Chapter 2

Literature Review

The chapter begins with the studies in the field of the brand positioning and automotive lubricant brands in India. This chapter also includes the review of various studies in the field of brand positioning. Review of past studies is also discusses to explore the emergence of brand positioning of different sectors in India. Brand Positioning of lubricant oil in different countries also mention in this chapter. Researcher also discusses the role of brand positioning on the basis of the perception of four wheeler segment consumers and four wheeler segment mechanics. It also covers the different model of brand positioning like Perceptual mapping, Mental map and Kevin Lane Keller model of brand positioning. The models of brand positioning also mentioned in this chapter.
2.1 Brand Positioning: A Theoretical Prospective

According to Philip Kotler Brand Positioning is defined as an act of designing the company’s offering so that it occupies a distinct and valued place in the mind of the target customers.

According to David Aaker Brand Positioning is defined as the part of Brand identity and proposition of value that is communicated to the target customers.

Bovee et al defined Brand Positioning as the process of creating a mental impression in the mind of the consumers in comparison to the competitors.

The Position of a Brand in a market represent where a specific Brand is located. It also shows the differentiation and relationships between different competitors.

The Brand Positioning can be mainly determined to answer the following four questions:

1- Why (What extra benefits consumers will get in the new brand?).

2- When (Determine the correct opportunity time for the new brand?).

3- For Whom (Identifying the target customers).

4- Against Whom (Identifying the competitors in the market).

Brand Positioning of a particular product is a very important strategy to achieve advantages of differentiation over competitors.

The Brand Positioning of a particular product represents a place which product occupies in the market or in the mind of the customers/consumers.

Differentiated advantages over competitors and benefits of consumers are a success of a positioning.
Brand positioning of the products depends upon combination of the important factors. This factor also represents points of parity and points of differences.

**Brand Positioning is a combination of factors**


Fig 2.1
Each and Every product has some strategy of Brand Positioning. The effectiveness of Brand Positioning can be measured by the perception of the consumers.

Now there is too much competition in the market so each and every product now a day’s focus on multi attributes of Brand Positioning. Brand Positioning is a combination of multiple variables (John Arton, 2006).

Brand Positioning is based on segmented target consumers. Unique Brand Positioning can not be applying for all the consumers groups. Different Brand Positioning strategy should be adopted for different segment of peoples (Shweta Johri, 2006).

For determining a place of a particular brand in the market place it is essential to inform the target audience about the benefits and advantages of your brand in comparison to other competitors. Whenever a new brand launched in the market consumers starts collecting information about that brand. After getting information consumer’s starts collecting information that what extra benefits and advantages, they will get in a particular brand in comparison to other competitors, on the basis of that information consumer create a perception towards a brand is a sufficient output of brand positioning strategies. The consumers must prefer that brand (Randy Taylor, 2010).

For achieving the benefits of brand positioning it is essential to do the depth research in the market. Mapping of brand positioning can be done to create the effective profile of a particular brand positioning and to do the comparative
analysis with other competitive brand. It is not necessary that consumers consider the entire brand as an option; it depends on the need of the consumers. It may be possible that out of ten brands consumer consider only 5 brands as a purchasing choice. It is also possible that consumer may have some negative experience towards a particular brand and should not purchase that brand again (H Simon, 1999).

According to Reimann Visinki, 2005 every brand should not be treated as competitors. All the brand in the market place should be classify according to the need and expectations of the consumers.

**Definition of Brand Positioning**

Brand Positioning is one of the most complex concepts of marketing mix. (Bhat and Reddy, 1998). However there is no any universal accepted definition of brand positioning. The definition of brand positioning given by various authors is as follows:

<table>
<thead>
<tr>
<th><strong>Brand Positioning</strong></th>
<th><strong>Definition</strong></th>
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<tr>
<td>Day (1981), Brand Management</td>
<td>“Product positioning refers to the customer’s perceptions of the place a product or brand occupies in a given market.”</td>
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<td>Lodish (1986), Digital Branding</td>
<td>“The process of trying to improve the perception of your product by a market segment”</td>
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<tr>
<td>Quelch (1991), Essential Elements for Brand Equity</td>
<td>“Positioning is the place which a product occupies in a given market as perceived by the product’s targeted consumers.”</td>
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<td>Author and Year</td>
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<td>Perreault and McCarthy (1996), The Brand Gym</td>
<td>“Brand Positioning shows how customers locate proposed and/or present brands in a market.”</td>
</tr>
<tr>
<td>Trout and Rivkin (1996), Brand Equity</td>
<td>“Brand Positioning is simply concentrating on an idea – or even a word – that defines the company in the minds of consumers.”</td>
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<tr>
<td>Wilson and Gilligan (1997), Brand Together</td>
<td>“The processes of designing an image and value so that the customer within the target segment understands what the company or brand stand for in relation to its competitors.”</td>
</tr>
<tr>
<td>Antonides and van Raaij (1998), IJRM</td>
<td>“Brand Positioning refers to the consumer’s perception of a brand amongst other brands. Positioning mainly results from marketing communication regarding brands, social communication and personal experience.”</td>
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<tr>
<td>Jain (2000), IJEM</td>
<td>“Placing a brand in that part of the market where it will receive a favorable perception compared to competing products.”</td>
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<td>Keller (2003), Strategic Brand Management, Brand Management</td>
<td>“Brand Positioning is all about identifying the optimal location of a brand and its competitors in the minds of consumers to maximize potential benefit to the firm.”</td>
</tr>
<tr>
<td>Kotler (2003), Marketing Management</td>
<td>“Brand Positioning is the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market. The end result of positioning is the successful creation of a customer-focused value proposition, a cogent reason why the target market should buy the product.”</td>
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From all the above definitions it is clear that brand positioning is basically an activity of management that try to focus on creating a perception about the product in the mind of the consumers. (Kotler 2003) defined Brand Positioning as

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<tr>
<td>Lilien and Rangaswamy (2003), IJRM</td>
<td>“Brand Positioning refers to the set of strategies that firms develop and implement to ensure that these differences occupy a distinct and important position in the minds of customers.”</td>
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<tr>
<td>Kapferer (2004), Strategic Brand Management</td>
<td>“Brand Positioning a brand means emphasizing the distinctive characteristics that make it different from its competitors and appealing to the public.”</td>
</tr>
<tr>
<td>Winer (2004), IJM</td>
<td>“Considering the alternative differentiation possibilities and determining what differential advantages are to be emphasized and communicated to the target customers.”</td>
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<tr>
<td>Blythe (2005), IJPBM</td>
<td>“The grouping of similar product types together in the consumer’s perceptual map.”</td>
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<tr>
<td>Solomon, Marshall, and Stewart (2006), IJRM</td>
<td>“Developing a marketing strategy aimed at influencing how a particular market segment perceives a good or service in comparison to competition.”</td>
</tr>
<tr>
<td>Kerin, Hartley, and Rudelius (2007), Brand Together</td>
<td>“Product positioning refers to the place an offering occupies in consumers’ minds on important attributes relative to competitive offerings.”</td>
</tr>
<tr>
<td>Schiffman and Kanuk (2007), Brand Management</td>
<td>“Brand Positioning conveys the meaning of a good or service in terms of how it fulfills needs of consumers.”</td>
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</table>
an act of designing the companies offering and image in the mind of the target consumers. The final result of the brand positioning gives a cogent reason to the target consumers that why should they buy the product. All the activities of marketing come under the creation of associations in the mind of the target consumers which finally fall under the concept of Brand Positioning (Marshall and Solomon 2006). According to Al Ries and Jack Trout (1986) brand positioning is the process of manipulating the perceptions of the consumers about a certain goods and services through effective communication. Some authors define brand positioning as an activity that happens in the mind of the consumers. According to Roper Day (1981) Brand Positioning is based on the concept of consumers rather than concept of management.

Brand Positioning is something that takes place in the mind of the consumers about a particular Brand. Brand Positioning is based on company versus consumers’ perspective. A literature review has been done to identify that whether a brand positioning is consumer perspective or a market perspective (Kalafatis & Blankson 2004). From the company perspective point of view brand positioning is the process of identifying target consumers and creates a positive perception of the brand in the mind of the consumers. The company desire is to create a association in the mind of the consumers. From consumers point of view brand positioning is a process that how consumer perceive to a particular Brand. The brand positioning is a complex combination of feelings, thoughts, Impressions and beliefs that consumers map in their mind (Hostley, Kerin and Ellson 2004).
According to Aaker, Meyers and Batra (1992) perceived positioning is a set of association that consumers feel about the brand. A brand positioning is a concept of relatively in consumers mind that target consumers assess that have a particular brand is similar or different from the other competitors. Imagine that every consumer have a mental map of the different category of the products. The location of a particular brand in the mental map of the consumers relative to the competitors represent the position of that particular brand and the position of all the other brands in the mental map of the consumers represent the associations of the brand to the consumers. The perceived positioning is dependent on the perception of each and individual target consumers because consumers interpret same information in a different way. The associations of consumers to a brand can also be effected by some external functions. Some external are media, promotion activity, competitors, word of mouth etc. Brand Positioning is based on the perceptions of the consumers.

Relationship between intended brand, active brand and perceived brand positioning.

Source: Brand Management, Ajay Kumar, first edition, 2005

Fig 2.2
Brand Management Process

According to Kevin Lane Keller strategic brand management process is defined as a process of designing and implementing marketing activities to measure and build brand equity.

Different steps of Brand Management Process.

1- Identifying and Establishing Brand Positioning.
2- Planning and Implementing Brand Marketing Programs.
3- Measuring and Interpreting Brand Performance.
4- Growing and Sustaining Brand Equity.
Brand Management Process

Identify and Establish Brand Positioning and Values
- Mental Maps
- Competitive Frame of Reference
- Points of Parity and Points of Differences
- Core Brand Association
- Brand Mantra

Plan and Implement Brand Marketing Programs
- Mixing and Matching of Brand Elements
- Integrating Brand Marketing Program
- Integrating Brand Marketing Activities
- Leveraging Secondary Association

Measure and Interpret Brand Performance
- Brand Value Chains
- Brand Audits
- Brand Tracking
- Brand Equity Management System

Grow and Sustain Brand Equity
- Brand Matrix
- Brand Portfolio and Hierarchies
- Brand Expansion Strategies
- Brand Reinforcement and Revitalization

Source: Strategic Brand Management, Kevin Lane Keller (2013)

Fig 2.3
1-Identifying and Establishing Brand Positioning:

The first step of strategic brand management process is identifying the important factors on which the brand is to focus and how they position themselves in comparison to other competitors. According to “Philip Kotler” brand positioning can measure that how a specific brand is different from the other competitors. This difference can be measure on the basis of Point of difference (POD’s) and Points of parity (POP’s). Band positioning also determine the core brand association and brand mantra of a particular brand. The core brand association and brand mantra of product/services facilitate in identifying the mental map of that brand.

2-Planning and Implementing Brand Marketing Programs:

Creating Brand Equity of product/services requires a strong and favourable core brand associations.

The Brand Building Process is follows the following steps:

1- Identifying the elements of the brand and find how they are matched to each other.

2- Determining the different marketing activities.

3- Apart from core brand association some other associations which helps the brand by linking it.
The important consideration which should be taken under the above follows:

Identifying the elements of the Brands:
The important elements of any brands are logos, packaging, symbols and slogans. These elements help in creation of brand association. The consumers perceive the brand by its elements. Different elements of a brand contribute significant advantages in making brand equity.

Integrating Brand marketing activities:
Marketing program is helpful in creating strong unique and favourable brand associations. This marketing program helped in identifying the elements of brand equity.

Leveraging Secondary Association:
Leveraging secondary association is the final steps by building brand equity. Brand association acts as a linkage between the other entities and their own associations. The brand association varies according to different countries, geographical location, age, income and social status.

3- Measuring and Interpreting Brand Performance:
Brand Audit is useful in determining the Brand Positioning. A brand audit is a process of examination of brand equity. Brand audit is based on the sources of brand equity. After determining the effective brand positioning strategy they try to create and maintain the core brand associations. The Brand value chain means tracing the process of value creation of brands, understanding the financial impact of the expenditures on brand positioning. A Brand Equity measurement system
implement by the management to determine the profitability of a brand. A Brand Equity measure system provides the accurate and correct information to the marketing peoples so that they can take the best decision. Implementation of such a system requires effective brand equity management system and brand tracking.

4-Growing and Sustaining Brand Equity:
Maintaining sustainability of Brand Equity is very challenging brand management activities. Brand Equity management activities is very diverse and broader perspective. Managing brand equity means managing the brand in comparison to other competitors.

Defining the Branding Strategy:
The branding strategy of a particular firm gives the guidelines about the elements of its products. The two most important tools of branding strategy are the brand hierarchy and brand product matrix.

**Role of Brand Positioning**
The concept of brand positioning is basically based on the concept of STP model (Segmentation, Targeting and Positioning). Segmentation is the first step of STP model, which break the heterogeneous market into different homogeneous market. Basically segmentation means division of a market into a group of people having similar characteristics. Segmentation is very essential because it is not possible to satisfy all the consumers by a unique product. Different categories of product should be needed for different segmentation of consumers. Segmentation
is based on same characteristics of the consumers groups as like demographic characteristics, behavior pattern of the consumers, consumer’s needs and wants etc. A proper brand positioning of a product can only occur only when it is supported by segmented marketing strategy.

Targeting is the second step of STP model. In this step an organization put its all strategies to assess the segmented consumers. It this step company adopt different strategies to attract the segmented consumers. The assessment of target consumers is based upon the resources and brand positioning strategies of an organization. Generally the marketing people recommend the different focusing strategies which can be satisfied by brand positioning in more effective way (Kotler 2003).

Positioning is the last step of STP model. It is the next step after determining the target segment. Positioning is an activity or process of placing a brand in such a way that the target consumer perceives that brand in a different way. The marketing program of a product and their brand positioning are interrelated to each other. The marketing mix of a product is dependent on the positioning of a brand (Aaker and Shaneby 1982). For example suppose an organization is promoting that its product has high prestige which must have very limited number of distributors and retailers by producing less products and supported by premium pricing (Bhat and Reddy 1998). The marketing mix program is a combination of different brand positioning strategy. The strategies of brand positioning have direct impact on the whole marketing mix process (Evans, Mautinho and Van Raaij 1996). All the four elements of marketing mix – promotion, pricing, place
and products are important factors of brand positioning (Shastack 1987). These all the factors have a significant impact on perceptual map of the consumers (Easingwood and Mahajan 1989, Ellson 2004, Ries and Trout 1986). Brand Positioning means designing the product in the mind of the consumers (Crawford 1985).

The STP Process

Source: Marketing Management, Phillip Kotler

Fig 2.4

2.2 Review of Literature

2.2.1 Brand Positioning in different Sectors

Brand Positioning in FMCG sector

Niladri B.Syam and Benedict G.C. Dellaert (2002) said that quality of services is one of the most important factors of brand positioning in FMCG sector. FMCG Producers’ are committed to provide surplus value to the customers at least
possible cost. If the producers provide best quality of products at least possible cost, than they can survive in the market for a long time.

According to Metal Deliya (2009) packaging play an important role in brand positioning of fmcg products. Good packaging attracts the bulk number of consumers.

Mohammad Ali Daud (2006) identified that the consumer are very quality sensitive and their ability to evaluate quality must also be considered in fmcg sector. Quality play a very important role in brand positioning of fmcg products.

According to Aarun Lekatjo Mazikuko (2003) the major important factors of brand positioning in fmcg sector are customer satisfaction, perceived value & commitment. Leslie de Chermetong (2010) said that success and failure of brands in the fmcg sector depends upon the brand positioning. According to Dr. Neetu Sharma (2009) product, price, promotion and distribution are the important attributes of brand positioning of fmcg products. Combination of these factors is very much helpful in creating unique brand positioning.

As per Elien Knape & Petter Rodestedit (2003) there is a low to medium, but highly significantly, correlation between brand association transfer and perceptual fit. The author identified that perception of the consumers is only helpful in measuring the effectiveness of brand positioning in fmcg sector.

Zahra Ludha (2007) identified that brand positioning of pharmaceuticals companies is an important way to create awareness among potential benefits of drugs and medicine.
According to Kasthuri Poovalingam & Progasen Pillay (2010) brand positioning of fast moving consumer goods have positive impact on the sales and opportunity of products.

Ranu Gupta and Rishu Roy (2011) said that quality is the most important factor for brand positioning of FMCG sector in India. He also finds out that consumers quality sensitivity and their ability to evaluate quality must also be considered by the companies.

According to P Guru Raghvan, G. Devakumar, Santosh Upadhayay (2005) in FMCG sector majority consumer expectations are quality, benefits offering, and packaging.

**Brand Positioning in banking sector**

According to Dr. Gurvinder S Shergill (2001) customer relationship is a very important factor for brand positioning. He also said that customer retention leads to increased market share and bigger profits. He conclude that brand positioning have positive impact on market share of banking sector.

Zahra Ludha (1998) identified that brand positioning in banking sector is a very important way to create awareness among potential benefits of consumers.

According to Ritu Srivastava, Ajay Prakash (2013) perceived quality to be the most important factor in Indian banking sector. Author determines that quality is the most important factor in brand positioning of bank in India.
Brand Positioning in Automobile sector

According to Anindya Ghose and Re Wei Huand (2010) quality play a crucial role in brand positioning of automobile sector in India.

S. Ramesh Kumar (2003) identified that consumer promotion schemes is the most important factor of brand positioning in automobile sector. He also said that the promotion must be line with the other elements of the marketing mix. According to him no brand can afford to ignore consumer promotion schemes.

Michael Tuen Pham and E. Tory Higgins (2004) said that availability, accessibility, price and quality are an important attributes of brand positioning in automobile sector.

According to Marketa Lhotakova and Anna Klasova (2009) four major elements of brand positioning in automobile sector are target consumers, consumers benefits, brand image and competitive frame of reference.

The important factors of brand positioning in automobile are reputation of the dealers, extra features on reduced price, quality and price (A. Haasbrock, 2004).

As per Mustafa Kavadeniz (2010) automobile companies developing their brand positioning should first determine attribute and images of competitor companies exactly and accurately.

According to Carolin Carlsson, Kristina Linonder (2009) it is more complex to consider the position of a point of parity in comparison to points of differences in automobile sector.
**Brand Positioning of Indian Mall**

According to Suresh Sannapu and Nripendra Singh (2012) purchasing location, accessibility and convenience are the important factors for the brand positioning of Indian mall.

Ajay Kumar (2005) used the mental map (perceptual map) to create profile of brand positioning of a brand towards its competitive brand in comparative analysis of mall.

**Brand Positioning of Mobile Phone**

Christopher Fachs (April, 2008) has used the regression model to do the comparative analysis between brand positioning of Motorola and Sony Ericson.
Regression model has been used to do the comparative analysis between brand positioning of Sony Ericsson and Motorola mobile. In the above model...
favorability, Dissimilarity, Uniqueness and Credibility are the dependent variables whereas give reason to buy and overall superiority are the independent variables.

2.2.2 Brand Positioning of Lubricant oil in different countries

Brand Positioning of Lubricant oil in Pakistan

According to Rizwan Raheem Ahmad, Danish Obaid & Ahmad Afraz Arif (2010) Pakistan State oil (PSO) brands performing lower than shell on specific attributes packaging, quality and purchase Intention. So author concluded that Pakistan State oil (PSO) is performing better than Shell on brand positioning factors packaging, quality and purchase intention.

Irfan Asghar Ameer, Maryam Javan Mashmool and Amir Javan Mashmool (2007) concluded in his research that brand value can be created by relations between the brand and the relevant stakeholders in energy industry of Pakistan.

Brand Positioning of Lubricants in USA

As per Philip J. Kitchen (2008) the important factors of brand positioning in USA car lubricant market are trust, satisfaction, commitment and familiarity. Brand positioning of lubricant is a combination of high perceived prestige and price premiums in order to attract middle class. In USA lubricant market price play a crucial role to attract the middle class. USA consumers are highly price sensitive. They prefer good quality of lubricant at least possible price.

According to Allen Jobbers world survey (2010) identified that major oil companies in USA aggressively targeting and enforcing brand positioning.
Brand Positioning of Lubricant in Italy
According to J.R. Robert (2006) price as a factor play an important role in brand positioning of lubricant oil in Italy. Apart from price, accessibility and quality of the lubricant also play a crucial role in Italy lubricant market.

Brand Positioning of Lubricant in China
Wengo Duo, Nan Zhou, Kai. H Lim, Nan Cui and Chenting Su (2010) said that affordability and quality play a very crucial role in brand positioning of lubricant oil in China. Promotion also plays a major role in brand choice of lubricant in China. Different promotional tools help the producers to make the consumers aware about the product. So promotions play a major role in brand positioning of lubricant oil.

2.2.3 Stakeholders in Brand Positioning of Automotive Lubricants
Consumers
According to Michel Tuan Pham and E. Tory Higgins (2004), under promotion consumers will pay relatively more attention to the desired state compared to the actual state. Consumer decision making has been dominated by information-processing theory and by behavioral decision research. Satisfaction from desirable outcomes should be more intense under Promotion. Promotion-oriented consumers will experience greater dissonance from the positive attributes. Availability, Accessibility, Price, Quality are some of the important factors responsible for brand positioning.
Baohong Sun, Scott Neslin and Kannan Srinivasan (2002) said that promotion is the major factors of brand positioning. The main advantages associated with promotional sales are-an easy way to learn customer response and it work fast. It also works as an inexpensive marketing technique. Before designing a promotional campaign, an organization must identify the target groups. This is done by breaking up of the product markets and identification of small groups of consumers whose wants and needs are not the same as the mass market.

Niladri B.Syam and Benedict G.C. Dellaert (2002) suggest that building strong brand positioning create the shareholder value. Brand positioning creates value for shareholders which depend upon three factors. First, it should have a differential advantage in lower costs or superior perceived quality. ‘Quality’ here may be in terms of perceived functional benefits or the emotional associations with the brand’s image. The second determinant of value creation is market economics. A market’s attractiveness changes over time. In some markets, however strong the brand, excessive competition and powerful price-sensitive buyers make it very difficult to earn returns that cover the brand’s cost of capital. The third on is brand value, brand value creation depends upon a strategy based on maximizing the present value of future cash flow.

As per Besty Book, (2004) advertising is one of the most important tools of brand positioning. Brand positioning creates the awareness among the consumers about the product. Brand positioning might serve multiple communication objectives, perhaps the most significant is their impact on brand name awareness.
According to Nick Wills Johnson (2006) brand positioning is an important factor to increase the sales volume but local market conditions also matter. The number of competitors also has an impact on the sales volume of the products.

Customer Relationship Management is a very important factor for performance of businesses and brand positioning. Increased revenues, profits, and shareholder value are the result of marketing activities directed toward developing, maintaining, and enhancing successful company–customer relationships (Dr. I.R. Adam, 2009).

Thomas J. Madden, Frank Fehla and Susan M. Fournier said that brand positioning play a major role in creation of shareholder value. Firms with strong brand positioning have less systematic risk than other firms.

According to Xavier Dreze, James D. Hess and Bing Jing now a days companies are moving from personalization to customization process for effective brand positioning.

Luxury brand positioning is a combination of high perceived prestige with reasonable price premiums in order to attract middle class consumers. Brand positioning plays a crucial role to influence the bulk number of consumers (Yann Truong, Rod Mc Coll and Philip J. Kitchen, 2010).

According to Jeremy N. Sheff (2001) “brand positioning” is the value to a firm or its customers of a brand and of the firm’s efforts to build and maintain that brand. In particular, brand positioning efforts can influence consumer decision-making not only by informing and persuading consumers, but also by altering the
way consumers evaluate product information and consumption experiences. Consumers will obviously rely on information about those qualities in deciding whether to make a purchase, and in deciding which product or service to select from a range of options.

As per Andreas B. Eisingerich and Gaia Rubera (2005) the effectiveness of brand positioning depends on the commitment of consumers towards that particular brand. The influences of culture have an impact on four key brand management elements, i.e. Brand Innovativeness, Brand Customer Oriented, Brand Self Relevance and Social Responsibility. Brand positioning plays a crucial role in developing customer relationships and determining firm performance.

According to Jiwoong Shin and K Sudhir (2007) firms are now focusing on customer relationship orientation. In order to provide maximum loyalty and profitability, a company should provide its best value to its customers. This is an important tool of brand positioning.

Luis M B Cabral (2011) said that brand positioning improves the terms of the implicit contract between seller and buyers, whereby the seller invests in quality and buyers pay a high price. The benefits from brand positioning may come from one of two sources: in some cases, brand positioning leads to a softer punishment of product failure, which increases the seller’s value.

According to Tim R Coltman, Timothy M Devinney and David F Midgley (2009) Customer relationship management suffers when it is poorly understood, improperly applied, and incorrectly measured and managed. The combination of
investment commitments in human, technological and business capabilities required to create a superior brand positioning.

As per Wolfgang Grassl (2010) brand positioning is a function of the degree to which brands occupy defensible niches in product space. Brand positioning as a process involves changing external or internal boundaries of products. Several arguments are proposed in favor of brand realism. Brand realism has significant implications for a new understanding of issues ranging from the effects of advertising to financial brand valuation.

Arthur Fishman, Israel Finkel Stein, Avi Simhon and Nira Yacouel (2010) said that collective brand positioning improve communication between sellers and consumers. Collective brand positioning are associated with superior quality suggests that firms which are members of these brands invest more to maintain brand positioning.

According to Pulkit Ahuja brand positioning is simply the trust a consumer has in the specific brand. Brand positioning recognizes that brand positioning can be created and developed with management of some aspects that go beyond consumer’s satisfaction with functional performance of the product and its attributes

Ehrenberg et al (1994) found that when the prices are reduced a sharp increase in sales is observed but the sales again returns to the normal level when the prices are return to the normal level or the offer period is over. He concluded that price plays an important role in brand positioning.
According to Hotnir Siringoringo (2008) Consumer Shopping behavior among modern retail formats determinants such as shopping intention, attitude towards retail outlets, and shopping habits play a very important role on consumer shopping habit, hence retailers should try to build positive attitude with the help of brand positioning.

According to R. Sachar (2009) the Indian automotive lubricants market is largely price sensitive and volume growth is stagnating due to longer lasting lubricants.

Braganza Nicole and Mehra Swati (2008) said that there are generally two types of customers in Indian lubricant market. First are the quality conscious customers and the second’s price conscious customers.

According to Sanchit Gupta (2003) Indian lubricant market is one of the fastest growing retail markets in India. He also concluded that Indian lubricant market is dominated by automotive lubricant.

As per Manoj Anand (2009) the Indian lubricant market mainly classified into two type, automotive lubricant and Industrial lubricant. Automotive lubricant constitutes 65% of the Indian market whereas Industrial lubricant constitutes only 35% of the Indian lubricant market. As per the global trends, the automobile segment dominates the industry, and, within the automobile industry, the diesel engine lubricants form the major part of the market. The market volumes of the commercial vehicle segment have declined because of increase in the proportion of new technology.
A.K. Bhan (2003) concluded in his research that HP Laal ghoda failed because its brand positioning based only on price whereas customer seeking multiple attributes in lubricant oil.

According to Amit Rawat (2013) Castrol consistently increasing their market share by consistently investing huge amount in their brand positioning.

The initiatives taken by Gulf Oil Corporation for brand positioning based on market feedback and growth factors. They have sponsored King XI Punjab for 2 years and Chennai super king for last 3 years. The Times of India (March, 2013).

Harish Sinha (2013) concluded that different brand positioning strategies adopted by Castrol to increase their market share.

According to Kline and Company (2009) Indian lubricant market is continuously increasing so there is too much opportunities for lube manufacturer in Indian lube market. Lubricants marketing should be done on the basis of segmented consumers.

As per Geeta Agashe (2010) finished lubricants marketers are expecting to see more competition in Indian lubricants market.

According to A. T. Kearney (2013) Germany is the world’s most competitive auto location. Within the context of the international economic downturn, the German automotive industry has done remarkably well.

Kathy Scott (2010) proposed the mental map to identify the factors of brand positioning. As per Colber John (2009) there is a wide scope for new private players in Indian lubricant oil market. He found out that India is the third largest
lubricant market in the world. According to him the Indian lubricant market is
growing at the rate of 8 to 10 percent annually. There is too much opportunity for
private lubricant companies in Indian lube market.

According to Mitra Surajit (2006) Indian lubricant market is increasing due to
increase in income level of Indian middle class. Due to the growth of Indian
middle class the purchasing power of middle class is increasing which enhance
the sales volume of automobile sector. The increase in sales volume of
automobile sector will increase the sales volume of lubricant oil.

Theo. Mang and W. Dresel (2004) said that only few oil companies are
manufacturing lubricant oil. According to him there are worldwide 1380
lubricants manufacturer ranging from large to small are today. Out of which only
around 180 companies are manufacturing the lubricant oil. On one hand there are
vertically-integrated petroleum companies whose main business objective is the
discovery, extraction and refining of crude oil. Lubricants account for only a very
small part of their oil business. At present, there are about 180 such national and
multinational oil companies engaged in manufacturing lubricants.

As per Neeti Rana (2010) Indian commercial automotive segment represent more
than half percent of India’s total lubricant market. India’s lubricant market
analysis focuses on developments, challenges, business opportunities, threats and
competitive positioning. Total demand for finished lubricants in India is estimated
at over 1,400 kilotonnes in 2009. The commercial automotive segment represents
about 53% of the total lubricants market, followed by the industrial segment at 34% and the consumer automotive segment at 13%.

According to John Taylor (2007) India is the sixth largest lubricant market in the world so there is a wide scope for private players in Indian lubricant market.

The Indian automotive lubricants market is largely price sensitive and volume growth is stagnating due to longer lasting lubricants. There are overall 22 big and small lubricants manufacturer in India but only a big companies are enjoying the market share. Companies are more focusing on customer centric approach where they are likely to focus on creating brand awareness through print and visual media. The retail trades are a major marketing channel in the Indian automotive lubricant market. Petrol pumps form a major distribution channel in retail trade, however sales of lubricants through retail outlets has transformed the Indian automotive lubricants market into a fast moving consumer goods (FMCG) sector. The other marketing channels are authorized service stations, garages, rural and agricultural dealers, super markets, wholesale distributors (Foster and Sullivan, 2005).
San Jose (2015) said that Indian lubricant market is increasing due to increase in the demand of automobile. The increase in the sales volume of automobile sector is enhancing the sales volume of automotive lubricant oil. In near future there will be too much competition between the oil companies for Indian automotive lubricant market.

According to Perry, C. R (1997) Indian lubricant market is dominated by public sector unit Indian Oil Corporation (IOCL), Hindustan Petroleum Corporation (HPCL) and Bharat Petroleum Corporation Limited (BPCL). Only Castrol is playing a major role in Indian lubricant market other private players of oil and gas are also now participating in the production of lubricant oil.

As per Pooja Verma (2003) Indian lubricant market is one of the fastest growing retail markets in India. Due to huge population the consumption of automotive lubricant in India is very high and lubricant oil is acting as a FMCG product for Indian market. Indian lubricant Market is dominated by automotive lubricant.

**Mechanics**

According to S.S. Krishna Kumar & Bhanu Sree Reddy (2010) “An automotive garage mechanics is the primary level of contact point for any passenger car owner. An automotive mechanics play a very crucial role in building positive word of mouth. They are also able to spoil the brand of a product by doing negative word of mouth. This totally depends upon the relationship of mechanics with the manufacturers.”
As per Siddarth Bothra (2012) Mechanics have very high involvement with regard to choosing lube oil. Mechanics have a capacity to influence the consumers of automobile.

According to Douglas B. Halt (2009) a strong brand culture gives the firm considerable leverage in configuring channel policies and provides leverage in negotiating with retailers. Mechanics plays a crucial role in brand positioning of automobile products.

Stephen M, Dent (2008) said that Mechanics have very significant impact on changing the perception of the consumers. The relationship between brand representatives and mechanics is a prerequisite for success of a brand positioning.

According to Adele Lombard (2007) mechanics and product attributes plays a crucial role in brand positioning. Mechanics clues provide tangible representatives of the intangible services. Mechanics can influence the consumers to purchase the automotive lubricants of a particular brand.

According to Frank Tennstedt (2009) product training and extra benefits influence the mechanics to create brand positioning of lubricants. He also concluded that mechanics plays a key role in brand positioning of automotive lubricants.

Garage mechanics have a very important role in brand positioning of automotive lubricant oil. Mechanics are able to inform the consumers about the quality of the product. Profit margin is also one of the important factors which influence the mechanics to change the perception of the consumer towards a particular automotive lubricant brand (Eileen A. Wall 2005).
Communication between manufacturers and mechanics also plays crucial role in brand positioning of the automotive lubricant oil. Mechanics can influence the consumers only when they have proper information about the lube product. Quality of the lubricant also helps the mechanics to influence the consumers (R.N. Brown, 2011).

The most important factors for brand positioning of automotive lubricant from the mechanics point of view are timely delivery, availability and order commitment (R.M. Finch, 2001).

2.3 Relationship between Brand Positioning and Market Share

David (2002) identified that strong brand positioning have positive repercussions on the sales volume. Effective brand positioning is correlated with the increasing market share. Most of the consumers are less price sensitive, they prefer strong brand. Brand positioning differentiate the product from its competitors offerings, it creates a positioning about a product in the mind of the consumers. Brand Positioning help the products to increase the market share by changing the perception of the consumers.

Hankinson & Cowkey (1993) concluded that brand positioning is one of the important way by which company can sustain and develop an advantage over its competitors to increase its market share and sales volume.
John Kelvin (1988) said that brand positioning play a significant role to increase the market share. The market share of Dettol soap was 1.7% in 1984. For increasing the market share Dettol has adopted the effective brand positioning strategy by which the market share has increases up to 3.7% in 1988. Intense competition has an impact on sales volume and in such situation brand positioning play a crucial role. Brand Positioning helps to change the mindset of the consumers so that the market share picked up.

According to Yuping Lu, Rong Yang (2006) Brand Positioning is an important tool to capture more market share of competitors. However the proliferation of brand positioning programme in the market has spawned intense competition among different competitors.

Waarden & Benavent’s (2008) conducted the research on brand positioning of six grocery store and identified that two store are continuously increasing their market share because their brand positioning is more effective in comparison to other four grocery stores. He also said that brand positioning programs have impact on market saturation, market share and category expandability.

According to Evans, Mouthinho and Van Raij (1996) the growth of sales volume and market share is sometimes perceived by the financial measure which is affected by a change in relative brand positioning. According to him successful brand positioning is a multidimensional construct, and its impact on market share assessed.
Dekimpe and Hannsens (1995) said that a market share is largely affected by brand positioning over the long term.

According to Bhimrao (2006) brand positioning has aligned with the organization processes that deliver the promises to the consumers which play a crucial role in the experience of consumers with the brand positioning which ultimately helps to increase the market share.

As per He Liu, Lili Foen (2013) brand positioning is affected by brand relationship. The impact of brand positioning depends upon the strong relationship between the brand and the consumers.

Scott M Smith (2010) concluded that effective brand positioning is able to change the mindset of the consumers. Brand positioning is used to distinguish a particular brand from its other competitors which a helpful in capturing more market or to increase the sales volume.

Natalisa Vila Lopez (2009) said that the purpose of brand positioning in developing marketing strategy is to differentiate the products on the basis of different attributes from their competitors. In order to gain market of the competitors, effective brand positioning is needed.

According to Jenni Romaniuk (2012) Elise Gaillard brand positioning are the bases of consumers relationship. In service sectors brand positioning is helpful to increase the sales volume.
As per Fiona Scott Morton and Florian Zettel (2009) Meyer brand positioning of a store helps to increase its sales volume. Company uses a brand positioning to extract a premium price and also to grow their market share.

Dr Sangeeta Mohanty, Harida Kuruda (2012) there is too much competition between the different shampoo brands in Indian market. So the different shampoo brands are increasing their market share by doing effective brand positioning. So the brand positioning are playing very important role in Indian shampoo market.

Jaywant Singh, Chris Hand & Hbinchen (2009) concluded that brand positioning is meant to create a unique brand image. The study provides the works on brand positioning of different branded commodity. The brand positioning helps commodity to increase their brand positioning.

From the literature review following variables of brand positioning has been identified on the basis of consumers’ perception.

Brand Image
Worthiness
Novelty
Performance
Superiority
Reliability
Advertising
Packaging
Promotion
Variables for brand positioning of automotive lubricant for four wheeler segment mechanics..

Profit margin
Price
Product Training
Purchasing location
Availability
Timely delivery
Purchase experience
Packet size
Communication
Extra benefits
Order commitment
Quality

Brand Performance

2.4 Model of Brand Positioning

2.4.1 Perceptual Mapping

A Perceptual Mapping is a visual representation of how consumers perceive competitive brands in their minds.

According to (Karde, Cronoley & Cline 2001) ‘Perceptual maps are a way of measuring the consumer mind on the basis of Perception’.

According to (Farrell & Hartline, 2008) perceptual map represents the perception of the consumers on graphs.

Perceptual mapping is use to do the comparative analysis between two or more brands on the basis of consumers perception. Perceptual map is a tool to understand the mindset of the consumers with respect to different brands of the product. The word ‘Perceptual’ derived from the word ‘Perception’ which is mainly refers to the consumers.

There are two types of Perceptual Mapping.

1- Attributes based Perceptual Mapping

2- Non Attributes based Perceptual Mapping

1- Attributes based Perceptual Mapping.

Attributes based perceptual mapping starts by identifying the different attributes on which different brands should be mapped. Attributes based perceptual
mapping create the broader dimension which consumers use to evaluate different brands. Dimensions are constructed by the attributes, so it is very essential that all the possible attributes of the brands should consider which consumers perceive while selecting the brand. In the absence of component attributes, important dimensions can not be discovered.

Attributes based perceptual mapping can be created by using anyone of the following mathematical techniques.

(i) Factor Analysis
(ii) Discriminant Analysis
(iii) Correspondence Analysis

2- Non Attributes based Perceptual Mapping

In Non attributes based perceptual mapping the brands are mapped on the basis of similarity and dissimilarity of the brands. Attributes are not considered in this perceptual mapping. Multidimensional dimensional scaling is used to map the brand on two dimensional scales.
Types of Perceptual Mapping

Source: IICM, D. Gursoy (2011)

Fig 2.6
In Perceptual mapping first of all the different factors of the brands should be identified. Further brands should be mapped on the perceptual mapping on the basis of those factors. Perceptual mapping is helpful in establishing the relationship between different brands and consumer perception.

Perceptual map has been used by Suresh Sannapu and Nripendra Singh (2012) to determine the brand positioning of Indian Mall. They have done the comparative analysis of different Mall of Delhi and NCR on the basis of consumer preference.

**Perceptual map of Indian Mall**

![Perceptual map of Indian Mall](source: Journal of marketing and management, J. Sanger (2009) Fig 2.7)
Perceptual Mapping to do the comparison of different branded restaurant in U.S.A. on the basis of consumer’s perception.


Fig 2.8

Geoff Fripp (2009) mapped the different restaurant brand on perceptual mapping. They have identified that choice and location are the two important attributes which consumers considered while selecting the restaurant. So that’s they have taken choice and location as a two important dimensions.
According to Shawn Nirmi (2003) caffeine and sugar are the two important dimensions to map the different soft drinks. The above perceptual represent that pepsi max has the highest caffeine whereas sprite has least. Similarly diet coke has least amount of sugar whereas fanta has highest sugar.


### 2.4.2 Brand Positioning Model

**Kevin Lane Keller Model of Brand Positioning**

<table>
<thead>
<tr>
<th>Owned</th>
<th>Valued</th>
</tr>
</thead>
<tbody>
<tr>
<td>What the Audience Currently Believe</td>
<td>What the Audience would value</td>
</tr>
<tr>
<td>Claimed</td>
<td>Desired</td>
</tr>
<tr>
<td>What the organization are Saying</td>
<td>What the organization would like to become</td>
</tr>
</tbody>
</table>

Source: Dark matters, Kevin Lane Keller, (2009)

Fig 2.10
Kevin Lane Keller has given the model of brand positioning that help to get the answer of the following four questions:

1. What does the consumer currently believe about the brand?
2. What might the consumers believe about the brand in the future?
3. What does the organization presently claiming about the brand??
4. What the organization would like to claim about the brand in future?

**Modified Kevin Lane Keller Model of Brand Positioning**

<table>
<thead>
<tr>
<th>Present</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumers</td>
<td>What do they believe or value?</td>
</tr>
<tr>
<td>Brands</td>
<td>What do you currently claim?</td>
</tr>
</tbody>
</table>

Source: Dark matters, Kevin Lane Keller, (2009)

Fig: 2.11
Effective brand positioning focuses on both present and future. Good brand positioning has one foot in present and another one in the future. The foot mainly represents the factors. This model helps to find the factors of brand positioning for present and future perspective.

**The Foot in the Present**

This helps to find out what the consumers currently believe about the particular brands and what the value of brands is presently. It starts by identifying factors of brand positioning which a consumer prefers while purchasing the products.

**The Foot in the Future**

Maintaining the brand positioning is a continuous process. So identifying the factors of brand positioning for future perspective is also very essential. To put the foot in the future means try to find out what factors would influence brand positioning in future.
2.4.3 Mental Map

A mental map is a visual depiction of the different types of associations linked to the brand in the minds of the consumers (Kevin Lane Keller, 2013).

Mental Map of Nike

Katty Scott (2013) identified the important factors for brand positioning of Nike and developed the mental map.

Mental Map:

Source: www.howdesign.com, Kathy Scott, 2013

Fig 2.12
**Mental Map of Apple computers**

Abiodun Solomon, Alodayo Odanoike (2008) developed the mental map of apple. First of all author identified that important factors for brand positioning of apple than fit the identified factors into mental map.

![Mental Map of Apple computers](image)

*Source: Indian research journal, Abiodun Solomon, (2009)*

Fig 2.13
2.5 Research Gap

1- It has been evident from review of literature that very limited research have been done to identify the factors of brand positioning of lubricant in other countries but in Indian context it has yet not been done.

2- Some research studies have been carried out in other countries where comparative analysis between different lubricants brands have been done but this type of research has yet not been carried out in India.

3- No research work on conceptual framework for brand positioning of automotive lubricant has been observed by the best knowledge of researcher.

2.6 Concluding Remarks

In this chapter researcher found that the Indian lubricant market is mainly divided into two parts, automotive lubricants and industrial lubricants. Researcher also determined that the demand of automotive lubricants in India is increasing very rapidly. In this chapter the different variables of brand positioning has been identified on the basis of four wheeler segment consumers and four wheeler segment mechanics. Researcher also determined that the effective brand have an positive impact on market share of automotive lubricant. Research found three major models of brand positioning which is Perceptual mapping, Mental map and Kevin Lane Keller model of brand positioning. Researcher also concluded that some research studies have been carried out in other countries where comparative analysis between different lubricants brands have been done but this type of research has yet not been carried out in India.