CHAPTER VI SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION, USEFULNESS OF STUDY AND FURTHER RESEARCH

The summary of findings, discussions, conclusion, usefulness of study and further research are presented in the following paragraphs:

6.1 DEMOGRAPHIC PROFILE OF MEN’S APPAREL PRIVATE BRANDS

The demographic description of consumer of men’s apparel Private brands is as follows; Consumer is in the age group of twenty one to thirty five (82.80%) and educated with graduation or post-graduation (95%); predominantly employed in private sector (55.20%) or a professional (33.20) and with income level of rupees three lakhs to five lakhs (78%); requiring formalwear (80.40%) for work place; all the respondents have two wheelers with (53.20%) having car; majority (63.20%) are married. These trends are expected to be built in to the infrastructure in planogram of the stores. There is a need for appropriate parking facility. The influence of spouse, children and friends has an major impact on the purchase decision of the respondents, two suggestions are made ; the price tag should be printed in larger forms for visibility as value for money is given importance. As observed by the researcher some of the outlets use stickers on the existing price tags which may lead to suspect credentials of the outlet as expressed by respondents. There is a need for trial room. The other outlets frequented by consumer are Saravana Stores, Chennai Silks or Kumaran Silks (66.80%). Spouse, children, friends, colleagues have stronger influence on purchase decision process. Status enhancement is one of the key determinants for purchase decision. Price and design are major factors considered for decision process. The average revenue per user or customer (ARPU) is rupees 2,560. Cash is the mode of purchase
(65%) and credit card accounts for 32.20% with no one preferring equated monthly installments.

6.2 FACTORS INFLUENCING CONSUMER PURCHASE DECISION OF APPAREL STORE OUTLET

Twenty four variables relating to the in-shop experience are identified and customer expectations are obtained and most important variables are identified. They are location, comfort, ambience, courtesy of staff, in house tailoring, trail room, elevator and empathy. Age and income are used as discriminant variables to obtain expectation. The relationship explains 66.60% of age and 78.80% of income respectively. Higher the age the expectation with respect to lift, price tag, lighting and accessories are preferred. In the same vein, income related expectations are ambience, courtesy, convenience and quick delivery. These finding are significant as they explain the general age and income related expectations when they visit an apparel private outlet.

6.3 CONSUMER PERCEPTION WITH RESPECT TO MEN’S APPAREL PRIVATE BRAND

Twenty perceptual variables are identified and the consumers rated them on a Likert scale, with highest score going to strongly agree and least score to totally disagree. The output is subjected to factor analysis and eight constructs are identified. They are; attracting the opposite gender and choice of appropriate accessories; value for money and personality; enhanced professional image; enhance dressing sense with appropriate design; confidence with ease of self expression; image of quality and self expression; appropriate fit; image builder.

However, set of full image mirrors needed to be provided outside the trial room so that spouse, children and friends can provide immediate feedback. The output is subjected to further analysis using multiple regressions. The
equation is found to be statistically significant and null hypothesis is rejected. Choice with discounts, value for money, design and image enhancement is the most important dimensions that influence the consumer perception. The perception with respect to men’s apparel private brand may be summarized as “Value for money with wide choice providing best design which enhances image”.

6.4 PRIVATE BRANDS AND NATIONAL BRANDS

Perception with respect to private brands and national brands are compared across fifteen variables. It has been found that the national brands are perceived to be superior to private brands statistically and null hypothesis is rejected. This may be explained as private brands try to attract the attention of the customer by its value for money, focus promoted with better in-shop experience compared to the national brands, however customers has not bought this idea.

6.5 CONSUMER INVOLVEMENT IN PURCHASING MEN’S PRIVATE BRAND APPAREL

Consumer involvement is actualized with twelve statements rated by respondents on a Likert Scale with highest score for strongly agree with lowest score for strongly disagree. Factor analysis is employed to reduce the data and following five constructs are identified: namely, personal identity with joy, keenness, risk, dissonance and uncertainty. This finding throws light on the dimension of uncertainty and difficulty of making choice that consumer feels while buying men’s private brand apparel. While he expects higher need for choice, the choice itself is intimidating. The low price phenomena compared to national brands also make him suspect the quality leading to more uncertainty.

Customer’s dissonance may be addressed in two ways:
a). Making a clear statement that the prices of the product are not increased for a specific period of time irrespective of inflationary pressures.

b). The range of products may be arranged in price wise grouping rather than fabric wise grouping. In the same set of grouping, if large price variations are observed, the customer is likely to experience more dissonance.

6.6 SPENDING PATTERN OF CONSUMER’S FOR MEN’S PRIVATE BRAND APPAREL

The spending pattern of consumers is analyzed by obtaining response for utilizing rupees one thousand on Private brands or national brands or both. The differences are statistically significant and null hypothesis is rejected. The important observation is only 12.40% of the consumers are willing to purchase only stores brands, while 26.80% of the consumers are willing to buy national brands only and 60.80% of the consumer are willing to buy both. This is a clear indication that consumer prefers choice at the same time higher willingness to have national brand with preference for both.

6.7 PRIVATE BRAND LOYALTY FOR MEN’S APPAREL

One of the most important measures of loyalty towards any brand is willingness to shift from the brand. The scores are subjected for statistical significance and found to be statistically significant and null hypothesis is rejected. Five point scale has been used with highest score for definitely yes and one for definitely no. The results indicate that the aggregate attitude is only 2.72 on a scale of five, indicating that there is a tendency to shift the brand loyalty, in other words 2.28 on a scale of five will be the score for willingness to stay with the brand.
6.8 SHIFTING PATTERN FROM PRIVATE BRAND TO NATIONAL BRAND

The likely possibility of shifting from a private brand to a national brand is analyzed with output being subjected for statistical significance and found to be statistically significant and null hypothesis is rejected. Five point scale has been used with highest score for definitely yes and lowest for definitely low. The results indicate the aggregate attitude is 3.35 on a scale of five, indicating that there is a tendency to shift to national brand. This is an indication that brand loyalty to Private brands is not strong and the consumer is positively disposed towards shifting.

6.9 RELATIONSHIP OF VARIABLES PERCEPTION- PURCHASE INTENTION-EXPECTATION-SATISFACTION

Three psychological variables are identified for study that is likely to have impact on the brand loyalty. The responses for each of these variables are tested to establish that they are not the same phenomenon. Statistical tests of perception and expectation, perception and satisfaction and expectation and satisfaction proved that there is a significant difference and null hypothesis is rejected. This inference paves way for using this inference for further analysis to know the extent of correlation among these variables. The correlation is statistically significant between perception and expectation and it is positive and moderate. Perception and satisfaction is statistically significant and it is positive and moderate. Expectation and satisfaction is statistically significant and it is positive and weak. The inference is that they have statistically significant relationship and it is positive and null hypothesis is rejected. However, the weaker relationship of expectation and satisfaction indicate need for further robust analysis.
6.10 PERCEPTUAL MAPS OF ASSOCIATION BETWEEN APPAREL PRIVATE BRANDS AND DIFFERENT ATTRIBUTES

Perceptual map of association between Apparel Private brands such as Globus, Lifestyle, Westside, Shoppers Stop, Pantaloons and Big Bazaar and different attributes are taken up for study in the following segments.

1. Style, variety and price.

2. Finish, durability and quality.

3. Display, accessories and brand name.

These dimensions are segregated to three groups to have visual clarity. The spatial relationships are examined for further study. The axis is not named as correspondence analysis does not permit as the output is in Euclidean space.

6.11 PERCEPTUAL MAP SUMMARY

TABLE 5.76: PERCEPTUAL MAP SUMMARY

<table>
<thead>
<tr>
<th>S.No</th>
<th>Attribute</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Style</td>
<td>Lifestyle</td>
<td>Pantaloons, Shoppers Stop and Westside</td>
<td>Big Bazaar and Globus</td>
</tr>
<tr>
<td>2</td>
<td>Variety</td>
<td>Globus</td>
<td>Shoppers Stop, Pantaloons and Westside</td>
<td>Lifestyle and Big Bazaar</td>
</tr>
<tr>
<td>3</td>
<td>Price</td>
<td>Westside and Big Bazaar</td>
<td>Shoppers Stop</td>
<td>Lifestyle, Pantaloons and Globus</td>
</tr>
<tr>
<td>4</td>
<td>Finish</td>
<td>Pantaloons and Big Bazaar</td>
<td>Westside and Lifestyle</td>
<td>Globus and Shoppers Stop</td>
</tr>
</tbody>
</table>
6.12 PATH ANALYSIS

The path analysis diagram indicates that perception and purchase intention are, co-variants, having direct relationship individually with expectations. Expectation and perception has direct relationship with satisfaction. Satisfaction is associated with loyalty. However the relationship is weak and not sufficient to conclude that satisfaction leads to loyalty. The summary of is further elaborated as perception – purchase intention – expectation – satisfaction – loyalty (PPIESL Model).

6.13 SUMMARY OF HYPOTHESES

**TABLE 5.77: SUMMARY OF HYPOTHESES**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Null Hypothesis</th>
<th>Rejected / Accepted</th>
<th>Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age of the consumer is not a significant factor for consumer expectation.</td>
<td>Rejected</td>
<td>Age related factors such as elevator, different types of accessories and lighting facilities are differentiated.</td>
</tr>
<tr>
<td></td>
<td>Effect</td>
<td>Rejected</td>
<td>Rejected Details</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------</td>
<td>----------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2</td>
<td>Income of the consumer is not a significant factor for consumer expectation</td>
<td>Rejected</td>
<td>Income related factors such as feeling comfortable, happiness while shopping; shopping convenience and quick delivery are differentiated.</td>
</tr>
<tr>
<td>3</td>
<td>There is no influence of perceptual factors on purchase value of consumers.</td>
<td>Rejected</td>
<td>Value for money to suit customer personality, enhanced image of dressing sense with appropriate design to attract opposite gender and appropriate choice of accessories are found to influence purchase value.</td>
</tr>
<tr>
<td>4</td>
<td>There is no difference in opinion regarding attributes of private brands and national brands</td>
<td>Rejected</td>
<td>Across 15 attributes, national brands are preferred compared to private brands indicating that national brands are perceived to be better than private brands.</td>
</tr>
<tr>
<td>5</td>
<td>There is no effect of purchase intention on purchase value of consumers of private brands.</td>
<td>Rejected</td>
<td>Friend’s recommendation, spouse’s recommendation, colleague’s recommendation and status enhancement are key contributors of purchase intention on purchase value of consumers.</td>
</tr>
<tr>
<td>6</td>
<td>There is no significant relationship between spending pattern with respect to private and national brand.</td>
<td>Rejected</td>
<td>Higher value of spending on national brands is an important factor that emerged in the final analysis.</td>
</tr>
<tr>
<td>7</td>
<td>There is no significant difference in brand loyalty of consumers on private brand apparels.</td>
<td>Rejected</td>
<td>The responses diffused across definitely no, not yet and may think is to the extent of 72.20 per cent indicating lower brand loyalty for private brand men’s apparel.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>8</td>
<td>There is no association between perception, purchase intention, expectation and satisfaction of consumers of men's private brand apparels.</td>
<td>Rejected</td>
<td>Purchase intention, perception, expectation and satisfaction are found to be related and appropriate inferences are made.</td>
</tr>
<tr>
<td>9</td>
<td>There is no significant interrelationship between perception, purchase intention, expectation, satisfaction and loyalty of the consumer's of private brand apparels.</td>
<td>Accepted</td>
<td>Satisfaction and loyalty are found to have statistically non-significant relationship and appropriate, extensive discussions are provided with different arguments.</td>
</tr>
</tbody>
</table>

### 6.14 DISCUSSIONS

Otieno, (2000) argued that consumer satisfaction was a desirable outcome for apparel manufacturers and retailers since satisfied customers can lead to increased store patronage, repeat purchase and brand loyalty. Though this argument is strongly believed, it need not be analogous to behaviour with respect to private brand men’s apparel.

Ranaweera and Neely (2003) found that perceptions of service quality had a direct linear relationship with customer retention. Present research suggests no relationship of perception of service quality and customer retention. It indicates a weak relationship leading to customer not being able to develop a relationship with the private brand men’s apparel because
expectations are varied and commonalities could not be identified as given in the various perceptual maps.

Heskett et. al., (1994) posited that there is a strong relationship between satisfaction and loyalty: conversely the research indicated that dissatisfied customers moved to other vendors. However, the research provides no evidence why satisfied customers change loyalty.

Neale Martin, (2009) professor of innovation management, Coles College of business, Kennessaw state university, USA in a recent interview to Business Line dated February 24th 2011, indicated that “There is very little correlation between customer satisfaction and repurchase or loyalty. We see that loyal customers are sometimes highly brand loyal, but sometimes they are brand indifferent. In both cases satisfaction is not a good indicator of behavior. In many studies of brand switching, switchers reported high satisfaction with a brand or a store just before defecting. When behavior becomes habitual, it is no longer tied to goals or intentions, so satisfaction measures become essentially meaningless”. The author indicates that 85 per cent of customers who defect to competition are those either satisfied or highly satisfied. In a large scale meta-analysis, he found satisfaction explains only 8 per cent of repurchase. The argument of Neale Martin reinforces the PPIESL model of not being able to establish a stronger relationship of customer satisfaction and customer loyalty.

Gronholdt et. al., (2000), argued that increased satisfaction should lead to increased customer loyalty, and when satisfaction was low, customer has the option to exit or go to the competitor. Though high satisfaction is likely to lead to customer loyalty, PPIESL model or Neale Martin’s work has not indicated that customer satisfaction unilaterally lead to customer loyalty. The association that customer satisfaction should lead to customer loyalty is debatable.
Identifying customer satisfaction as the only panacea for building brand loyalty is not accepted in the present research. The cognitive aspects relating to building brand loyalty may be deeper having its roots in neurobiology, anthropological and sociological basis rather than mere satisfaction with product or service.

Kapferer and Laurent, (1986, 1993) work focused on antecedents for developing customer involvement; interest; perceived risk with two sub components of importance and probability; its pleasure value; perceived ability of brand choice to express one’s status; and one’s personality or identity. The research is based on consumption of 14 product categories with exclusion of men’s apparel.

The perceived risk has been identified in the factor analysis which is likely to decrease involvement of the customer which may in turn influence the customer loyalty. The brand choice to express one’s status is being brought out as income sanskritisation. The present research is analogous with that of Kapferer’s model of consumer involvement.

An observation of table 5.12 indicates strong influence of spouse, children, family and friends on the purchase decision. The average weighted mean score of these influences is 4.35 vis-à-vis influence of self 3.16 indicate a significant effect of influencers on decision making. This inference may be posited as one of the reasons for low relationship of satisfaction and loyalty. This view is supported by Bijapurkar Rama (2009), as a set of Indian values such as dharma, which can be roughly, translated as socially defined goals translated into western terms such as know what your DNA is and play accordingly.

This kind of social harmony with immediate family members, friends and colleagues exert strong force compared to self on the decision making
process. These forces tend to weaken the customer satisfaction and customer loyalty link which may be unique to Indian consumers.

The results of table 5.13 further support the argument of weak link between customer satisfaction and customer loyalty; price and design are given importance to the tune of 78 per cent and brand related factors having 22 per cent importance.

6.15 CONCLUSION

Present research addressed issues of finding demographic profile of consumers of private brands in men’s apparel; positioning of private brands with respect to different attributes; and discerning the relationship between perception, expectation and satisfaction. The demographic profile of the consumer is in the age group of twenty one to thirty; educated with graduation; predominantly employed in private sector or professional; and annual income of rupees three lakhs to five lakhs; requiring formalwear for work place. Status enhancement is one of the key determinants for purchase decision. The most important attributes preferred are price, value for money and discounts indicating that customer is price centric. He also prefers to have less uncertainty while making purchases.

The average revenue per customer or user (ARPU) is rupees 2,560 indicate strong incentive to private brand outlets to convert footfalls to sales. Wide range, variety and its display is likely to drive footfalls. Lighting, hygiene and appropriate planogram need to be planned for customer to have better choice. Design, fit and color preferences are important factors considered by consumers.

This study has lead to a model with factors that influence brand loyalty of the customer. It is empirically found that there is no clear brand leader, with customer’s preference fragmenting towards different attributes. The model
obtained indicates that satisfaction need not necessarily lead to brand loyalty. The result appears to defy generally accepted principle. However, the reason can be explained as each of the brands are preferred with different attributes and the customer showed clear preference to shift to national brands.

Extensive studies spanning over ten years by Neale Martin, 2009, indicated that there is little correlation between customer satisfaction and customer loyalty. This is a counter intuitive observation to the popular belief that customer satisfaction leads to customer loyalty.

While Neale Martin, (2009) study is based on neuro biological aspects of brain science the present research confirms to his conclusions. However, the researcher in no way suggesting that customer satisfaction is not important. It is a necessary condition to build loyalty. Increasing customer habit formation and reinforcements through developing expectation and multiple in shop experiences is likely to increase brand loyalty for private brand men’s apparel.

6.16 USEFULNESS OF STUDY

The usefulness of the study is as follows. Price centric customer as indicated by factor analysis (with highest score of .72) may be appealed through Every Day Low Price as customer is not likely to go for cherry picking and frequenting the retail outlet. Since majority is working in organizations (66.80%), organization wise promotion may be undertaken with organization centered discount offer. This particular kind of promotional strategy is adopted by consumer durable manufacturers in India. As the in house tailors are used to make alterations, the data based with respect to different age groups representing 21-35 years constituting 82.35% may be collected. The data may be used for creating Indian sizes which may be customized. The color preferences are to be studied with respect to these groups.
The PPIESL model suggests meaninglessness as well as inevitability of customer satisfaction as a variable in the canvas of customer loyalty building in private brand men’s apparel. While customer satisfaction may not necessarily lead to brand loyalty; dissatisfaction is likely to take away customer. Building relationships, multiple experiences and enhancing expectations is likely to have an impact on customer footfalls and conversion to revenue stream.

6.17 FURTHER RESEARCH

The model considered is developed for the first time in India for men’s apparel private brand. The PPIESL Model needs further refinement and testing across different metros in India. The influence of spouse, children, friends and colleagues on the purchase decision of a person needs further exploration. Women’s apparel private brand and children’s apparel Private brands can be considered for future research as men visit retail outlets predominantly with spouse and children. Consumer involvement needs further exploration though it has not appeared as a variable of importance in the PPIESL Model.