and legacy, which has contributed to its continued success in the US and India. The diversity and rapid change of US fashion trends offers Levi's both benefits and difficulties.

In India: Although US interest rates have been rising, they are still quite low. Although interest rates have fluctuated in India, they are still generally low, which could raise the cost of borrowing for the company.

Social factors

In the US & India: Western fashion is becoming more popular in India, which could benefit the business. However, there may be significant differences in both countries' cultural practises, social mores, and consumer behaviour, so Levi's must adjust its product development and marketing strategies accordingly (Amadi and Obasi, 2022)

Technological factors

In the US & India: Levi's has made significant investments in e-commerce, enabling it to maintain its competitiveness in both the US and India. Emerging technologies like blockchain and artificial intelligence, however, have the potential to harm the business's operations and competitive edge. Levi's must therefore keep making investments in cutting-edge technology in order to be competitive.

Legal factors

In the US & India: Both the US and India's intellectual property rules are typically in Levi's benefit. However, the financial performance of the company may be impacted by legal disputes, regulatory changes, and compliance costs. To avoid any potential legal problems, it is critical for Levi's to maintain diligence and abide by all pertinent rules and regulations.

Environmental factors

In the US& India: Sustainability, which is becoming more significant to consumers in both the US and India, is something that Levi's is very committed to. However, the company's supply chain and operations may be impacted by natural disasters, resource shortages, and carbon emissions. In order to decrease its environmental impact, Levi's must maintain its focus on sustainable business practises. Overall, while the PESTLE analysis offers a helpful framework for analysing the macroenvironmental factors that could have an impact on Levi's in both the US and India, it is crucial to think more deeply about each factor and how it might affect the company's operations and competitive position in each market (Amadi and Obasi, 2022).

The Hofstede cultural dimensions model of Levi's

The Hofstede cultural model serves as a framework for analysing cultural factors that may influence management techniques and organisational behaviour.

Comparison of Hofstede cultural dimension in America and India

Power distance dimension in America and India

The ***power distance dimension*** measures how much a culture's inhabitants tolerate and anticipate an uneven allocation of power. Levi's operates in several nations using various power distance indices. For instance, the power distance index is lower in nations like the United States and Europe, and workers there anticipate having a voice in decision-making (Castillo and Jackson, 2020). In contrast, the power distance index is greater and employees are more receptive to top-down decision-making in nations like China and India.

Individualism dimension in America and India

The individualism dimension describes how much a culture's citizens value their own interests over those of the whole. Levi's does business in nations with various levels of individuality. Employees are more inclined to put individual ambitions ahead of team goals in nations with higher individualism indices, such as the United States and Australia. Employees prioritise communal aims in nations with lower individualism indices, such as Japan and China (KARABACAK and GÜNGÖR, 2023).



Figure 1: Hofstede cultural development model

Source: iEdunote (2023)

Masculinity component of America and India

The degree to which a society values accomplishment, rivalry, and aggressiveness is indicated by the **masculinity component**. In nations with varied levels of masculinity, Levi's is present. Employees are more competitive and forceful in nations like the United States and Germany,

where the masculinity index is higher. The masculinity index is lower and collaboration and work-life balance are valued more by employees in nations like Sweden and the Netherlands.

Uncertainty avoidance of America and India

The ***uncertainty avoidance dimension*** measures how uncomfortable a culture's members are with ambiguity and uncertainty. Levi's works in nations that avoid uncertainty to varied degrees (Adam and Bowerman, 2019). Employees are more risk-averse and seek out precise standards in nations like Japan and Germany, where the uncertainty avoidance index is higher. Employees are more accustomed to ambiguity and uncertainty in nations like the United States and Australia, where the uncertainty avoidance index is lower.

Long term orientation component of America and India

The degree to which a culture emphasises long-term planning and tenacity is shown by the ***long-term orientation component***. In nations with varied levels of long-term focus, Levi's does business. Employees prioritise long-term planning and endurance in nations like Japan and China, where the long-term orientation score is higher. Employees prioritise short-term success in nations like the United States and Canada, where the long-term orientation score is lower. Overall, the Hofstede cultural model offers a helpful framework for assessing the cultural aspects that may have an influence on Levi's management practises and organisational behaviour. Levi's may modify its management practises to be more effective in various cultural contexts by having a better awareness of the cultural distinctions in the nations where it conducts business (Denimsandjeans.com, 2012).

Critical analysis of Hofstede cultural dimension model

The Hofstede cultural dimension model offers a helpful foundation for comprehending cultural variations among nations, which may assist companies like Levi's in customising their management techniques and business strategy to various cultural situations. However, the

model has both benefits and drawbacks, and it is crucial to take these into account when applying it to particular nations like the United States and India (Early and Advantage, 2020).

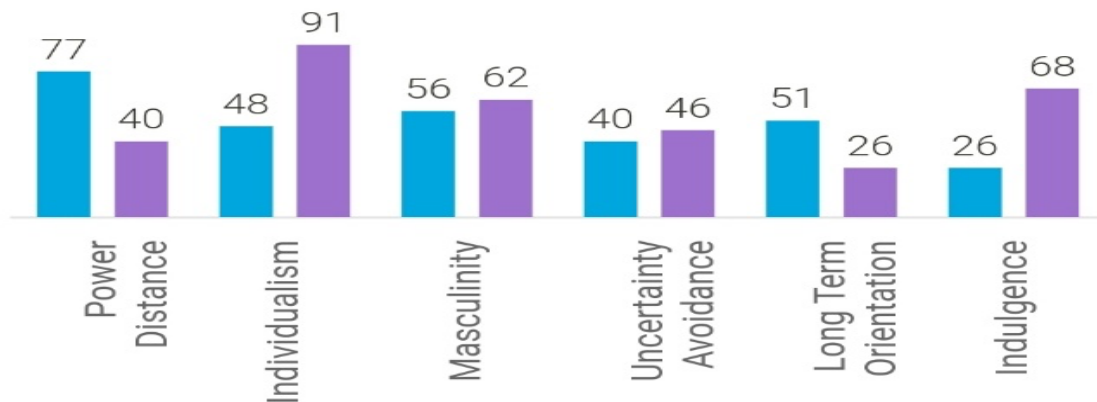
Advantages of the Hofstede model include:

1. Comprehensive framework: The model provides a comprehensive framework for cross-cultural study by taking into account a variety of cultural factors, such as power distance, individualism, masculinity, uncertainty avoidance, and long-term orientation.
2. Big sample size: The model is based on data from more than 70 nations, offering a sizable sample size for research and guaranteeing that the findings are statistically significant.
3. The concept has been frequently applied in corporate situations to comprehend cultural differences and create efficient management techniques (Genoud et al., 2019).

Disadvantages of the Hofstede model include:

1. Simplistic perspective of culture: The model offers a comprehensive picture of cultural variations between nations, but it can be faulted for oversimplifying culture and ignoring variations within nations.
2. Static view of culture: The model makes the assumption that aspects of culture are constant and unchanging, whereas in fact, cultures may alter and grow through time.
3. The model may not be relevant to non-Western cultures because it was established based on research conducted in Western nations, according to some detractors.

The Hofstede model may assist businesses like Levi's in understanding cultural differences in the United States, such as the value placed on autonomy and masculinity. Although the United States



is a diverse nation, there can be significant differences in culture between various regions and subcultures. Organisations like Levi's in India can benefit from using the Hofstede model to better understand cultural nuances like collectivism and a larger power distance. However, it is crucial to keep in mind that because India is a huge and diverse country with a wide variety of languages, religions, and cultures, there can be significant differences in terms of culture between various regions and communities. Therefore, it's crucial to conduct a more thorough of the cultural characteristics unique to the areas where Levi's is produced (Tombul and Pembecioğlu, 2023).

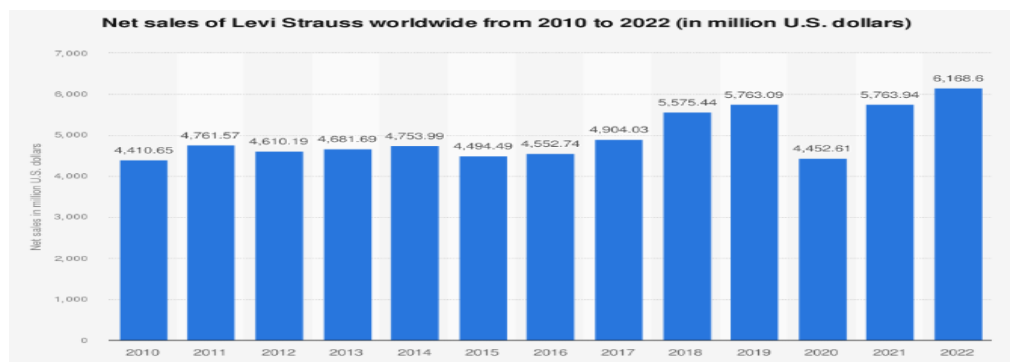


Figure 2: Net value of Levi's

Source: Statista (2023)

Environmental scanning

In America

Monitoring and analysing the external environment to find opportunities and dangers that might have an impact on an organization's performance is a technique known as environmental scanning. Politics in America may impact the textile and apparel sector through modifications to laws, trade agreements, and regulations. For instance, the Biden administration's trade policies and restrictions on international commerce with nations like China may have an influence on the costs of the raw materials used by Levi's to make its goods. Political aspects of India's government, such as those governing labour rules, import taxes, and customs, may have an impact on Levi's manufacturing costs (Jacobs, 2023).

The status of the economy, consumer trends, and inflation rates are examples of economic factors in the United States. Inflation and economic downturns, for instance, can have an influence on the price of raw materials and production expenses as well as customer demand for Levi's products. Economic aspects including currency rates, inflation rates, and the degree of economic development in India can all have an effect on Levi's production costs. Changes in consumer tastes and trends, such as the rising desire for environmentally friendly and sustainable products, can be attributed to sociocultural influences in America. Sociocultural elements in India, such as the various cultural and social values and shifting design trends, can have an impact on buying patterns and preferences for apparel. To remain current and flexible, Levi's must keep up with these evolving trends (Jacobs, 2023).

In India

The development of digital technologies like e-commerce in America is one example of a technical aspect that may have an impact on how people buy apparel. In India, technological developments like rising mobile phone usage and e-commerce platforms are altering how people buy apparel. Growing environmental protection and sustainability concerns, as well as the

accessibility of eco-friendly raw resources, may all be considered environmental considerations in both India and America. To lessen its environmental effect, Levi's has to integrate sustainability into its supply chain and manufacturing processes (Jeon, 2019). Laws and regulations that safeguard consumers, like the Consumer Product Safety Act, might be considered legal considerations in America. Levi's business in India may be impacted by legal aspects such as intellectual property rights, labour legislation, and restrictions on foreign investment. Overall, environmental scanning is essential to Levi's ability to stay informed of the external factors that may have an impact on its performance and to make wise strategic decisions in order to address those factors.

Environmental analysis

An environmental analysis of Levi's in America and India involves examining the external factors that can impact the performance of the organization. The analysis can be conducted using a SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats.

The research above illustrates Levi's's advantages, disadvantages, possibilities, and dangers in both America and India. The research demonstrates that while Levi's has a great brand recognition and an emphasis on sustainability, it nevertheless confronts difficulties due to its reliance on a small number of important markets and outside suppliers as well as industry rivalry (Tombul and Pembecioğlu, 2023). The report also highlights development prospects, such as opening into new markets like India and taking advantage of the rising demand for sustainable goods. Levi's may concentrate on broadening its product line, extending its distribution networks, and integrating digital technology into its operations to handle the risks and difficulties. In order to remain relevant and satisfy the rising demand for environmentally aware items, Levi's may also keep placing a priority on sustainability and eco-friendly practises.

3.Porters five force model

Porter's Five Forces model is a framework used to analyze the competitive environment of an industry.



Figure 3: Porters five force model

Source: expert program management (2023)

Factor	America	India
Threat of new entrants	Low	Medium
Bargaining power of suppliers	Medium	Medium
Threat of substitutes	High	High
Bargaining power of buyers	High	High
Competitive rivalry	High	High

Threat of new entrants: The threat posed by foreign competitors is minimal in America. The garment sector is fiercely competitive, and entry obstacles for new players include expensive

start-up costs, established brand names, and economies of scale. However, e-commerce platforms could be used by new players to enter the market. Due to the rising demand for textile items and the industry's relatively low entry barriers, new entrants pose a significant challenge in India.

Bargaining power of suppliers: The negotiating strength of suppliers is mediocre in both America and India. Although there are many raw material suppliers, the production of Levi's is reliant on a small number of crucial ones. Levi's is able to negotiate favourable costs and quality thanks to its size and brand reputation, but it also has a lot of negotiating leverage (Pearltrees.com, 2023)

Bargaining power of buyers: Buyers have significant negotiating power in both America and India. The apparel market has a wide range of rivals, providing consumers several alternatives. Additionally, consumers can easily compare the prices and quality of various brands thanks to the accessibility of information through digital channels.

Threat of substitutes: Substitutes pose a significant danger in both America and India. Generally speaking, clothing items may be swapped out for a variety of alternatives, including different clothing labels and non-clothing items like accessories and footwear. But Levi's has made a name for itself as a premium denim brand with a solid reputation, which helps set it apart from competing options.

Competitive rivalry: The level of competitive competition between America and India is considerable. The garment market is fiercely competitive, with several well-known companies fighting for market share. However, Levi's has developed a solid brand reputation and a devoted customer base in both America and India, helping it to differentiate itself from rivals.

Overall, the research demonstrates that even though Levi's confronts several difficulties in both America and India, including intense rivalry and the danger of alternatives, it has built a strong reputation and significant purchasing power. To overcome these obstacles, Levi's may concentrate on enhancing its online visibility, enhancing its product selection, and putting money into environmentally friendly and sustainable practises to set itself apart from rivals (Percy, 2023).

Similarities and differences in Porters five force model between America and India

<i>Similarities</i>	<i>Differences</i>
• The garment industries in both America and India are extremely competitive, with a number of well-established businesses contending for market dominance. • High bargaining power of consumers: Due to the availability of information through digital channels, which gives consumers a wide range of alternatives, consumers in both marketplaces have a high negotiating power. • Moderate bargaining strength of suppliers: Levi's relies on a small number of crucial suppliers for its manufacturing in both America and India, but it also has a lot of negotiating leverage because of its size and well-known brand.	• Threat of new entrants: Due to the rising demand for apparel items and the industry's relatively low entry barriers, the threat of new entrants in India is higher than it is in America. • Threat of replacements: While it is not highlighted in the report, the threat of substitutes in India is likely considerable due to the availability of less expensive apparel from local brands and producers. • Cultural differences: Cultural differences between India and America, such as a penchant for traditional dress, might affect the market's level of competition and consumer behaviour (Petersen, 2019).

Overall, the Porter's Five Forces study of Levi's in India and America revealed commonalities that point to a highly competitive apparel market with strong buyer power in both countries. In order to successfully compete and flourish, Levi's must adapt its tactics to the particular market it is competing in. These distinctions in the analysis, such as the danger of new competitors and cultural considerations, underline this necessity.

4. SWOT analysis

SWOT Analysis of Levi's in America and India:

Strengths: - Strong brand image and reputation in both America and India - Diverse product range that caters to different market segments - Extensive distribution channels including physical stores and e-commerce platforms - Focus on sustainability and eco-friendly practices in production	Weaknesses: - Dependence on a few key markets, with America being the largest market for Levi's - Dependence on external suppliers for raw materials - High competition in the textile and clothing industry
Opportunities: - Growing demand for sustainable and eco-friendly products - Increasing usage of e-commerce platforms for clothing products - Expansion into new markets, especially in developing countries like India - Diversification into new product categories	Threats: - Economic downturns and changing consumer behaviour - Changes in government policies and regulations affecting the textile and clothing industry - Growing competition from new and established players in the industry - Disruptions in the supply chain due to natural disasters or geopolitical conflicts

The SWOT analysis shows that while Levi's has a strong brand reputation and diverse product range, it also faces challenges such as dependence on key suppliers and limited online presence. To address the weaknesses and capitalize on the opportunities, Levi's can focus on expanding its sustainable practices, improving its online presence, and increasing market share in India.

Similarities and differences between SWOT analysis of America and India

<i>Similarities</i>	<i>Differences</i>
• high brand reputation, which is a crucial strength for the firm. Levi's has a high brand reputation in both America and India. • Strong competition: Both markets' apparel industries are fiercely competitive, which makes it difficult for Levi's to hold onto its market share. • Dependence on key suppliers: Levi's' manufacturing is dependent on a small number of key suppliers, which is a drawback in both markets (Santos et al., 2023)	• Although Levi's offers a wide variety of products in both markets, consumers in America and India might have different preferences for particular products. For instance, Levi's might need to adjust their product offers to account for India's higher desire for traditional apparel. • Online presence: Although Levi's has a small online presence in both regions, America and India have different levels of e-commerce penetration. Since e-commerce is more widely used in America, Levi's should prioritise enhancing its online presence. There is still a lot of room for e-commerce to expand in India, giving Levi's a chance to strengthen its online presence. • Growth potential: While the American apparel industry is well-established, the Indian market is still expanding quickly, giving Levi's greater opportunity for expansion there (Senthilkumar and RubanRaja, 2021).

5. STP

STP Framework of Levi's in America:

Segmentation: Levi's markets to both men and women of all ages in America who value high-quality denim items. Based on their lifestyle, demography, and psychographics, the business divides its clientele into several groups. Customers that are concerned with sustainability and the environment are another group that Levi's targets.

Targeting: Customers searching for high-quality, long-lasting denim items are Levi's main target market. The business caters to both urban and rural consumers, and its goods come in a range of sizes, designs, and price ranges to suit various consumer tastes. By providing a variety of sustainable items, Levi's also caters to clients that are interested in buying environmentally friendly and sustainable products (Percy, 2023).

Positioning: Levi's markets itself as a premium denim company that provides high-quality goods and has a long history and good name. The business emphasises its heritage of creating traditional denim items and targets buyers that place a high value on originality and quality. Additionally, by highlighting its initiatives to lessen its environmental impact, Levi's has established itself as a pioneer in sustainable denim. In America, Levi's aims to appeal to a broad variety of consumers and promotes itself as a luxury brand with a rich history and a commitment to sustainability. The firm is able to successfully reach and appeal to its target clients because to the variety of products it offers and its marketing initiatives.

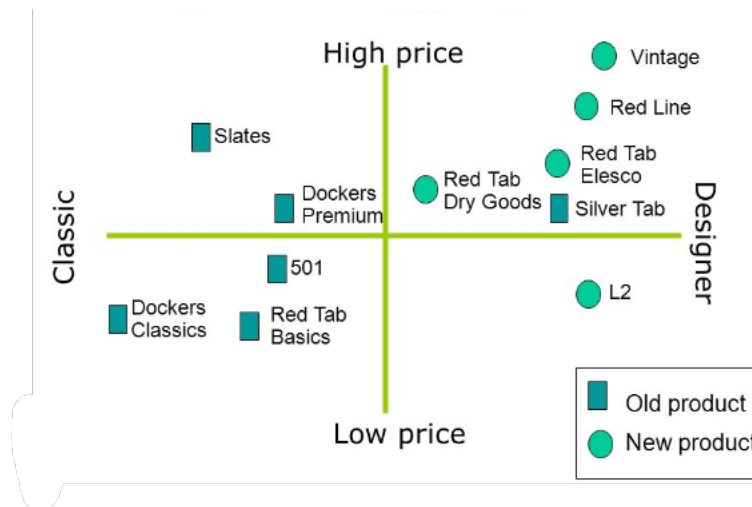


Figure 4: perceptual framework of Levi's

Source: TAH (2023)

STP Framework of Levi's in India:

Segmentation: In India, Levi's sells to a variety of people, including men and women of all ages who value high-quality denim. Based on their lifestyle, demography, and psychographics, the corporation divides its clientele. Customers that are interested in eco-friendly and sustainable products are another target market for Levi's.

Targeting: Levi's focuses largely on people searching for dependable and premium denim items. The business serves both urban and rural clients, and to accommodate a range of customer preferences, its goods come in a number of sizes, designs, and pricing ranges. In order to attract younger clients, Levi's also caters to those who are interested in fashion and trends by offering a variety of fashionable items (Skjulstad, 2020).

Positioning: Levi's markets itself as a premium denim company that provides high-quality goods and has a long history and good name. The business emphasises its heritage of creating traditional denim items and targets buyers that place a high value on originality and quality.

Additionally, by highlighting its initiatives to lessen its environmental impact, Levi's has established itself as a pioneer in sustainable denim.

Levi's promotes itself as a luxury brand with a rich history and an emphasis on sustainability in India, where it primarily targets a diverse variety of consumers. The business is able to successfully reach and appeal to its target clients while also keeping up with the most recent fashion trends thanks to its broad product line and marketing initiatives (SlideShare, 2023)

6. Marketing mix elements 7Ps

1. Product: Levi's sells a variety of garments made of denim, such as jeans, jackets, shorts, and skirts. T-shirts, sweaters, and accessories are just a few of the non-denim things that the firm sells. Compared to India, where the company primarily focuses on denim products, America has a wider selection of Levi's products.

2. Cost: Given Levi's reputation for high-quality goods, the brand's items are priced at a premium level. The business provides a variety of pricing points in both America and India to meet the needs of various consumer segments. To appeal to the price-sensitive market in India, the firm offers products at cheaper prices.



Figure 5: marketing mix of 7Ps

Source: Venture Studio (2023)

3. Place: Products from Levi's are available through a range of retail establishments, including company-owned stores, department stores, and online merchants. While the company sells its products primarily through multi-brand outlets and online retailers in India, Levi's has a greater presence in company-owned stores and department stores in America.

To make its products available in different areas across the world, Levi's employs a range of market entrance strategies. One typical strategy is to enter into licencing contracts with regional firms who produce and sell Levi's items in the area. Another strategy is forming collaborative ventures with local partners, which enables Levi's to benefit from their experience and market knowledge. Franchising is a strategy that Levi's has previously utilised to enter new markets. Through franchising, local franchisees who run their own retail stores and sell Levi's products receive a licence to use the Levi's brand and business model. As the franchisee provides the capital and assumes the majority of the operational responsibilities, franchising has the advantages of lowering Levi's risk and capital investment requirements (Turbologo, 2020). Additionally, because the franchisee already has a solid presence in the local market, franchising enables quicker market entry. The limitation of Levi's control over the franchisee's operations, however, is a drawback of franchising and may result in inconsistent customer experiences and brand perceptions. Additionally, the franchisee might not always put the franchisor's interests first, which might cause conflicts and disagreements.

4. Promotion: Levi's employs a range of promotional techniques, such as social media marketing, in-store displays, and advertising campaigns. The corporation spends more money on advertising campaigns in America than it does in India, where the emphasis is largely on in-store promotions and social media marketing.

5. People: Levi's staff members are crucial to the client experience. The business prioritises on top-notch customer service and preparing its staff to deliver a pleasurable client experience in both America and India (KARABACAK and GÜNGÖR, 2023)

6. Production: Levi's has a simplified procedure that emphasises ethical and environmentally friendly manufacturing methods. The business also has an effective supply chain management system in place to guarantee prompt product delivery to clients.

7. Physical evidence: With an emphasis on fostering a friendly and comfortable atmosphere for consumers, Levi's locations have a unified design and feel. In addition, the business prioritises eco-friendliness and sustainability in the layout and construction of its retail spaces.

While Levi's uses a similar marketing mix worldwide, there are some differences in the emphasis placed on specific components, such as price and promotion. In all markets, the firm consistently emphasises sustainability and moral production procedures, reflecting the brand's principles and dedication to social responsibility (Statista, 2023).

7. Directional development strategy

Ansoff matrix



Figure 6: Ansoff Matrix

Source: CFI (2023)

1. Market Penetration:

Levi's prioritises market expansion in America by boosting sales in already-existing areas. The business does this by spending money on advertising campaigns, increasing the range of products it sells, and enhancing the shopping experience for customers. Levi's also prioritises market penetration in India by boosting sales both in urban and rural regions and by boosting its internet visibility.

2. Market Development:

Since the majority of Levi's potential markets in America have already been tapped, the company now focuses on expanding those markets by establishing operations in new areas. The business does this by increasing its retail footprint in regions where it has a smaller market share. In order to reach more clients, Levi's is also increasing its retail presence in smaller cities and towns throughout India (Turbologo, 2020).

3. Product Development:

In order to adapt to shifting consumer demands, Levi's focuses on product development by launching new items or enhancing current ones. To cater to younger clients in America, the corporation has launched new product lines including athleisure gear. The firm is concentrating on launching new environmentally friendly and sustainable products in India in order to appeal to clients who are becoming more concerned with the environment.

4. Diversification:

Levi's places a strong emphasis on diversification by foraying into new product or industry sectors. The corporation has expanded its product lineup in America by acquiring other brands including Dockers and Denizen. The business is investigating diversification in India by entering new areas, such women's fashion (UnzippedLevi's, 2023).

Overall, to expand its company and maintain market competitiveness, Levi's in America and India employs the Ansoff Matrix to concentrate on market penetration, market expansion, product development, and diversification. In all markets, the company's product development approach reflects its emphasis on sustainability and eco-friendliness, reflecting the brand's ideals and dedication to social responsibility.

Similarities and differences in Ansoff matrix of Levi's in America and India

<i>Similarities</i>	<i>Differences</i>
For Levi's, the American and Indian markets are both significant, and the firm employs comparable techniques to expand its business in both of these regions.	Since most of Levi's potential markets in America have already been tapped, the company is concentrating on growing its retail footprint in areas with a smaller market share.
By enhancing the shopping experience for customers in-store and enhancing its product choices, Levi's is concentrating on market penetration in both areas.	Market development, however, is a crucial growth strategy for Levi's because it is still increasing its retail presence in India's smaller towns and cities to reach more people. The creation of products differs as well. To attract younger customers in America, Levi's has launched new product lines including athleisure gear.
In order to diversify its operations and stay competitive, the corporation is also creating new goods and expanding into new areas.	
Additionally, Levi's is emphasising sustainability and eco-friendliness as a crucial component of its product development strategy in both markets.	The company is concentrating on launching fresh eco-friendly and sustainable goods in India in order to appeal to customers who are becoming more concerned with the environment. Overall, the growth tactics in both areas are similar, but distinct strategies are prioritised because of the differences in each market (Yılmaz, 2022)

8. Recommendations

Based on the SWOT analysis of Levi's in America and India, the following recommendations can be made using the TOWS framework:

TOWS Matrix		EXTERNAL FACTORS	
		Opportunities 💎	Threats 🚨
INTERNAL FACTORS	Strengths 👍	Strengths / Opportunities	Strengths / Threats
	Weaknesses 👎	Weaknesses / Opportunities	Weaknesses / Threats

Figure 7: Twos Matrix

Source: Ludicity (2023)

1. Build on Strengths:

By developing its online presence, broadening its product selection, and enhancing the in-store consumer experience, Levi's should capitalise on its advantages in both markets. In order to reach more clients, the firm should continue to develop its retail presence in smaller towns and cities in India while concentrating on leveraging its strong brand awareness in the United States.

2. Minimize Weaknesses:

By increasing the effectiveness of its supply chain, bringing down manufacturing costs, and simplifying its operations, Levi's should be able to minimise its shortcomings in both markets. To

draw in younger clients in America, the business should also concentrate on enhancing its marketing and advertising initiatives. The corporation should concentrate its efforts on tackling the problems caused by India's fragmented retail industry and its extremely price-sensitive customer base (Skjulstad, 2020).

3. Capitalize on Opportunities:

Through the addition of new product categories and geographic expansion, Levi's should take advantage of the opportunities in both markets. The corporation should concentrate on building its athleisure wear line in America and breaking into the booming market for eco-friendly and sustainable goods. The business should concentrate on launching new items for women in India and increasing its retail presence in tier 2 and tier 3 cities.

4. Address Threats:

By lessening its reliance on conventional brick-and-mortar retail and putting more of an emphasis on its online and direct-to-consumer channels, Levi's should be able to counter the challenges in both areas. The corporation should differentiate its goods and put an emphasis on quality and sustainability in order to combat the prospect of fierce competition in America. The business in India should manage the risk posed by counterfeit goods and concentrate on winning over consumers' confidence and loyalty with high-quality offerings and attentive customer care. By putting these suggestions into practise, Levi's may fortify its position in both markets, seize development possibilities, and meet the difficulties offered by the external environment (Santos et al., 2023).

Critical analysis of the model

Utilising their internal strengths and weaknesses, as well as external opportunities and threats, businesses can develop effective strategies with the aid of the TOWS framework, a strategic planning tool. The TOWS framework has the following advantages and drawbacks:

Advantages:

- **Comprehensive:** The TOWS framework is a comprehensive strategic planning tool since it considers both internal and external aspects that might affect a company's performance.
- **Strategic Thinking:** The TOWS framework promotes strategic thinking and assists businesses in finding innovative answers to their problems and opportunities.
- **Integration:** The TOWS framework combines the study of the organization's strengths, weaknesses, opportunities, and threats to produce a more complete picture of the issue.
- **Versatility:** The TOWS framework is versatile and can be applied by businesses of all sizes, across all sectors, and at any stage of growth.

Disadvantages:

- **Bias:** The TOWS framework may be impacted by the biases of the analysts, which might result in an inaccurate or insufficient knowledge of the organization's condition.
- **Data Availability:** The TOWS architecture necessitates access to precise and pertinent data, which isn't always possible, especially in developing markets or in sectors with few data sources.
- **Overcomplication:** For small and medium-sized businesses with limited resources and strategic planning skills, the TOWS framework can be overly complex and challenging to apply.
- **Static:** The TOWS framework is a static analysis tool, therefore it might not take into account long-term changes to the organization's internal capabilities or the external environment.

9. Product life cycle model

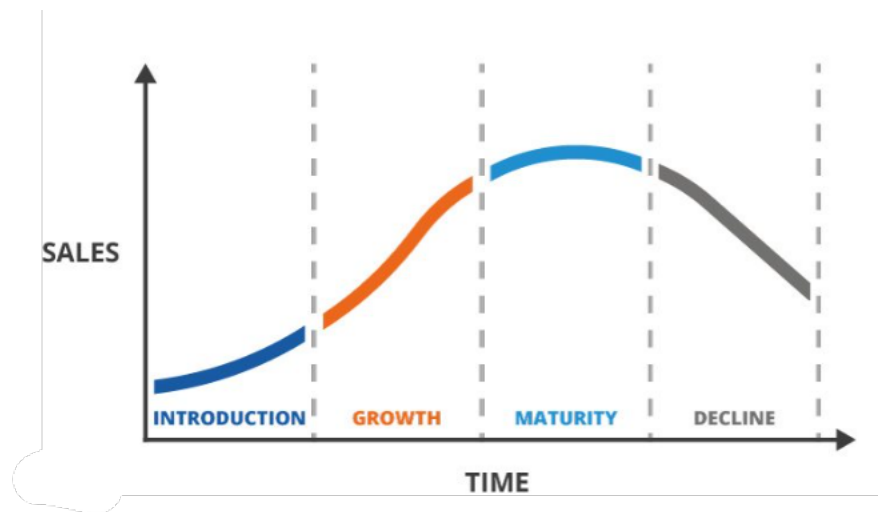


Figure 8: Product life cycle model

Source: TWI global (2023)

Levi's in America:

Introduction: Since its debut in America in 1873, Levi's has grown to be one of the most recognisable and renowned denim brands worldwide. Levi's concentrated on forging its brand identity and generating demand for its goods throughout this phase.

Growth: As denim became a prominent fashion item in the middle of the 20th century, Levi's saw substantial growth. The business developed its product range and entered new markets during this time, including those for women's and children's clothes (Periyasamy and Periyasami, 2023).

Maturity: The Levi's product life cycle in America has just moved into the maturity stage. The goal at this point is to sustain profitability and market share through cost management and product differentiation.

While denim has lost some of its appeal in recent years, Levi's has seen a decline in sales despite maintaining a strong brand in America. Levi's has concentrated on growing its product portfolio and breaking into new areas, such as athleisure and sustainable fashion, to fight this.

Levi's in India:

One of the first foreign denim companies to join the Indian market was Levi's, which made its debut there in 1995. During this phase, Levi's concentrated on increasing brand recognition and solidifying its position as a premium denim company.

Growth: As the Indian middle class rose and became more fashion-conscious in the early 2000s, Levi's saw substantial growth in India. Levi's extended their product line and entered new markets during this phase, including those for women's and kids' clothes.

Maturity: In India, Levi's product life cycle has recently reached the maturity stage. The goal at this point is to sustain profitability and market share through cost management and product differentiation (Percy,2023).

Decline: Although Levi's is still a well-known brand in India, there is more domestic and foreign denim brand rivalry now. Levi's has concentrated on growing its product portfolio and breaking into new areas, such as athleisure and sustainable fashion, to fight this.

Levi's has a similar product life cycle in India and America, including stages for introduction, growth, maturation, and decline. However, depending on elements like market size, consumer preferences, and competition, timing and specific strategies have changed during each stage. By expanding into new areas and broadening its product range, Levi's has adapted to these difficulties, demonstrating the value of strategic adaptability to shifting market conditions.

10. Conclusion

In conclusion, Levi's is a well-known denim company with a strong presence in both the American and Indian markets. It is evident from examining the numerous frameworks and models that each market has presented Levi's with unique possibilities and problems. We discovered through PESTLE research that different political, economic, social, technical, legal, and environmental issues had an effect on Levi's in both America and India. Hofstede's cultural component model emphasised how critical it is to comprehend cultural variances in each market and modify marketing plans appropriately. The difficulties and opportunities Levi's confronts in terms of sustainability and ethical business practises were identified via environmental scanning and analysis.

We were able to assess Levi's internal strengths and weaknesses in each market as well as the competitive environment using Porter's five forces model and SWOT analysis. We were able to better comprehend the many development tactics Levi's has used in both America and India thanks to Ansoff's matrix. Last but not least, the TOWS framework offered advice for Levi's to enhance its strategic posture in each region. Despite facing various difficulties in every market, Levi's has managed to adapt and maintain its position as a leading brand. Levi's has been able to stay current and cater to shifting customer preferences by broadening its product range and entering new areas, such as athleisure and sustainable fashion. To sum up, Levi's is a great case study for companies wanting to go into new areas. Businesses may effectively establish themselves and prosper in new areas by carefully analysing market circumstances and modifying marketing strategy.

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