CHAPTER VII

CONCLUSIONS AND SUGGESTIONS

The new millennium is witnessing many developments and changes in the field of marketing because of tremendous achievements in both information and communication technology. This has enabled consumers to be savvy of cost effectiveness of the material they would buy, including the after sales services. Producers and distributors, therefore, have to woo consumers by emphasizing on terms such as consumer convenience, consumer satisfaction and so on and try to project their products as the best in the market in all respects. Since the professed aim of any business strategy is to satisfy the consumers, all progressive companies have realised that placing their brands in the minds of the consumers is the heart of the competitive strategy.

Positioning is critical to brand building because it is responsible for projecting the brand identity and creating the perception of the brand in consumers' mind. Proper positioning of the brand makes it appear better and different from competing brands. It determines how and around what distinctive feature(s), the product offer has to be couched and communicated to the consumers. While positioning its product, a firm has to analyse the position of the competitors, search its own competitive advantages and thereby identify the best possible position for the product. Besides, consumers are value maximisers and form an expectation of value and act on it.

They subsequently learn whether the offer (brand) lives up to the value expectation and this affects their satisfaction. Thus, consumers buy those brands that they perceive to offer the highest consumer delivered value. Such brands alone stand the test of time and last long in the minds of the consumers. Hence, in order to distinguish one's offer from that of others, firms are trying to provide more value added services in their products. Such strategies have
resulted in creating a favourable consumer response. Thus, if a brand has to reign supreme, it requires to be entrenched in the images of consumer perceptions.

The present study focuses on understanding and examining the brand positioning in white goods sector. White goods like refrigerators, washing machines, mixer-grinders, gas stoves, microwave ovens, microwave ovens etc., are found essential in today's fast moving life. They are not considered as luxury items anymore but as necessities. Understanding the needs of the consumers of white goods helps project a white goods to meet their expectations and thereby secure a position in the perceptual map of consumers' mind. In this context, the present study covered a sample size of 459 consumers of white goods and 20 dealers of white goods in the city of Bangalore. The study is primarily based on the data personally collected from consumers and dealers of white goods. Published data have been utilized for developing a general background of this study. Non-probability convenient sampling has been used as a mode of conducting the survey. Statistical tools like percentage and rank analysis, mean and standard deviation, ANOVA test, Duncan's multiple range test and perceptual mapping have been used for the analysis of the data.

The major findings of the study are as follows:

I. Profile of consumers of white goods

1. Age group: The percentage share of consumers in the age group of 20-30 years is low. The consumers in the age group of 31-40 and 41-50 together constitute an overwhelming share. There are a few consumers in the age group of 51 and above.
2. **Income level:** Interestingly, the percentage share of consumers of white goods is the maximum in case of consumers in the income group below Rs 15000. More number of consumers are found in the lowest income group except microwave ovens.

3. **Gender:** The male members have dominant say in the purchase decision with regard to refrigerators and mixer-grinders. The purchase decision in case of gas stoves and microwave ovens is shared by male and female buyers. The decision to buy washing machines is strongly mooted by the female consumers.

4. **Brand ownership:**
   
a. The brands owned by consumers of refrigerators include Godrej (36%), Kelvinator (19%), Whirlpool (12%), Allwyn (8%), BPL (6%), LG (5%), Voltas (5%) etc.

b. The brands owned by consumers of washing machines include IFB (24%), BPL (14%), Videocon (12%), LG (11%), Whirlpool (9%), Electrolux (5%), TVS (4%), Samsung (3%).

c. The brands owned by consumers of mixer-grinders include Sumeet (40%), Maharaja (28%), Kenstar (10%), Kanchan (8%), Philips (3%) etc.

d. The brands owned by consumers of gas stoves include Butterfly (36%), Sunflame (24%), BPL (10%), Superflame (5%), etc.

e. The brands owned by consumers of microwave ovens include LG (24%), Kenstar (16%), Sharp (12%), BPL (8%), Philips and IFB (6%) each.
II. Perceptions of consumers

A. Consumers of refrigerators

1. Brands owned by the consumers: Godrej is positioned at the top in the list followed by Kelvinator, Whirlpool, Allwyn, BPL, LG and Voltas.

2. Satisfaction level of the consumers: 58% of the consumers have rated their brands as good. 20% each of consumers have stated their brands as average and very good. Very few (2%) have stated that their satisfaction level is excellent.

3. Brands considered for fresh purchase by the consumers: LG is the most preferred brand in a fresh purchase. Other brands in the race include Godrej, Whirlpool, BPL and Kelvinator.

4. Ranking of attributes by the consumers: Efficiency of the compressor is a very strong attribute. The other attributes strongly influencing the brand positioning as perceived by the consumers are durability, cooling system, maintenance, image of overall attributes, after sales service, years of warranty, brand confidence, capacity, price etc.

B. Consumers of washing machines

1. Brands owned by the consumers: IFB has positioned itself as a leading brand. The brands like BPL (14.7%), Videocon (11.8%) and LG (10.8%) have positioned themselves almost with the same intensity.

2. Satisfaction level of the consumers: The satisfaction level is almost high or excellent for most of the users. It may be inferred that the brands have been strongly positioned in the minds of the consumers.
3. Brands considered for fresh purchase by the consumers: IFB is strongly positioned in the minds of the consumers. Whirlpool is considered as the next preferred brand. BPL is ranked third followed closely by Whirlpool. The other brands that follow are Samsung, LG, Electrolux, Videocon and Godrej. However, they do not muster much of the buying support.

4. Ranking of attributes of washing machines by the consumers: Durability is considered as the most important attribute. Wash system is the next important attribute. The next set of attributes viz., better cleaning and after sales service are being perceived as important by the consumers.

C. Consumers of mixer-grinders

1. Brands owned by the consumers: Sumeet is found to be a favourite and strong brand in the market. Maharaja is positioned in the second place. Kenstar and Kanchan are positioned at third and fourth positions respectively.

2. Satisfaction level of the consumers: Majority of consumers (46%) of mixer-grinders have found satisfaction level as very good. 39.2% find it good and the other 10.8% rate it as average. The highest level of satisfaction is, however, found in a very few (2%) consumers.

3. Brands considered for fresh purchase by the consumers: Sumeet is a leading brand considered for fresh purchase as supported by 42.2% of the consumers. It is followed by Maharaja (25.5%), Kenstar (10.8%), Kanchan (7.8%) and Usha Lexus (5%).

4. Ranking of product attributes: 93.1% of the consumers have considered 'safety' as the most important factor. Safety factor is followed by
'servicing' (82.2%) and 'Power consumption' (79.2%). The other attributes that the consumers prefer include the guarantee, warranty, body material and capacity etc.

D. Consumers of gas stoves

1. Brands owned by the consumers: Butterfly brand is preferred more. Sunflame though a very old brand ranks second. BPL is securing a place for itself though it has entered the market in the recent years.

2. Satisfaction level of the consumers: 1% of the users have stated that their level of satisfaction with the gas stoves as average. 7.7% have stated as good. 58.3% have stated that their level of satisfaction is very good. 33% are extremely happy.

3. Brands considered for fresh purchase by the consumers: Sunflame is used more at present next to Butterfly; it is pushed to the fourth place when it comes to fresh purchase. This shows that the present users of Sunflame are searching for a replacement that could satisfy their needs. BPL though a late entrant in the field of gas stoves has established itself strongly in the market.

4. Ranking of attributes of gas stoves by the consumers: ‘Safety’ comes first, followed by ‘Burner efficiency’ and ‘Easy to clean’.

E. Consumers of microwave ovens

1. Brands owned by the consumers: 24% of the respondents own LG, 16% own Kenstar, 12% own Sharp, 8% BPL and the like.

2. Acquaintance of the microwave ovens by the consumers: More number of consumers (52%) have established acquaintance through
advertisement. 30% have acquainted through demonstrations and 14% through showrooms. Only a very few (2%) have been influenced by demonstration.

3. Brands recalled from advertisement of microwave ovens: 20% of the respondents have not seen advertisements on microwave ovens. Of the 80% who have seen, 24% of the respondents can recall Kenstar advertisements, 20% can recall LG advertisements and BPL falls close with 19%. 6.25% can recall Samsung.

4. Awareness of the features of microwave ovens: All the consumers are aware of the time saving feature of microwave ovens. Less messy, no fume and sweat in the kitchen and programming features are known to more than 90% of consumers. The other features which are known to consumers include non usage of oil, retention of nutritional value in vegetables etc.,

5. Ranking of attributes of microwave ovens: Performance is a vital factor in selecting a microwave, followed by Price. Other factors in order of importance include convenience, capacity and appearance.

6. Perception of the best brand: BPL and LG have positioned themselves strongly in the minds of the consumers. IFB, Kenstar, Samsung and Sharp are also trying to occupy a place in the consumers' minds.
III. Brand positioning through perceptual mapping

1. The perceptual mapping of brand positioning of refrigerators shows that Godrej occupies a unique position and leads all other brands with high durability and efficiency of the compressor. Kelvinator is in the second place followed by Whirlpool. All other brands are yet to come to the position side of the quadrant.

2. The perceptual mapping of washing machine reveals that durability and excellent wash system are the most preferred attributes. IFB is at the topmost position in that quadrant indicating very positive brand in terms of attributes. BPL ranks second, Videocon is in the third place followed by LG and Whirlpool. Whirlpool and Videocon could be seen as having better wash system than that of BPL and LG. All other brands are in the negative quadrant.

3. Perceptual mapping of mixer-grinders shows that Servicing and Safety are the most preferred attributes with Sumeet occupying the unique position. Maharaja stands in the second place with considerable distance from Sumeet. Kenstar is an emerging brand with maximum safety and servicing. All other brands are in the negative quadrant.

4. Perceptual mapping of gas stoves shows that burner efficiency and safety are dominant attributes. Butterfly is preferred as the best placed brand in the highest side of the quadrant followed by Sunflame. BPL is considered to be safe but low in burner efficiency. All other brands have negative ratings in preference of these attributes.

5. Perceptual mapping of microwave ovens shows that performance and pricing are the preferred attributes with only Kenstar falling in that quadrant. Microwin is considered to have fair performance with low price. Sharp and IFB are high in prices with poor performance. All other brands fall in the negative quadrant indicating low price and poor performance.
IV. Brand Positioning: Dealers' Perceptions

A. Dealers of refrigerators

1. Brands available with the dealers: LG and Whirlpool are available with all the dealers covered under study. Samsung is available with of 85% of the dealers. Among the Indian brands, Godrej and Kelvinator are available with most of the dealers. From the dealers' perspective, the brands like Electrolux, Siemens, Allwyn, BPL, Daewoo etc., have yet to gain consumers' patronage.

2. Brands most sought after by the consumers of refrigerators: Most of the dealers perceive Whirlpool as the most sought after brand followed by LG, Samsung, Godrej and Kelvinator.

3. Dealers' own preference of brands: The dealers prefer to sell all the brands of refrigerators. About 19% each prefer to sell LG and Samsung followed by Whirlpool. A very few prefer to sell Godrej and BPL.

4. Brandwise sales performance of brands: Whirlpool has a maximum share in the total sales performance of the brands of refrigerators covered under the study, followed by Samsung and LG. Other brands include Indian brands whose share is 20%. The Foreign brands appear to have positioned strongly due to the technological sophistication.

5. Dealers' preference of attributes: Brand name is sought as the first preference. Price, after sales service, durability, safety, easy maintenance etc., assume significance sequentially. Looks (appearance) of the refrigerators is preferred the least.
B. Dealers of washing machines

1. Brands available with the dealers: IFB is available with all the dealers followed by Whirlpool, Samsung and LG. Videocon and Electrolux brands assume the fifth and sixth position respectively. From the dealers' perspective, the brands like Electrolux, Kenstar, Siemens, BPL etc., have yet to gain consumers' support.

2. Brands most sought after by the consumers: Most of the dealers perceive IFB as the most sought after brand by the consumers. It is followed by Samsung, Whirlpool, LG, Siemens, Godrej, BPL etc.

3. Dealers' own preference of brands: 33.3% of dealers wish to sell moving brands like IFB. Thus, IFB has positioned itself as a strong brand. 12.5% wish to sell Samsung, 6.67% prefer Whirlpool, followed by LG (5.84), Kenstar (5%) etc. 25% of dealers wish to sell all brands.

4. Brandwise sales performance: The sales performance of IFB was the maximum (46.87%) followed by LG and Whirlpool at 33.3%. Others brands account for 26.4%.

5. Dealers' preference of attributes: The maximum number of dealers have ranked brand name as the most preferred attribute of washing machines. Price, after sales service, durability, safety and easy maintenance are the attributes that are preferred. Lastly, looks (appearance) of washing machines is subsequently preferred.

C. Dealers of mixer-grinders

1. Brands available with the dealers: Kenstar is available with the maximum number of dealers (85%) followed by Sumeet (80%). National and Philips are available with 75% of dealers. 65% of dealers have Usha Lexus. The
availability of Kenstar, Sumeet, National and Philips with more than 75% of the dealers' indicate that they are more in demand. It can be inferred that they are strongly positioned in the minds of the consumers.

2. **Brands most sought after by consumers:** 35% of the dealers have responded that Kenstar is greatly sought after brand. It is followed by Sumeet (22.5%). Third position is shared between National and Philips at 15%. 5% of dealers that expressed that have consumers enquire almost all the brands.

3. **Dealers' own preference of brands:** Kenstar is preferred by a maximum of dealers (35%), followed by National (15%), Sumeet (10%). 5% of the dealers prefer almost all brands.

4. **Brandwise sales performance:** Kenstar has a maximum share in the total sales performance with 49.28%, followed by Sumeet with 27.5%. The share of other brands in the total sales amount to 25.8%.

5. **Dealers' preference of attributes:** Brand name is ranked as the first preference that is endorsed by 50% of the dealers. Price, durability, offers available with the dealers, safety, easy maintenance, after sales services available, looks (appearance) etc., are the other preferred attributes.

D. **Dealers of gas stoves**

1. **Brands available with the dealers:** Sunflame is available with maximum number (85%) of dealers, followed by Butterfly (75%). BPL (55%) Gilma (50%). These brands can be said to be the popular brands and accordingly strongly positioned in the minds of the consumers.

2. **Brands most sought after by the consumers:** Maximum numbers of the dealers (52.5%) have found Sunflame as the most sought after brand,
followed by Butterfly (17.5%), BPL (15%), Prestige (7.5%) and Bajaj (2.5%).

3. **Dealers’ own preference of the brands:** The maximum number (35%) of dealers have given preference for Sunflame followed by Butterfly (12.5%), Gilma and Prestige (10%) BPL (5%) and Bajaj (2.5%).

4. **Brandwise sales performance:** Sunflame has a maximum share in the total sales performance of the brands of gas stoves covered. Thus, it can be inferred that Sunflame brand has been a favourite of customers as well as dealers and has established itself as a strong brand. Sunflame is followed by Butterfly with 26.6% of share in the total performance of sales of brands of gas stoves.

5. **Dealers’ preference of attributes:** Dealers perceive that brand name and price are the most preferred attributes that are given due importance by the customers. The other attributes which dealers perceive to be important from consumers’ point of view include after sales service, durability, easy maintenance etc.

E. **Dealers of microwave ovens**

1. **Brands available with the dealers:** LG is available with a maximum of the dealers (95%) followed by Samsung (85%), Kenstar (70%), Sharp (60%), Whirlpool (45%). Sharp also falls close to them. There are other brands like Whirlpool, IFB, Electrolux etc., which have yet to create a favourable image for themselves.

2. **Brands most sought after by the consumers:** Maximum number of dealers (50%) perceive that LG is the most preferred brand of microwave
ovens followed by Samsung (40%). A few dealers (10%) perceive Kenstar as a sought after brand of microwave ovens.

3. Dealers' own preference of brands: 35% of the dealers prefer to sell LG followed by Samsung (15%), Kenstar (12.5%) and Godrej (2.5%). But 5% have not specified any brand. It is clear that more number of dealers prefer to sell those brands that are positioned strongly or favourably in the minds of the consumers.

4. Brandwise sales performance: LG has a maximum share in the total sales performance of the various brands of microwave ovens followed by Samsung. It can be inferred that LG, Samsung are leaders in the market. Being foreign brands, they have performed phenomenally vis-à-vis the Indian brands.

5. Dealers' preference of attributes: Brand name is given a topmost priority. Other attributes in order of preference include price, durability, safety, easy maintenance etc.

Recommendations

Suggestions are proposed to enable the brand manager to formulate sound policies and have unique positioning for that product. The brand manager must make use of perceptual mapping to understand the position of his brand, his competitors and the market structure; to discover ideal points or preferred positions of his target consumer; to use the wide array of positioning strategies to create a differential advantage for his brand; to explore combinations of physical and other manipulable features that can best create the desired perception for his brand; and to measure the effectiveness of his advertising campaign with reference to his positioning objective.
In this backdrop, following suggestions are offered to make the positioning of brands of white goods more effectively.

1. Product wise suggestions:
   a. The refrigerator industry is in a very competitive environment. The battle is intense with the well established competitors aiming for the first position. The refrigerator offered should not be one among hundreds of brands. Instead, it should be that brand of refrigerator that gives value for money. Brand managers should adopt change in technology and update their products. The new entrants in the refrigerator industry are replacing the old brands by occupying that sweet spot in the consumer's mind through technology.
   b. The washing machine industry faces tough competition in two different classes namely semi-automatic and fully automatic machines. It is imperative for the manufacturers of washing machines to cater to the needs of the users based on the factors like affordability, technology and capacity of the machine. The manufacturers should study the market thoroughly and give that washing machine that would fulfil the customer requirements.
   c. The mixer-grinder industry has got only big players but also small players who cater their brands to the lower income people. There are also many unfamiliar brands in this market. Improvement of the product and proper sales promotional methods would help even the unknown brands of mixer-grinders to capture the market.
   d. The gas stove industry has got many players but only few among them compete for the top slot. Creating awareness and focusing on rural marketing would help the gas stoves manufacturers to flourish and excel in the industry.
e. The microwave industry has a very long way to go in terms of creating awareness and also enlightening the users. Indian consumers are yet to know more about this product. The impact of the other four products is more compared to microwave ovens. The advantages of having the microwave oven in the household itself could be a sweet spot for the brands to occupy that unique place in the consumers' minds.

2. General Recommendations

The white goods industry is faced with tough competition with many players in the fray. To be successful, one must follow sound marketing strategies. Below are listed the key success factors and prospects for the growth of white goods industry.

a. **Brand image**: The brand is an important factor determining the purchase behaviour. This is especially true in urban areas and for premium products. A strong brand image allowed MNCs like Sony, Carrier, GE, etc., to make quick inroads into the Indian market. Local players are now targeting the lower segments where brand awareness is low and price is the main determining factor.

b. **Large sales and distributing network**: Experts feel that a brand requires at least 3000 dealers across the country to make its presence felt nationally. Setting up of such a large distribution network requires large investments and a fair amount of time. It is important for companies to provide lucrative incentives for the dealer to push their products. This is important in the Indian context as many consumers rely on the dealers for advice. The dealer is often involved in providing or arranging for credit and after sales services.
c. **Ability to excel in after sales service:** Today the Indian consumer expects quick turn around and repair time. Good after sales service is a necessity for the company to build its brand image and customer loyalty.

d. **Wide product range:** With a large number of consumers with varying budgets, it is important for a company to provide a wide product range in terms of size, colour and technological and exotic features. A wide product range will also encourage users to upgrade and thus, stimulate the replacement and purchases.

e. **Price and value addition:** It is important that the company has a range of products for the different market segments, from the premium to the low end. The premium segment allows larger margins. The Indian market is still very price sensitive and so it is important to have a series of prices points to suit various consumers.

f. **Ability to deliver of the shelf:** The Indian consumer is no longer willing to order and pay and take delivery after a week. Dealers will have to be able to provide the model, size and colour of the consumer's choice on the spot.

g. **Technology:** The Indian consumer has become quite technology savvy and expects new technology at an affordable price. Onida and BPL products were considered as high quality durables, but that impression has taken a beating with MNC flooding the market with better technology at comparable prices.

h. **Financial strength:** Companies in this industry need to have access to large amounts of financial resources to survive. The reasons are numerous and elaborated below:
i. The consumer durable industry is a capital intensive industry. For example, to set up a refrigerator plant would cost around Rs. 1.5 billion.

ii. Setting up of a wide and strong distribution and service network, in a country like India, requires large investments and a considerable amount of time.

iii. Companies are also required to carry significant inventories and provide credit to the dealers. This makes the industry working capital intensive.

v. With the current proliferation of brands in the industry, companies are forced to spend large sums of financial resources on advertising budgets. With so many players clamouring for space in the consumers' mind, a successful advertising campaign in a necessity for success.

vi. Companies must launch new products regularly and improve features and technology all the time. Often, significant financial costs are associated with any technological switch over.

To prosper in today's environment, marketers must dramatically improve the impact of every marketing rupee they spend. In the last several years, brands have grown from obscurity to ubiquity very quickly and cost effectively. Some marketers made marketing effectiveness a source of competitive advantage while others have been stalled by clutter and rising costs. Looking closely at the best builders, clear patterns emerge. Successful marketers are spending smarter, focusing on new points of leverage in a more complex, dynamic marketing environment. As a result, they are building brands more quickly, cheaply and efficiently.
Positioning is an integrating concept. Each element of the marketing mix is crafted to serve the positioning objective and thus become consistent, one with another and together form an integrated strategy. If a marketer has vision, team work and creativity a brand can be successfully rebuilt to achieve the visibility of its bigger competitors. Many marketers struggle to sustain, let alone grow their brands, spending and essentially wasting more and more money on advertising, promotions and other marketing efforts. The right touch points should be selected and spend the right amount of money in the right way and it is important to understand the forces that are shaping brand presence today.

We all acknowledge that marketing and advertising must be 'consumer-driven'. We think that this driving force can be expressed as the preferred position in the target consumer's mind – reflecting a need or want – which our brand must fit better than others. In this backdrop, the ten commandments or recommendations for effective brand positioning in white goods sector and a brand positioning model that would enable the marketers to understand the process of positioning is mentioned below:

**Ten Commandments for successful brand positioning in white goods are:**

1. **Brands are for the consumers:** The companies should be dynamic in their activity in identifying the consumers' needs. If they ignore the target group they would be wiped in the market. The white goods company should structure their offerings and place them in a distinct style from other brands.

2. **Make it easy:** The white goods manufacturers should not impress the user with technology that does not suit his/her values. They should study the market. Adaptability of the product is crucial to find a place in the consumer's mind. If the brand is wrong, then all is wrong and they will not survive.
3. **Determine the touch points:** With internet and other technology-driven channels including all centers, interactive mobile technology has created a wide new array of options for building brand presence. White goods manufacturers must identify those points that would reach the prospective buyers. The channels or the medium of communication must be powerful enough to talk about their brands.

4. **Technology attracts consumers:** Innovation in the product would bring recognition for the brand. Technology is very essential for white goods. At the same time, users prefer easy mechanism not with cumbersome operations. Technology has dramatically increased the power of brand presence.

5. **Focus on bottlenecks to the growth of the brand:** Marketers need to know exactly what stands in the way of brand growth. This means diagnosing the specific barriers or bottle-necks that impede greater use of, and loyalty, to the brand. While bottlenecks vary from situation to situation, depending on the product category, target segment and life stage of the brand, they can appear at any stage of the consumer's decision process. White good manufacturers should identify the barriers or bottlenecks that prevent them in implementing the marketing strategies. Early identification would help them overcome the barriers.

6. **Differentiate the brand from that of competitors:** Most consumers have a repertoire of two to three brands from which they select on any given purchase occasion. Marketers, therefore, face two challenges: first, making the brand relevant and second, making it distinctive enough to drive consumer choice. Lack of relevance or distinctiveness to the target segment can be caused by real or perceived gaps in the brand’s emotional or rational benefits, or in the brand’s communication or delivery of these benefits.
7. **Inspire loyalty:** Cementing loyalty is often critical to brand profitability, as loyal consumers typically spend more and purchase more frequently. Inspiring loyalty requires a powerful consumer experience, reinforcement of the reason for purchase, a consumer-friendly repurchase cycle and increasingly, some form of emotional affinity between the brand and the consumer.

8. **Create a dynamic marketing system to accelerate brand building:** Each part of the marketing program (advertising, sales events, promotions, call centers, etc.) should contribute to a common goal removing brand bottlenecks. When this is done well, the brand’s marketing “system” can take on a life of its own, and create a virtuous cycle of brand positioning. This brand-building dynamics creates value. The combined impact of the advertising and promotion drive volume gains far in excess of the total gain achieved by advertising and promotion conducted independently.

9. **The 24/7 mission:** The 24/7 world demands that companies find ways to fulfil their customer’s needs at all times and as many channels and outlets as possible. Coming of age in the era of ‘Internet time’, this term for ‘round-the-clock’ activity and access reflects a world that seems to be spinning a little faster, shrinking a little smaller and working a little harder than it was in the days before cell phones and video-on-demand, instant messaging and some-day-delivery. For many people leading busy lives, 24/7 has become a way of life. The unthinkable, a generation ago is now the unremarkable to many people who take for granted the modern conveniences born of beat-the-clock competition and the consumer-driven need for speed. The white goods manufacturers should work round the clock so that they would not lose the customers. The companies need to be able to deliver at least the appearance of having an anytime-anyplace presence be it, sales or service.
10. Staying with the consumer: To retain and nurture consumer relationships, white goods companies must pursue, promote and promulgate a sense of commitment that not only transcends the transaction but which actually fills in the empty space between transactions. Stay with user closes the loop on the customer relationship and serves as the final one in this roadmap to meeting consumer demands. It’s about fulfilling the short-term promises of the deal and then keeping lines of communication and awareness open during that quite period. And it’s about wrapping up things neatly and beautifully even while setting the stage for further interactions – ending one cycle and beginning another. Companies must try to build and strengthen engaging meaningful, useful and trustworthy customer experiences.

**Brand Positioning Model**

The key development of brand positioning statement that unites the elements of the brand into a coherent consistently totality and precisely targets the relevant customer needs. The brand positioning statements captures the essence or soul of the brand. It leads potential customer to recognise the brand in clear, specific terms. Nurtured and developed over time, it builds a focused brand which holds the number one position in the customer’s mind. In this context the brand positioning model is proposed that is portrayed in chart 7.1.
Chart 7.1 - Brand Positioning Model

Market positioning analysis

Customer analysis
- Trends
- Motivation
- Unmet needs
- Segmentation

Competitor analysis
- Brand image
- Strengths
- Strategies
- Vulnerabilities
- Positioning

Self analysis
- Existing brand
- Image
- Brand heritage
- Strengths
- Strategies
- Organisational values

A statement of objective the brand should fulfill

- Product attributes
  Scope, Quality, Value, Uses, Users
- Create that brand identity through building that unique brand to occupy the users minds
- Personality, Customer Relationships, Innovation, Service, Symbols, Value for money

Value proposition (Functional benefits, Emotional benefits, Self expressive benefits)

Positioning decision

- Product features and formulation
- Advertising
- Sales promotion
- Branding
- Packaging
- Price
- Brand Identity
- Distribution

Brand Positioning
(The part of the brand identity and value proposition that is to be actively communicated to the target audience)
Analysis of market helps the manager to understand the customer, the competitors and the organisation (brand itself). Qualitative research is useful towards knowing what lies beyond customer expectations. Segmentation is a scheme to have real leverage and understand the size and dynamics of each segment. Competitor analysis helps in studying the strengths and strategies of competitors so as to differentiate the brand. Self analysis helps the organisation to know the resources, capabilities and strengths of the brand. After a thorough analysis, create that brand identity around the perspectives of scope, attributes, quality, value, uses, users, personality, customer relationship, innovation, service, value for money and symbols. The brand identity includes value proposition which includes the functional, emotional and self expressive benefits. Functional benefits are the physical features of the brand and the benefits for which the brand was created. Emotional benefits are those that make the buyer feel something during the purchase or use of the brand. It is the experience the user gets. Self expressive benefits exist when the brand provides a vehicle by which a person can proclaim a particular self image. This is associated with the role the individual plays in the society. The brand owned by the user should interpret the self-concept. Positioning decision is to be made through product features and formulation, price, advertising, sales promotion, branding, packaging and distribution. All these enable the organisation to build a brand positioning statement. The positioning statement is not fixed for all time. It must be nurtured and developed to adapt to changes in the operating environment. The value of the positioning statement is that it imposes a discipline on the review process, so changes cannot be made arbitrarily and undermines the central character of the brand.

Where the brand is also a corporate identity, there is an even greater need for discipline in brand positioning. The corporate brand may be required to perform on products and services that are widely different, both in their nature and stage of development. The temptations to veer away from the
brand's central character are correspondingly increased. A balance must be struck, where each product supports the corporate positioning and the corporate positioning in turn supports the individual products. It is essential that the brand positioning is agreed with and communicated to all the managers responsible, and that management maintains the disciplines which ensure discipline and harmony.

Review each section in the light of knowledge of the market and the competitive situation, with particular emphasis on knowledge from research into customer needs and perceptions. Each section should be consistent with and contribute to the overall brand positioning, and all statements should be consistent with each other.

Scope for further research

Positioning products towards final consumers follows analysis of market potential, competitors' strategies and analysis of one's own resources and competencies. There is scope for further research in brand positioning which could be taken up by future researchers. The areas of such study would include the following:

2. Advertising positioning of products can be studied in depth as support to brand positioning.
3. A thorough evaluation of various value propositions that are considered as touch points by the consumers.
4. A study on the lifestyle of the consumers in relation to purchases of products thereby enhancing brand positioning could be of benefit to the marketers.
To conclude, to get consumers to stay with organisations, companies have to stay close to them to be able to view their interactions as part of a longer continuum, as opposed to mere isolated events.