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THEORETICAL AUDIT FRAME WORK FOR MEASURING BRAND LOYALTY IN DAIRY INDUSTRY**N.GEETHA****RESEARCH SCHOLAR & ASST. PROFESSOR
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SALEM****ABSTRACT**

This research paper is focusing on audit framework on brand loyalty here the researcher uses three-dimensional way for measuring the brand loyalty in dairy industry. Normally the brand loyalty is measured in two-dimensional way i.e. behaviorally loyalty and attitudinal loyalty but at this juncture the researcher measured the brand loyalty in three-dimensional way which includes emotional and cognitive loyalty. Once we audit the brand loyalty in three-dimensional ways that will give strong support for the managerial proceedings such as framing the marketing strategies segment the market and appropriately match the marketing strategies with market segment.

KEYWORDS

behaviorally loyalty, attitudinal loyalty, juncture, audit framework, brand loyalty.

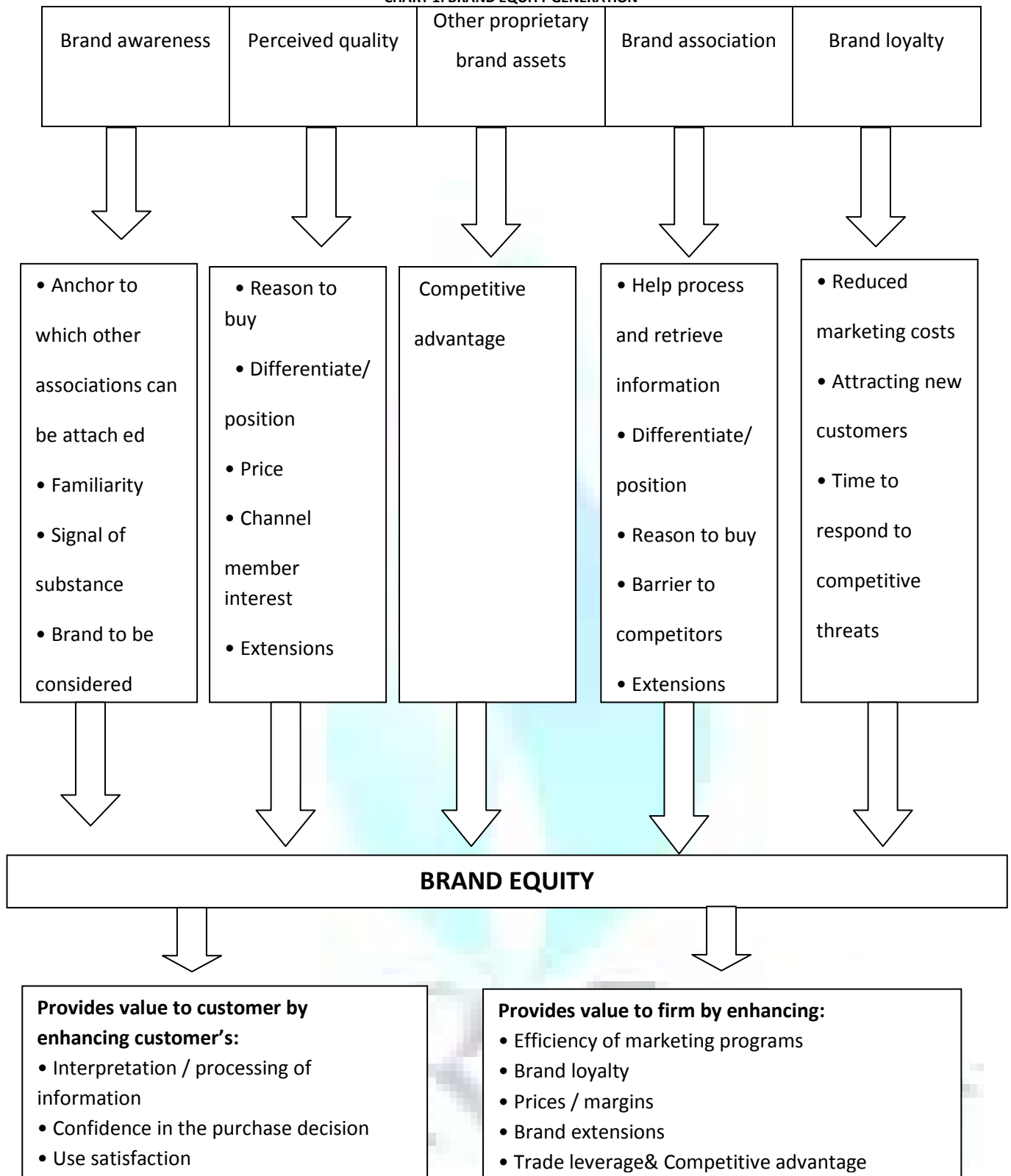
INTRODUCTION

Normally researchers done their brand loyalty audit research in single dimension and two-dimensional way (DeWitt et al, 2008; Bandyopadhyay and Martell, 2007; Rundle and Bennett, 2001). In two dimensional way, they divided brand loyalty into attitudinal brand loyalty and behavioral brand loyalty. When consumer psychologically commitment to one or two particular brand that is know as attitudinal brand loyalty while behavioural loyalty is concerned with the action of repurchase of same brand this result may be very useful in past days. But in the current scenario it may not support the company (mentioned in East et al (2005)). Hence we includes sub-components of attitudinal loyalty (emotional and cognitive loyalty) in this brand loyalty audit frame work. This model is an comprehensive version of Oliver's (1999) conceptual work by examining both cognitive and emotional loyalty as well as behavioural loyalty. This paper starts with an explanation of the three dimensional approach of brand loyalty audit, the proposition for an academic framework, and the managerial applications required to implement the matrix. In order to conclude this matrix is applied to the dairy industry for the industry richness.

BRAND LOYALTY

David Aaker suggest that brand loyalty is one of most important factor for brand equity which is most essential for the company profitability. Brand loyalty indicate how likely a customer will be to switch to another brand, especially when that brand makes a change, either in price or product features. David Aaker divided the brand equity element into perceived quality, brand associations, brand awareness, brand loyalty and other proprietary brand assets. The below chart explain how brand equity generate value for an organization and customer. If there is any positive or negative impact on brand equity that will reflects in organization some or all assets and liabilities position. Customer-based brand equity is defined as the differential effect that brand knowledge has on consumer response to the brand in the market.

CHART 1: BRAND EQUITY GENERATION



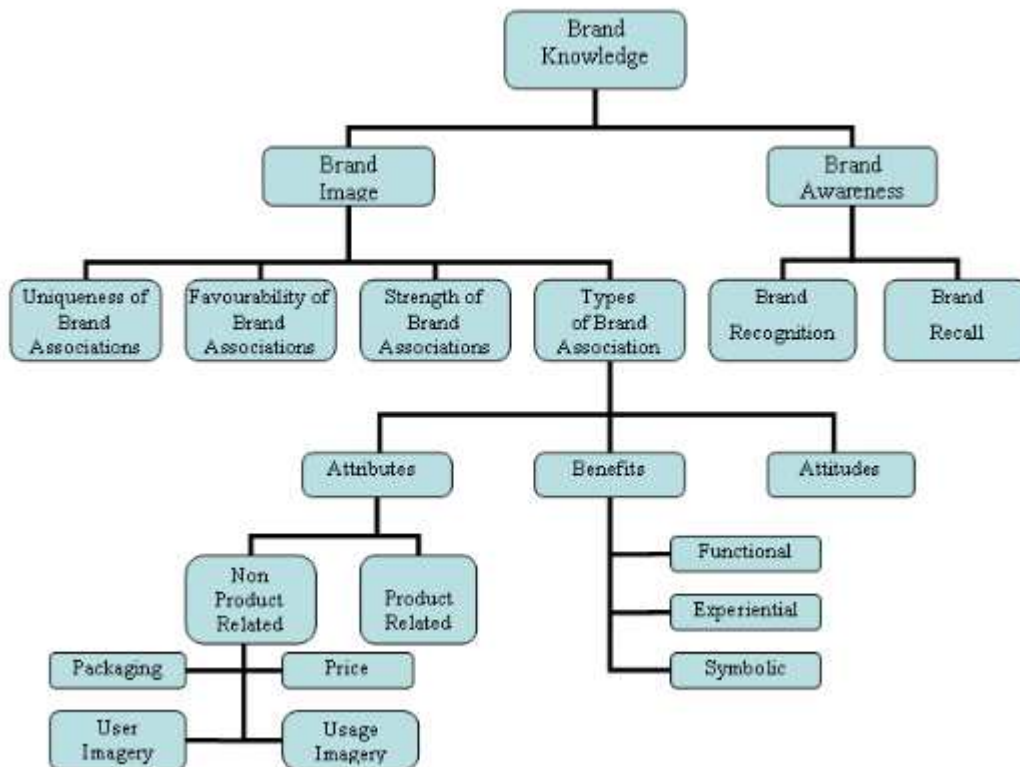
If customer have high commitment towards the product that leads to overall attachment to the product, brand, or organization(Oliver 1999) Brand Or customer loyalty is a most important element in deciding long-term financial performance of firms (1995, Jones and Sasser,) and also it provides competitive advantage for the firm (Woodruff, 1997). Through brand Loyalty Company have the following benefit or advantages

- Generous opening hurdle to competitors,
- increase the firm's ability in facing competitors threats,
- better returns on their investment
- Reduced expenditure in advertisement ,
- less expenditure for attracting new customers, and
- enhanced organizational prosperity for long duration

For attaining the above benefit, In spite of escalating proliferation of brands in the market with proper quality, innovativeness in the product we have to strengthen our brand for getting loyal customer. It has been recommended that loyal customer is an oxymoron in today's market situation. Through theoretical study fifty percentage of consumer switchover to competitor's brand for price and value added thing in the product. (Presseyand Mathews, 1998)

Keller develop a model of brand equity with base of brand knowledge that is depicts in the Chart ; 2 This model includes brand awareness & brand image its come out of favorability, strength, uniqueness and types of brand associations held by the customer and brand recognition recall respectively. In this model, Keller also indicates various types of brand association and its benefits.

CHART 2

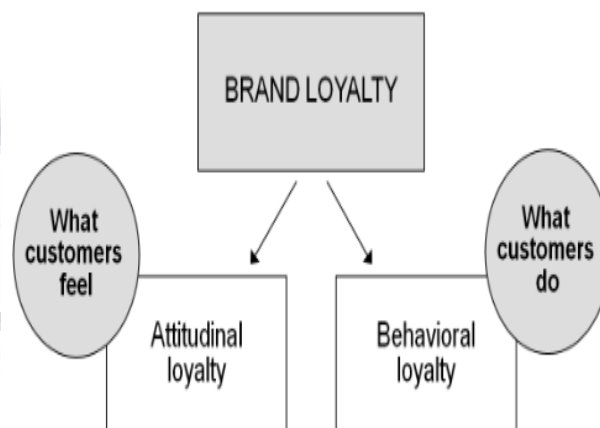


Source: Dimensions of Brand Knowledge Keller (1993)

THREE DIMENSIONAL BRAND EQUITY METRICS MATRIXES

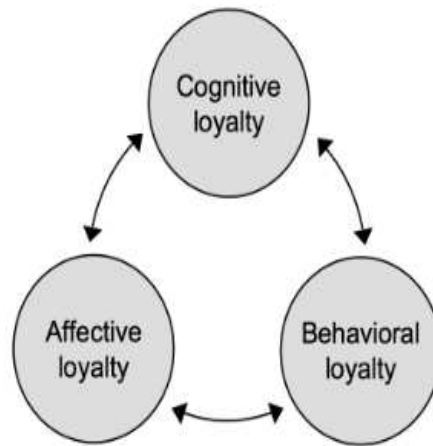
Human actions or behavior is a assortment of one or more of three types of responses: emotive responses (I feel), cognitive responses (I think) and behavioral responses (I do). Brand loyalty is the collection of a consumer’s thoughts and feelings about a brand that are expressed as an action (Härtel et al, 2008). The below diagram explain the two dimensional and three dimensional model of brand loyalty According to Oliver (1999) view, cognitive loyalty is a loyalty based on information such as price and features. Härtel et al (2008) expanded this definition by defining cognitive loyalty as ‘psychological preference for a brand consisting of positive beliefs and thoughts about purchasing a brand on the next purchase occasion.’ Emotional loyalty is the degree of positive feelings aroused by repurchasing a brand (Oliver,1999). Härtel et al (2008) defined emotional loyalty as ‘affective commitment to a brand consisting of positive feelings about and attachment to purchasing a brand on the nextpurchase occasion.

FIG. 3



Source: Elements of a two dimensional definition of loyalty Adapted from Khan, 2009

FIG. 3



Source: A three-dimensional approach to brand loyalty (Adapted from Worthington, Russell-Bennett and Hartel 2009)
 Managers should be aware of all these three dimensions of brand equity metrics for the brand loyalty and how it assists in measuring the brand loyalty level . And also it give a strong support for manager in developing marketing strategies.

BRAND LOYALTY AUDIT IN THREE DIMENSIONAL WAYS

TNS international company for market research provides Conversion Model, In this model behavioural loyalty and psychological commitment are used to segment consumers into four groups based on usage. The eight segmentation plays a major in brand loyalty audit Jackson (2006) This is a important contribution to both theory and practice as there is a little evidence of academic or proprietary brand loyalty models that use emotional, behavioural and cognitive loyalty as the basis for segmentation. The final audit is showed in table 1.

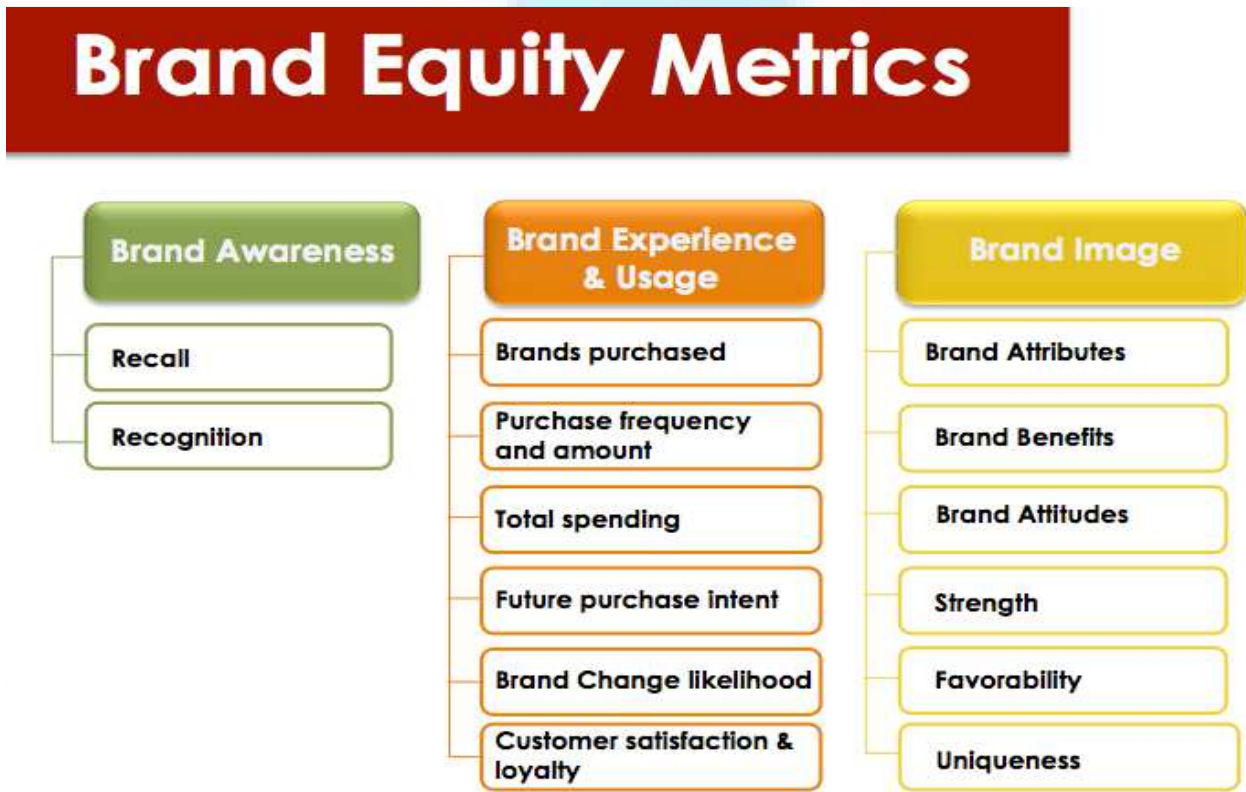


TABLE 1: BRAND LOYALTY AUDIT

Component	High behavioural loyalty	Low behavioural loyalty	High behavioural loyalty	Low behavioural loyalty
High cognitive loyalty	Stable loyals	Hot potential	Functional loyals	Cold potential
low cognitive loyalty	Passionate loyals	hopfuls	vulnerable	disloyal
	High emotional loyalty		low emotional loyalty	

Source: Worthington et al, 2010

For any organisation the main motto of marketing manager is to attain the brand loyalty for their product or service in the above three dimensions. Among the three Behavioural loyalty play a major role in generating brand loyalty.Hence irrespective of any organisation , they should give more important for the dimension that will give them competitive advantage
 Behavioural loyalty play an vital role in brand loyalty but it is very tough work to achieve the

Behavioural loyalty among emotional and cognitive loyalty. So organization should give concentration on Behavioural aspects of consumer and gain competitive advantage and then frame their marketing strategies. Through the following steps we can measure the brand loyalty

In the first the marketing manager should understand the current loyalty levels for their brand after this segment the market and frame the marketing strategies appropriately to retain or develop the brand or customer loyalty the third step is to evaluate the marketing strategies success level if need or necessary modify it

STEP 1: FIND OUT CURRENT BRAND LOYALTY LEVELS

Through first step, find out Current Brand Loyalty Levels of the consumer in each categories ie emotional, cognitive and behavioural loyalty for a brand. Based on consumer brand awareness level, their experience towards the brand and their attitude towards the brand ie brand image we can identify the current Brand Loyalty Levels and framed the brand audit metric

STEP 2: SEGMENTATION AND FRAME MARKETING STRATEGIES

In this step company segment the market according they should make appropriate marketing strategies. For framing Marketing Strategies Company identify Which segment has low loyal consumer, high loyal consumer, potential for growth etc then only they can easily match the Marketing Strategies with the segment by this way the below 8 segment are derived.

Stable Loyals: Consumers who have high scores on all three dimensions of loyalty are called stable loyals. This is also similar to 'True loyals' (Dick and Basu, 1994). These consumers like your brand, have evaluated your brand positively and buy your brand regularly over other brands (Dick and Basu, 1994; Rauyruen and Miller, 2007). Organization need to focus on retaining 'Stable loyals' and develop proper reward programmesto thank consumers for their loyalty. Recent research showsthat more than 75 percent of the consumers will consult a friend before deciding on the purchase of a certain product So it has become evident that large organisations are beginning to appreciate the importance of word-of-mouth marketing. So definitely stable loyals are likely to engage inpositive word-of-mouth marketing for the brand and act asbrand advocates.

Passionate Loyals: These consumers have high behaviouralloyalty and high emotional loyalty but have low cognitiveloyalty. These products are likely to be purchased for enjoyment or entertainment (movies, sports), where the value derived isemotional in nature (Holbrok, 2006). These consumers have automated their purchase and unlikely want to engage in thinking, so marketing programmes need to minimize effort.Strategies that remain with minimum effort and offer emotionalappeal are likely to retain the consumer.

Hot Potentials: Consumers with high emotional loyaltyand high cognitive loyalty but with low behavioural loyaltyare the 'hot potentials.' These consumers like your brand,have evaluated your brand positively but do not buy yourbrand either at all, or regularly. So marketing managers have to understand the requirements of these consumers andalso find the reasons behind this. Uncles et al (2003)mentioned that there may be situational factors, social norms, consumer characteristics or aspects of the marketingprogramme that are preventing the consumer from buying the brand.

Hopefuls: These consumers like your brand, but they do not buy it and do not have positive thoughts about being loyal.These consumers have less buying power or less access to the product and thus may not be a profitable segment(Bandyopadhyay and Martell, 2007). It is quite possible that these consumers may have wrong information or misperceptions about the organisation, its product and features. Strategies for this segment could be low-cost to the organisation but might appeal to the senses or be available for purchase.

Vulnerables: These consumers buy the product but they do not have any emotional attachment to it and may not intend to repurchase the product. According to Dick and Basu (1994), these consumers exhibit 'spurious' loyalty, where people are loyal on the basis of inertia, leaving them open to a better competitive offer. Marketing managers should improve the low emotional and low cognitive loyalty of Vulnerable.

Functional Loyals: These consumers have low emotional loyalty. So these consumers buy the brand regularly and engage in decision-making about the brand; however, they have no emotional attachment to being brand loyal. Strategies to retain these consumers involve offering value-added Promotions That Have Rational Appeal Such As Newsletters.

Cold Potentials: These consumers have a high opinion on your brand; but they have no emotional attachment and do not purchase the brand.

Disloyals: These consumers do not have any kind of loyalty in any dimension. Marketing managers should give them very low priority.

CURRENT SCENARIO OF DAIRY INDUSTRY

In India, the dairy sector plays an important role in the country's socio-economic development, and constitutes an important segment of the rural economy. Dairy industry provides livelihood to millions of homes in villages, ensuring supply of quality milk and milk products to people in both urban and rural areas. With a view to keeping pace with the country's increasing demand for milk and milk products, the industry has been growing rapidly.

According to our research report "Indian Dairy Industry Analysis", India is the world's largest milk producer, accounting for around 17% of the global milk production. Besides, it is one of the largest producers as well as consumers of dairy products. Due to their rich nutritional qualities, the consumption of dairy products has been growing exponentially in the country, and considering such facts and figures, our study anticipates that the milk production in India will grow at a CAGR of around 4% during 2011-2015. With the rising use of dairy products, the secondary market for dairy products has also been flourishing, our report observed. For this, we have included the analysis of secondary market for dairy products, including tea, coffee, infant nutrition, malted foods, and bakery products. Covering the necessary aspects of the Indian dairy industry, the study facilitates knowledge about its current market scenario and future growth. Analyzing the past and current state of the industry, the report tries to find out how trends like the entry of international companies and safe packaging are attracting more consumers and leading to further growth in the market. This way, it presents a clear picture of the direction, in which the industry is likely to proceed in the coming years. The government is taking several initiatives and running plans and programs like National Dairy Plan and Intensive Dairy Development Program to meet the growing demand for milk in the country. Our report talks about such schemes, and government regulations to present an objective and balanced picture of the industry. The study also discusses the opportunities and strengths of the dairy market in a complete SWOT analysis, and provides an insight into the competitive landscape. We hope that our comprehensive research will help clients align their business strategies as per market dynamics, and make sound investment decisions.

APPLICATION OF THE MODEL IN DAIRY INDUSTRY

Now- a - day's dairy companies have started to make use of various marketing methods and strategies in an extreme competitive situation where product differentiation is very harder in this industry. Due to consumer consciousness towards health dairy company have to concentrate on value added process become necessary at present. In order to meet the consumer expectation dairy companies have to determines the suitable marketing strategies and provide the products with more benefit at reasonable price .it is clear that in addition to more benefit at reasonable price, value added product like ice-cream, sugar free ice-cream for diabetics patients, beverage, special category milk such as UHT milk, buttermilk, ghee, sweets like palkhova etc these are some more influential elements in creating customer loyalty.

Through first step, find out Current Brand Loyalty Levels of the consumer in each categories ie emotional, cognitive and behavioral loyalty for a brand next to this step company segment the market according they should make appropriate marketing strategies. For framing Marketing Strategies Company identify Which segment has low loyal consumer, high loyal consumer, potential for growth etc then only they can easily match the Marketing Strategies with the segment by this way the below 8 segment are derived :

TABLE 2: HYPOTHETICAL BRAND LOYALTY AUDIT

Component	High behavioural loyalty	Low behavioural loyalty	High behavioural loyalty	Low behavioural loyalty
High cognitive loyalty	Stable loyals Consumer feel positive about the brand and believe it as a good choice and prefer to use it	Hot potential Consumer feel positive about the brand and believe it as a good choice but use other brand while purchasing	Functional loyals Consumer gain functional benefit and do not seek emotional value	Cold potential Consumer understand the benefit using the brand but do not gain emotional value and use other brand
low cognitive loyalty	Passionate loyals Consumer gain emotional benefit from using the brand but they may not aware of the functional benefit	Hopfuls Consumer feel positive about the brand but they may not be aware of functional benefit and use other brand	Vulneraable Consumer use this brand habitually and but they not emotional commitment	Disloyal These consumer one time user of the brand and currently they are not using the brand
	High emotional loyalty		low emotional loyalty	

Source: Worthington et al, 2010

Using the data in table 2, the segments of hopefuls, hot and cold potentials have been picked up and identified as having high growth potential. But these segments of consumers do not currently use the organisation’s brand as their first choice. On the other hand, vulnerables is the largest segment and is deemed to be most at risk. Any loss in this segment would adversely affect profitability. Marketing managers can convert hot potentials into stable loyals by offering them value-for-money services. They can offer extra discounts and other earn-a-mile programme. Hopefuls’ segment consumers feel positive about using the brand but are not aware of the functional benefits, and use other brands when purchasing. As this segment is already emotionally committed to being loyal, the proactive approach can be leveraged to encourage behavioural loyalty. It is also important to understand for marketing managers that they should not invest too much in this segment. The cold potentials understand the benefits of using the brand but do not gain any emotional value from loyalty, and use other brands. So they are showing low emotional loyalty. This is the second largest segment, so proper marketing strategy can attract them to become stable loyals to the brand. The vulnerables segment has both low emotional and low cognitive loyalty. So marketing managers should handle these consumers with different strategy. Cognitive loyalty could be addressed by informing the consumers of the existence and value of the brand. Emotional loyalty could be increased by offering them bonus services as well as offering free gifts for the whole family. The segmentation is totally based on company’s objectives, the resources available and attractiveness and size. In the above example, it is assumed that the company is growth-oriented. So the target segments will be hot potentials, hopefuls and cold potentials.

STEP 3: EVALUATE STRATEGIES

The final and most important step is to evaluate the strategy. So each and every segment is formed and proper strategy should be applied. If any problem arises, the modification of strategy is required.

CONCLUSION

Through this theoretical paper brand loyalty is prolonged into three dimensions i.e. cognitive, emotional and behavioural loyalty. These three dimensions are further divided into eight segments with respect to segment size and growth potential, attractiveness, and company objectives and resources (Kotler et al, 2007). This hypothetical model will assist academics to do the research on the inter-relationship between the three core dimensions of loyalty. From a managerial point of view, this model also offers a proper marketing methodology that allows managers to identify loyal consumers and divide them into segments with respect to their loyalty levels. This will also be helpful for marketing managers to adopt different marketing strategy for different segments. With the help of this strategy, they can improve the loyalty levels of the consumers which will improve the organizational profitability (Delgado-Ballester and Munuera-Aleman, 2001; Rowley 2005).

This brand loyalty model can also be used for:

1. An analysis of competitors’ customers could be conducted and the results presented in the audit could be comparing with that. This will provide a gap analysis and with the help of this, we can find the weakness of the competitors which will help to increase the brand loyalty of the organization.
2. Multiple brands within a product line or different SBUs within an organization could be presented in the audit to allow relative comparisons, strengths and weaknesses to be identified.
3. This audit can be useful to the organization that offers new products/ brands which will help to understand the feedback of the consumers.

This brand loyalty framework has some limitations which do raise opportunities for future research. First, this model is not yet checked and it requires validation across different products and industry. Future research is required to empirically search how different organizations would use the audit and the implication of its findings. Strategy formulation step can be varied in different organisations. So proper modification of strategy is required. Marketing managers should check all the segments and according to that strategy should be formulated.

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