Edited by:

Dr. Hitesh Kalro

The Role of Product and Brand Attributes on Customer Satisfaction

The Role of Product and Brand Attributes on Customer Satisfaction

Editor

Dr. Hitesh Kalro

Assistant Professor,
School of Business Management, Mumbai
SVKM's Narsee Monjee Institute of Management Studies
(NMIMS) Deemed-to-be University

The Role of Product and Brand Attributes on Customer Satisfaction

Editor: **Dr. Hitesh Kalro**

School of Business Management, Mumbai
NMIMS Deemed-to-be University

The opinions expressed by the contributors in their respective articles are their own. The Editorial Committee members & Imperial Publications owe no responsibility for the same.

Disclaimer: The Publisher and Editors cannot be held responsible for errors or any consequences arising from the use of information contained in this book. All the chapters have been published as submitted by the authors after peer review. However, certain modifications have been made for the sake of format and brevity.

Preface

Today, the role of a marketer is to create great customer satisfaction which leads to repeat purchase. In today's ever evolving markets, in which, the utilization of altering technology, the changing needs and wants of the customers, the shortening of product life cycle, and the fierce nature of competition is making it even more difficult to create customer satisfaction. Furthermore, customers do not just need a good product but need a great service from a brand that they can trust. In addition, marketers face the challenges of decoding big data, implementing disruptive technologies, the proliferation of distribution channels, media, and the complicacies of the customer touchpoints has changed the world of marketing. This has created a widening gap between the capabilities of the firm and the marketer, and the firm's capacity to comprehend the complexities of the market.

In the existing literature, the antecedents of customer satisfaction go beyond sales and marketing domain. The width and depth of marketing literature has extensively measured how various marketing activities lead to creating customer satisfaction. And, providing memorable customer experience emerge as a key antecedent to customer satisfaction. Customer experience is a feeling of a customer about a product or a brand over a period due to the interaction that the customer has with the firm across all touchpoints. In short, customer experience manifests at the nexus of tangible offerings and intangible perceptions. Today, firms such as Maruti (NEXA), IKEA, Apple, Kent RO, BMW, and many other firms have created experience centres in India with the intent to create a bond with the customers. Recently, Nestle has created experience centre in Vevey, Switzerland called 'Nest' that gives its visitors a possibility to get familiar with the brand, its history, values, belief, and culture. Customer experience is not just about the emotional connect at the point of purchase, but how the customer emotionally connects with the brand throughout the customer journey.

Customer journey maps are a visual tool that help firms define the actions that customers take before, during and after they make a

purchase. Customer journey map outlines the different steps that customers take, from problem recognition to information search to alternate evaluation to purchase to post purchase. Furthermore, customer journey maps encapsulate the customer's touchpoints with the firm, the pain-points that customers go through by analysing the emotional response, and helps understand the experience that customers go through different stages of buying process. In addition, by evaluating the customer journey map, it helps summarizing the various actors (for example, supplier firms or customer firms that offer outsourced services or they could be a part of the larger related ecosystem such as banks, financial institutes, government or third party vendors) that could be affiliated with the firm that aid in creating an exceptional experience for the customer.

As an outcome, marking a decisive turn from product-centric strategies, businesses today thrive or decline based on the experiences they provide. Although of such critical importance today, customer experience is not a novel concept. Customer experience and customer journey maps are based on two important attributes: a) product, and b) brand. Therefore, product and brand are the two key ingredients in creating a memorable experience for the customers. Marketers are focusing on product as well as the journey of the customer, in order to create a seamless experience. Furthermore, when a customer buys a product, it is not on functional utility alone but the emotional connect the customer has with the brand. Hence, in line with the existing literature, this book focuses on understanding how various product attributes and brand attributes have an impact on customer satisfaction. The first part of the book focuses on how various product attributes creates great customer satisfaction by focusing on customer experience, and second part of the book focuses on understanding how various brand attributes lead to creating great customer satisfaction by focusing on customer experience in different context.

The study of product development hardly requires any justification, as in the last century, scholars, policy makers, business executives, and public administrators maintain that innovation is a primary source of economic

growth, industrial change, competitive advantage, and public service. Why is new product development so important to a firm's key strategic goals? Driven partly by rapidly changing markets and technologies and partly by the more recent demands of the financial community for dramatically increased sales and profits, as with an estimated one – third of the average firm's sales are derived from new products, the role of new products is quintessential in creating customer satisfaction. Consequently, firms with great new products are the darlings of the stock market. Product planning is gaining more and more attention due to its impact on the business. But this comes at a huge price, as APQC's Best Practice Report states that only approximately one in ten product concepts succeeds commercially and only one in four development projects is a commercial success. Additionally, firms scrap almost one – third of the new projects for a loss of $80 billion annually.

Today the customer tends to thoroughly conduct research before they purchase the product. They want to know what are the key tangible features of the product, what are the raw ingredient or material the product is made of, how to take care of the product for increasing the longevity of the product, and the dry aspects of the product. Furthermore, from the existing literature, it is clear that product attributes and the value that consumers derive from these products, i.e. product benefits, play an integral role in motivating and changing consumer behaviour. Product attributes are *"those properties or characteristics of a product which are intrinsic to it, or attached to it, and are concrete, observable, objectively measurable and relevant to choice among alternatives."* For example, Xbox versus Playstation. One could have incredible features and the other could provide perceived benefits that you are looking for. Product attributes are used to differentiate one product from another, and these are used in marketing and product packaging to communicate the features and benefits of a product to potential customers. Attributes are defined as tangible (physical) or intangible (non-physical).

- Tangibles are characteristics such as size, colour, smell, product design, weight, etc.

•Intangible refers to things like price, quality, and aesthetics.

In this book, there are five chapters that focus on discussing contemporary product attributes that lead to creating customer satisfaction. In chapter one, titled *"Customer Experience and Satisfaction in B2C (low-tech product industry, Jewellery industry) adapting higher technology"*, the focus in this chapter is on understanding how jewellery stores in India are using latest technology to enhance customer experience and hence increase customer satisfaction. The author focuses on explaining how in India, the jewellery market is the world's largest, and now it is shifting from unorganized to organized retail. In such a market, firms are now investing heavily in implementing new technologies to create a memorable customer experience by devising platforms that enable customers to design and customize jewellery to their liking. In the existing literature, the role of product customization has been extensively studied. But in the context of jewellery brands in India utilizing latest technology to customize products has not been studied.

In the second chapter, titled *"Designing for Customer Experience: The Case of Consumer Durable Products"*, the author has conducted in-depth interviews with Weber Grill-Designing, an American based firm selling their grills in the city of Bangalore in India. This case on Weber Grill discusses how a firm has implemented sensory marketing to create memorable customer experience that leads to high satisfaction. The author explains experiential marketing using the TCQ (Touchpoints, Context, and Qualities) framework. In this chapter, how an FMCD (Fast Moving Consumer Durable) firm implements sensory, emotional, cognitive, relational, and behavioural connect with the customer at the various touchpoints in order to sell a product that is not necessarily a part of Indian culture and cuisine (grill). This case explains how the firm is able to implement a marketing strategy that focuses on increasing the trialability of the product which enhances the probability of product sales.

In the third chapter, titled "*Role of Geographical Indication (GI) certification in low technology B2C industry*", the author explains how not just the product attributes, such as, tangible characteristics of the product, but the intangible characteristics of the product, i.e, product certification has a big impact on customer satisfaction. This chapter delves into the Indian textile and clothing industry especially focusing on Indian handloom industry and stating the importance of geographical indication certification and its impact on customer satisfaction. The certification provided by government is called as Geographical Indication Certification or tag. GI certification is the tag that are allocated to specific product of a specific region that assures that products have some certain unique attributes and value associated to itself. GI certification is the tag that are allocated to specific product of a specific region that assures that products have some certain unique attributes and value associated to itself. GI tag is given to those products that has some high-quality product attributes and you might find it in only a specific region not beyond those regional boundaries, as those products are traditional products with some specific meaning behind it. This chapter illustrates that the Indian handloom industry is currently facing a challenging phase as there is a lack for artisan's fair wages, safe working conditions, and support. This is a concern, as craftsmanship by the skilled manual work involved in handloom production, is a central attribute to customer satisfaction and due to reduced price of apparel created by latest technology is enticing more and more customers to low priced apparel. Therefore, in this study, the author discusses the importance of creating awareness regarding these GI certifications and can foster a deeper trust with the customers.

In the fourth chapter, titled "*Evaluating Service Quality and Customer Satisfaction in Restaurant: An Application of SERVPERF*", the author discusses the application of service quality scale in the context of restaurants in India. They discuss how eating in restaurants is an experience and if a memorable experience is provided, it will lead to customer satisfaction and positive word of mouth. In this study, a questionnaire was distributed to around 200 customers from which a sample size of 145 was collected and the results indicate that certain

factors are major contributors to customer satisfaction, such as, variety of food, providing proper information and immediate solution for problem faced by customers. The author states that Quick Service Restaurants (QSR) should constantly keep measuring the quality of service provided and how this has an impact on customer satisfaction.

In the final chapter of this section, titled, *"Customer Experience in High-tech B2B Marketing"*, the author discusses the importance of product attributes in high-tech B2B markets. In B2B markets, to create a positive customer experience requires the integration of myriad suppliers' functions, such as operations, logistics, marketing, and sales minimally. Furthermore, in B2B high-tech industries, the firm's relationship with their vendors is built more on long-term relationship rather than product or service attributes. This makes it even more difficult for new firms to create new products with higher tangibles and intangibles characteristics and find success. Therefore, in this chapter, the author suggests that firms should focus on providing cognitive responses for functional departments in the firm such as, procurement team, and a firm should focus on providing an emotional response for the marketing.

Customers look for individualized experiences that give their purchase a substantial emotional worth. Today, customers are emotionally as well as rationally driven. Customers want to be entertained, stimulated, emotionally affected, and creatively challenged. Customers in the world of digital area are aware of the brand that they are purchasing and are particular about the brand they decide to buy. In the existing literature on branding, it is evident that creating a strong brand leads to creating a position in the minds of the customers and this leads to customer satisfaction. Firms invest heavily in various brand attributes and these are traits that create a brand personality, for example, brand credibility, consistency, and relevancy. In order to create a brand, firms invest heavily in creating brand personality and identity.

Brand personality is about evoking a certain emotion in the minds of the consumer. This emotional response leads to creating trust and hence customer satisfaction. For the existing branding literature, it is evident

that today in the world of digital marketing and the implementation of latest technology, it is getting difficult to create brands that have a high recall in the minds of the customers. Furthermore, today customers do not just want to buy a product, they want to understand why the firm is in this business and what is the motive behind creating such powerful brands. Therefore, firms cannot just focus on creating brand personality but also need to focus on creating a narrative, in other words a story. In 2023, every second there 99,000 google search took place and it is difficult to look for a brand that the customer does not know about. Hence, for firms to find success, they have to invest heavily in creating a strong brand that stands out. The section of this book focuses on the impact of various brand attributes in different industries in India.

In the first chapter of this sub-section, titled, "*The Impact of Brand Ambassador's Personality Traits on Consumer's Perception of Smartwatch Companies*", The products people use these days reflect their personality and on the other hand, people buy products to create similar identity that the brand is known for. This is especially true for wearable technology industry, in which smartwatch being an individualistic consumer product lies at the boundary of being state of the art IT and fashion product that is for everyday use. Therefore, in this chapter, the author uses the brand personality model and mapped with the Big five personality model, and the author suggests that when the customer finds relatability with the brand personality, they perceive the product in a similar fashion and hence have a higher customer satisfaction. In this chapter, the author states that it is assumed that in a Fast Moving Consumer Durable (FMCD) industry the focus would primarily be on latest technology. But by looking at the top three brands that hold the highest market share in the Indian market, it is evident that there is a high correlation between brand and customer personality.

In the second chapter, titled "*Brand Identity for B2B Brands through the Co-creation of content*", the author states that in a highly competitive markets such as, Business-to-Business (B2B) markets, where it is assumed that building long-term relationships with the customers is the key to success, they argue that co-creating story plays an integral role in

creating high customer satisfaction. Today, storytelling is not about focusing on understanding why the firm is in the business of selling the products that they sell, but it is pivotal to create a story around the people who work for the firm. The author had gathered data using 30 in-depth interviews with various stakeholders like consumers, mid-level management employees, and suppliers. And, the author suggests that the art of crafting and conveying compelling stories transforms how businesses interact with their stakeholders and shape the brand identity. In addition, one of the key strengths of storytelling lies in its ability to simplify complexity, and hence creates a great customer experience and hence leads to higher customer satisfaction.

In the third chapter, titled *"Brand equity and investor perception in mutual fund investing"* In this chapter the authors argue that in the mutual fund industry, when it comes to creating customer satisfaction, it is not just the past performance of the fund, rather it is also about the brand image that the firm creates. The authors states that investing a mutual fund is not always a rational decision. A fragment of decision-making is psychological, i.e., emotions, past experiences, affect, self-confidence. Investing in mutual funds has always been a high-risk and high-involvement decision and therefore, the investor wants to invest in a known brand as they feel secure and can trust the brand. Therefore, the authors argue that mutual fund marketing manager needs to be consciously aware of the kind of communication being carried out and keep in the mind the way in which the communication is conducted. They argue that India has seen an exponential growth in the mutual fund industry in the last decade. Yet this industry is in its nascent stage, and the future growth of this industry completely relies on how well the Asset Management Companies (AMC) invest in building brand and creating a brand equity, which differentiates each brand from the other.

In the fourth chapter, titled "*Does ESG Scores Impact Brand Trust?"*, the authors explore the impact of Environmental, Sustainability, and Governance (ESG) from the customer's perspective. The study was preliminary tested with 58 respondents prior to administering the main investigation. These 58 respondents are all citizens of India aged 18 years

or above, who have at least one bank account in Axis bank. The authors test the impact of brand stature and strength (Axis bank) on brand trust. These hypotheses are moderated by ESG value. The authors find that brand Stature and Brand strength have a significant relationship with Brand trust. Furthermore, the moderating relationship of ESG scores was also established with all the dimensions of Brand Value except brand knowledge. The authors argue that customers trust the brand more when there is a ESG value attached with the brand. This chapter argues that the banking sector is growing and customers from Tier II and III are starting to trust banks and educating these customers regarding the ESG value that the bank holds will positively create a brand trust that would lead to higher customer satisfaction.

Over the last two decades, the study of consumer behaviour has received significant attention, as there are new ways of testing consumer theories and models, for example, experimental design, neuroscience, online review and sentiment analysis. However, with the advent of AI technology, there has been a seismic shift in measuring the customer experience. Groundbreaking tools which include functional magnetic resonance imaging (fMRI), positron emission tomography (PET), electroencephalography (EEG), magnetoencephalography (MEG), steady-state topography (SST), functional near-infrared spectroscopy (fNIRS), and single photon emission tomography (SPET). In the final chapter, titled "*Neuromarketing: A Scientific Technique to Comprehend Consumer Behaviour*", the authors explain that neuromarketing is an effective way to measure consumer behaviour and is an effective technique for recognizing the unspoken response of consumers. Neuromarketing is defined as "a tool which combines neuroscience and physiological techniques in order to get insights in customer behaviour for effective prediction of customer preferences in decision-making process. Researching consumer behaviour has become a challenge and an imperative task for marketers. The primary reason is that when consumers are asked about a brand or their perception or perspective regarding say environmentally friendly products, they often answer what they feel is right but there is a huge gap between consumer intention and consumer behaviour.

Table of Content

Table of Content

Chapter-1

CUSTOMER EXPERIENCE AND SATISFACTION IN B2C (LOW-TECH PRODUCT INDUSTRY, JEWELLERY INDUSTRY) ADAPTING HIGHER TECHNOLOGY

Dr. Astha Sharma

Assistant Professor, Marketing School of Commerce,
SVKM's Narsee Monjee Institute of Management Studies, Dhule
SVKM's Narsee Monjee Institute of Management Studies
(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

Gems and jewellery exports from India have shown more than a fifty-five per cent increase compared to the previous year. In 2022, India was ranked first among the top exporters of cut and polished diamonds and second in gold, silver jewellery and lab-grown diamonds; this industry had around fifty-nine-billion-dollar FDI inflows in the same year. It is estimated that India's gold demand will witness an upswing to about 800 tonnes in 2022. The gems and Jewellery sector employs more than eight million people. Seeing its growth and contribution, the Government is focusing on promoting its exports. Jewellery is sold in branded national and multinational stores and local traditional stores. The approach of both sectors is a huge difference, discussed in the next section.
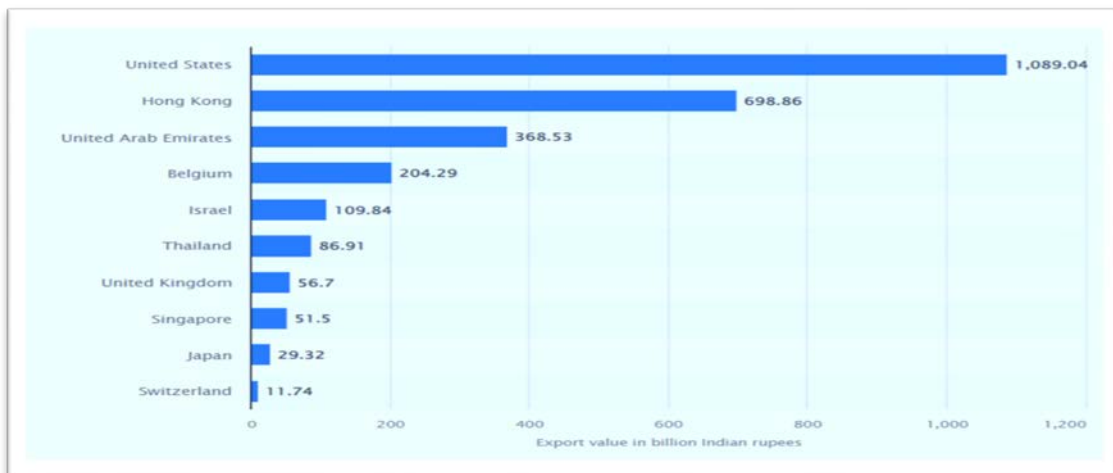
Value of gems and jewellery exported from India in the financial year 2022 by leading destination (in billion Indian rupees) (Source,2022)

International and National Branded Stores

Tiffany& co. is an international jewellery brand renowned for producing high-quality couture jewellery, encompassing a range of exquisite materials such as diamonds, solitaire, and platinum. The brand prides itself on its exceptional level of craftsmanship. It is generally designed for special occasions and is pricey because of the level of attention and quality needed in the creation process. Some of the famous international jewellery brands, their unique selling propositions and their evolution are mentioned in the table below: -

S.no.	Brand	USP	History
1	Tiffany & Co	It is famous for making world-class couture jewellery with superior craftsmanship.	It was started in 1837 as Tiffany, Young & Ellis and later changed to Tiffany & Co
2	Cartier	making exquisite accessories	Founded in 1847 in Paris
3	Bvlgari	made of diamonds and multi-coloured stones that are unique and **exquisite. Its famous**	**Founded in 1884, Italy**

		collection is 'Serpentine,'	
4	Harry Winston	Its jewellery is highly intricate, elegant, and structural, **keeping the vintage aesthetic intact while designing contemporary jewellery.**	Harry Winston started the brand in 1932 in France. The company continued to make couture and designer jewellery using diamonds and gemstones.
5	Van Cleef & Arpels	It is also known for its exclusivity and futuristic designs like 'Mystery Setting,' which brings out the best exposure of each gemstone.	Started in 1906 in France
6	Chopard	Sold to a German company in 1960, it expanded its horizons to make jewellery for women.	It was started in 1860 by Sonviellier in Switzerland and was famous for making watches for women.
7	David Yurman	It makes jewellery to suit the many needs of women – whether it is for a red-carpet event or as an everyday essential.	It was launched in 1980 by David and Sybil Yurman in New York.
8	Buccellati	Buccellati is highly creative and known for design in silver and gold laced diamonds with good quality and design. It has stone-studded insect and animal forms beautifully made into exquisite pieces.	It has branches in Italy but in all other big cities like London, New York, Paris, and Hong Kong.
9	Boucheron	It started making jewellery for the elite Parisian community and quickly became the centre of luxury jewellery. Bespoke	Was launched in 1860 by Frédéric Boucheron.

		designer pieces that have an elegance to bridal collections and watches. Boucheron remains at the top. It	
10	Hermes	It is known for making limited bespoke and limited-edition jewellery instead of mass production. Leather is its forte; it makes contemporary jewellery and other exclusive gold and diamond collections.	It was started in 1837 in Paris
11	Chanel	designing fine contemporary jewellery and luxuriously sculpted diamond collections, too.	In 1909, Coco Chanel launched this brand.
12	Dior	from heavily encrusted multi-coloured gemstone watches to fine handcrafted jewellery	Since 1946 in France
13	Mikimoto	designing pearl jewellery of the highest quality and design technique	It began in Tokyo in 1899 and then spread its wings to all the big cities in the world, like London, New York, Bombay, Shanghai, and Paris.

As mentioned in the table, all these brands have unique features. In contemporary business, establishing a reliable customer experience is intricately associated with using sophisticated eCommerce technology, which enables clients to evaluate and conveniently compare various products thoroughly. Various technological tools such as 3D imagery, interactive user-generated content (UGC) galleries, and camera search have shown advantages for early adopters. These tools have facilitated a significant increase in the

average order value by around 10% and a substantial enhancement in overall conversion rates, surpassing a growth of 500%. Branded stores are way ahead in customer experience creation compared to traditional stores due to access to better technology. They should guarantee that clients have the same level of confidence that they would if they were physically inspecting jewellery. The international brands have better infrastructure and funds to offer unique experiences to customers. In India, many jewellery brands are widespread, including Tanishq, Kalyan, PC Jewellers, Malabar Gold and Diamonds, Senco, Joyalukkas, Bhima jewellers, GRT, Jos Alukkas, P.N. Gadgil, Kirtilals, T.B.Z, Amrapali, Mehta jewellery. These brands keep modifying themselves and offer customized experiences to customers.

Unorganized local traditional jewellery stores

Local stores, as compared to the branded stores, are stuck to traditional techniques. They do not focus on fashion or fine jewellery. Customization is there, but with limited designs. Mostly, they are small, offering little scope for people to find options. Despite this, people have trusted them for years because of their existence in the vicinity. People also feel that local jewellers offer lower prices than branded stores. Repair is fast, and relationship matters to reduce making charges. Local jewellers' online presence is negligible compared to branded stores. This obstructs sales figures for the local jewellers. Branded jewellers like Tansihq sell 22k jewellery; if customers want 24 carats, they can ask the local jewellers to make it for them.
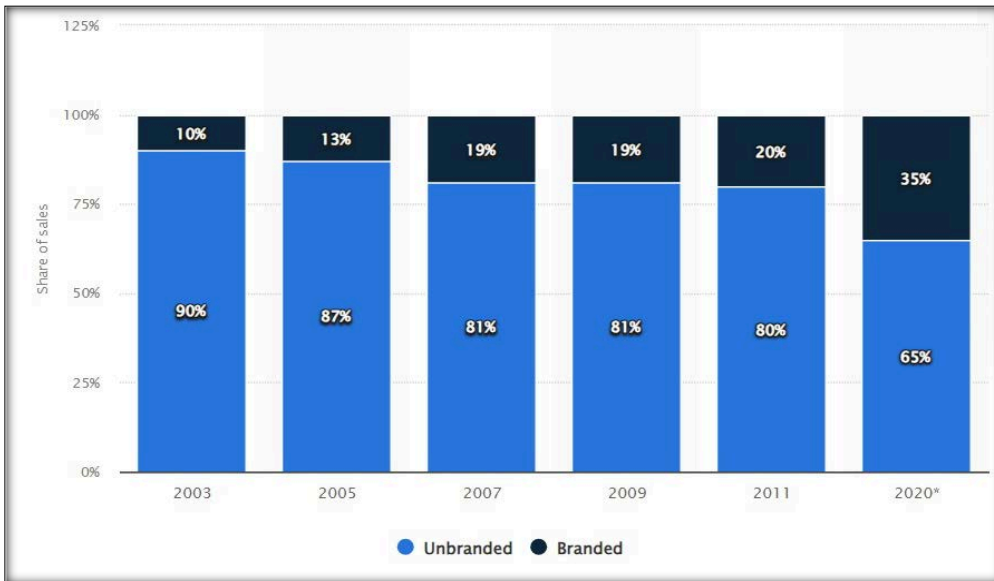
Global jewellery sales share from 2003 to 2020(Source: Statista, 2023)

The above graph displays the sales share of jewellery worldwide from 2003 to 2020 by branding. It can be observed that the sales share was 20% in 2011; however, by 2020, it increased to 40% in the case of branding.

Customer experience and satisfaction are intertwined.

Customer experience is a feeling/ perception of individual customers about a brand/product/service/attribute over a period due to interaction across all touchpoints throughout their purchase. Interactions and touchpoints include everything from a store visit, website visit, and app checkout process to email communication (Schwager, 2023). Customers' subjective reaction to their direct or indirect interactions with a business is part of the customer experience. Hence, customer experience, or CX, refers to all the activities a company or organization undertakes to prioritize its clients' demands and manage their journeys. Brand, product, price, and service are the four elements that make up CX (E.T. Edge,2021). It supports the creation of specific perceptions regarding a brand over time due to several encounters with the brand. To encourage client loyalty and boost repeat business, B2C companies rely on developing strong emotional bonds with each consumer.

It incorporates all facets of a product or service, including customer support, advertising strategies, packaging design, product features, user-friendliness, and reliability. It is influenced by customers' expectations, which are affected by their past experiences. The importance of customer experience and the practice of measuring and analyzing it is widely acknowledged by most CEOs (Iwuozor, 2023). However, there is a lack of appreciation for the distinctions between those tasks and Customer Relationship Management (CRM), as well as a limited understanding of the valuable insights that may be derived from the data.B2C organizations can use a customer experience (CX) program to personalize these experiences and reduce friction.

Trust is the foremost priority in online and offline customer experience that demands attention from fine jewellery makers and sellers. A considerable proportion of consumers do not engage in regular jewellery purchases, but when they do, they commonly undertake extensive research and engage in comparative analysis. For merchants, it is of utmost importance to establish and maintain shoppers' trust to convert them successfully. The primary channel through which jewellery vendors can attain this objective is developing an innovative product discovery method that effectively facilitates connection between shoppers and their desired items, akin to the personalized assistance provided by seasoned sales associates within physical retail environments. The objective is to enhance the customer journey on various platforms, instilling a sense of confidence among shoppers while purchasing on their chosen devices.

Design and human touch must be incorporated into customer experience activities. Human touch is crucial, as is design; the digital transformation of the jewellery sector has only intensified in recent years. Customers look for individualized experiences that give their purchase a substantial emotional worth. Hence, the provision of an outstanding customer experience can have a substantial influence on brand loyalty and sales. Research indicates that a solitary contented consumer can generate substantial monetary value, ranging from five to seven figures, throughout their lifetime for a jewellery company (Sitar, 2023). Offering exceptional customer service and experience has many

potential advantages: satisfied customers are more likely to recommend to friends and family, and because the company handled them well, they are more likely to return. Digitalization has yet to leave any of the industry untouched. After the pandemic, several businesses observed shifts in consumer demands and attitudes. These forces, coupled with urbanization and the rising power of Gen Z and younger millennials, have forced winds of change in the jewellery industry, a high-involvement segment (IIG, 2022). Branded national/international jewellery stores or local stores tend to recreate, refresh and rewrite their techniques to connect with customers and influence them.

From a predominantly offline store model as a marketing channel, jewellery players in India are going beyond brick-and-mortar expansion. It has seamlessly adopted digital and omni-channel strategies to boost sales (Magzter, 2020). The present study evaluates how jewellery stores /brands/ retailers have bowed down to the power of the consumer and acknowledges the benefits of delivering excellent customer experience by crafting strategies for lasting impressions or growth. Technology significantly influences how the brand engages with its customers as it ties up with digital influencers, on-premise kiosks, virtual try-ons, and experience zones (Vanderborre, 2021).

An Overview of Indian Customer's Experience and Jewellery Industry
In India, jewellery has traditional and aesthetic value and is considered a security source during any financial crisis. The amount of jewellery a woman owns also reveals her status and adds to her riches. Indian socioeconomic structure, the significant investment of a family has been land and gold (World Gold Council, 2022). It symbolizes wealth and prestige considered essential in rituals; giving gold as a gift is a deeply embedded custom in Indian weddings. Despite the price rise, the volume of gold customers demand remains consistent. About fifty per cent of gold demand is generated by weddings, Diwali, Dussehra and other Indian festivals, causing a regular spike in jewellery sales. As disposable income has increased, overall expenditure in gold has increased manifolds. Silver is termed poor man's gold. Silverwares are also used for gifting, and its market demand has increased

consistently (ibef,2023). Creating intricate ornaments needs patience and has been a part of India throughout its heritage. The patronage given by rulers to the art and the artists helped the beauty of Indian jewellery even more.

The Transition

Jewellery retail stores are booming in India, with various small and large-scale companies in a largely fragmented market. A few years ago, Indian women preferred buying jewellery from trusted local jewellers (Campbell, 2023). Whether for a personal milestone, an impulse buy, or a wedding, women used to buy it from their family jewellers (Daniel & Thayumanavan,2014). However, recent developments in consumer behaviour have indicated a gradual shift to shopping for jewellery at national jewellery houses with increased presence across branded stores in cities that are tier I, II, and III. India has the world's second-highest population of gold consumers, and it is one of the world's leading exporters of gems and jewellery (Kumar, 2011). While mom-and-pop jewellery stores abound and flourish, there are several national players in the Indian jewellery space, including Titan and Kalyan Jewellers, that are renowned for their exquisite, flawless, beautiful jewellery— establishing International Standards in gemstone and precious metals. It can be daily wear, tribal, traditional, antique or bridal; Indian jewellery houses always give their foreign counterparts a run for their money. Since nuclear families are increasingly common, particularly in metropolises and mini metropolises, it is apparent that jewellery purchases are becoming more frequent and are not limited to those made for special occasions like weddings and auspicious days (Indian Retailer, 2023). Additionally, jewellery purchases are made impulsively or as gifts (usually smaller pieces), spreading the demand throughout the year.

Multinational corporations cater to a more varied spectrum of customers with greater wants, preferences, and tastes, emphasizing the importance of gathering client signals and monitoring their feedback over time. The clients will move to a rival if they have a terrible experience since they anticipate flawless interactions across all channels. With investments in brand building and organization, the retail jewellery industry in India has followed suit with

other retail trends. Notably, national and regional companies are exhibiting this tendency, with brands like Joyallukas, Tanishq and Zoya (from the Tata family) and Orra, Bhima, Malabar, and Kalyan gaining traction. Many of these firms are now selling a more comprehensive range of precious, semi-precious, diamond, and counterfeit jewellery in addition to satisfying the unwavering demand made predominantly of gold during economic downturns.

Using Big data for analysis has become common and frequent to combat competition (Appnova, 2022). The present Indian woman does not want to buy jewellery and keep it in the locker. She wears it and carries the will to express herself. Women have become more confident and experimental in fashion statements (Bernabei,2022). Jewellery is not limited to special occasions; preferences indicate a shift to the frequent purchase of lightweight jewellery instead of the bulky traditional designs. Trends in cross-culture jewellery are expected to drive the market towards an expanded state during the projected forecast. Innovative advertisement campaigns and intricate designs contribute to the latest revenue options. Furthermore, raising awareness among consumers for identifying the purity of gemstones and metals utilized in producing premium Jewellery products is propelling the market's growth significantly. Tanishq is targeting women who are between 20 to 40 years old and who are soon to be married. It is positioning itself with lightweight jewellery, stunning diamonds and affordable prices. It involves creating a distinct image of designs, variety, purity and authenticity in customers' minds.

Jewellers Crafting Customer Experience Leading to Customer Satisfaction
Thus, as discussed, brands are more focused towards experience creation. They use various strategies at different levels to attract and retain customers. Some of such techniques of experience creation by jewellery brands are mentioned below: -

Provide Personalized Assistance
The provision of personalized service has the potential to generate a lasting and distinct encounter; it stimulates impulsive buying behaviour and

enhances client contentment and allegiance. After COVID, industries have altered their techniques and operations. They have re-strategized and adapted to the new normal. Jewellery merchants have reviewed their present **brick-and-mortar** model and have adopted a multichannel approach, which has resulted in better sales(Rohini,2021). Digital techniques have aided in customizing the client experience. According to studies, customers now find digital channels safe, convenient and feasible. The online purchase environment is easy to change, which is the best thing (Chauhan et al.,2023). Each customer helps in modifying the overall buying experience of an individual. It also aids in customer loyalty. Online retailers have an edge over brick-and-mortar stores; since young shoppers are familiar with it, they mostly prefer buying online (ET Retail, 2019). Social media platforms have increased the visibility of different jewellery brands to different demographics. Antique and precision jewellery was once considered highly expensive and reserved for a particular class of people (Schwager, 2023). Now, it can be seen with enormous variety on Instagram. Hence, instead of connecting with customers in-store or promotions through print media, jewellery businesses are targeting young customers to offer a unique experience through the digital world, making jewellery more accessible and interactive.

Customers can now design their jewellery online with retailers; it is a popular trend valued at $ thirty-three billion in 2019 and is expected to reach $ sixty billion by 2027 (Schwager, 2023). Unlike gold and diamonds or other precious stones, customized jewellery uses glass, plastic, semi-precious stones, beads, Leather, and aluminium (Campbell, 2023). These trending items and materials are cheaper to produce, which makes them more popular and prompts more frugal customers to enter the jewellery industry. The most popular custom jewellery items are necklaces, chains, and bracelets, which accounted for 41% of the jewellery market two years before. International brands do such personalization more frequently with their online presence.

Bhima jewellers has shown double digit growth in India. It reads customers preferences and trends and focuses on proactively fulfilling such trends. The traditional wedding demand, stone based jewellery, coloured jewellery

demands are capitalised by Bhima Jewellers. It has launched a new range of NAV lifestyle collections (Campbell, 2023). All international brands like Tiffany, Hermes and others personalise and give meaning to jewellery. Tiffany does this by adding a name or initial, custom motif or a special date. The diamond experts at Tiffany make the customer feel like royalty. It was stated by customers that even if they cannot afford Tiffany diamonds, the experts allow customers to try their dream products. People care more about feelings rather than just satisfaction. Tiffany and Co launched the Blue Box Café at Harrods, thereby materialising its brand and offering guests the opportunity to partake in the iconic experience of 'Breakfast at Tiffany's'. This instance exemplifies a prosperous implementation of experiential marketing. The café provides a tangible experience for its patrons, enabling them to embody the essence of Audrey Hepburn and seamlessly merging the iconic film with its own unique identity. If romantic partner exhibits reluctance in purchasing a diamond ring for the partner, they feel it would be reasonable to expect that they would, at the very least, consider accompanying them to the Blue Box Café. (Carty, 2020).

Implementing a comprehensive training programme

Brands nowadays focus on training their employees. They instruct employees regarding appropriate methods of warmly greeting customers to give them a cordial and professional welcome. It entails instructing the personnel to meet customers with pleasant facial expressions and welcoming statements. Careful listening when addressing client complaints and proactively providing valuable recommendations to meet their requirements. Professionalization and corporate structure of international and national brands facilitate such techniques. However, local traditional stores need to pay more attention to such methods (Annabelle,2020). To foster the professional development of employees' industry certifications are also suggested for employees. It enables them to remain knowledgeable and up-to-date with current developments in their respective fields. Frequent training sessions regarding product knowledge and industry advancements can enhance employees' ability to offer precise information, address client inquiries with assurance, and offer tailored recommendations. Possessing comprehensive knowledge and skills

about products is crucial to cultivating confidence and establishing credibility among clients. In India, Kalyan jewellers has knowledgeable staff, who are very helpful too (Campbell,2023). Consumers reveal that the staff is patient and solves customer's doubts and grievances. Various operational and managerial skills are taught to every employee at Chopard. The areas encompassed by the company's focus include corporate sustainability, occupational health and safety, and various specialised fields such as "Métiers d'Art" (artistic crafts). These specialities are designed for skilled artisans employed in luxury watchmaking and jewellery workshops, fostering the transfer of knowledge across different generations (Chopard,2023).

Generating a Customer Profile

International brands such as Tiffany, Hermes, and many others create customer profiles, which facilitate comprehension of consumers' requirements and preferences, allowing for customized recommendations tailored to individual customers. In real time analysis customer ratings and free text to improve services and plug product gaps (Karavaynaya & Selivanova,2021). Complaint analysis and returns are reviewed and customers journey is understood to create and offer better.

Offering after-sales service

Companies are improving after-sales support. Engaging in post-purchase communication with clients is essential to ascertain their contentment with both the products offered and the quality of customer care provided. Companies also provide a range of repair and maintenance services for jewellery products that have been purchased, encompassing tasks such as cleaning, resizing, and stone replacement. Offering a warranty or guarantee on jewellery provides clients with a sense of security and confidence in their purchase (Becker *et al.,* 2021). Brands foster consumer loyalty and encourage recurring patronage, establish a loyalty programme or implement exclusive incentives for retention.

More prominent brands are promoting the solicitation of client feedback via surveys or evaluations as a means of consistently enhancing after-sales

support and the overall customer experience.

Technology Integration

Enhancing customer experience can be achieved by utilizing cutting-edge technology for product advertisement. Designers are now able to investigate elaborate and complicated concepts that were previously thought to be time-consuming or impossible thanks to AI-driven parametric tools. For instance, jewellery designers may now more readily produce design concepts with complex patterns, rich motifs, and inventive structures thanks to 3-D printing. Designers may be able to realise their ideas more quickly thanks to their increased productivity, which could lead to a more interesting and varied selection of jewellery design designs (Magzter, 2020). The consumer experience is being impacted by the jewellery industry's adoption of AI technology. 84% of consumers believe that individualised experiences are important when making purchases, according to a Salesforce study.

Display Ads in-store

Technological advancements, such as in-store digital displays, interactive screens for product information, and virtual try-on tools, can potentially enhance the whole customer experience. Indeed, empirical evidence indicates that implementing Augmented Reality (AR) technology in the jewellery retail sector resulted in a notable increase of 30% in sales (Jain, 2022). AR is costly. Hence, more prominent brands get an edge over other local stores regarding technology. By offering customers an interactive and immersive experience, businesses can educate them about their products, facilitate their visualization of potential purchases, and ultimately enhance customer satisfaction and sales performance (Shelton,2021).

Deployment of the mobile application.

The implementation of a mobile application yields substantial advantages for stores, given that around 90% of customers engage in shopping activities using mobile apps. A mobile application provides the opportunity to deliver a customized shopping experience, convenient access to reward programmes and promotional offers, and effortless online ordering capabilities. Nowadays, firms allocate resources towards strategic investment in social media

engagement. Popular social media channels such as Instagram, Facebook, and TikTok can be advantageous for promoting items and fostering client involvement. These platforms can be utilized to solicit comments and reviews, offer customers exclusive offers and promotions, and provide information to customers regarding their most recent product offerings (Stockton, 2021).

Enduring relationships

The establishment of customer relationships has the potential to enhance brand loyalty, augment revenue figures, and enhance the overall reputation of a company. Providing incentives to loyal consumers can engender a feeling of gratitude, enhance brand allegiance, and cultivate enduring connections (Shelton,2021). One strategy to enhance sales and bolster customer happiness involves the implementation of exclusive offers and promotions explicitly targeted towards loyal consumers. Companies are also reaching to users' spaces by including widgets that pulls in pictures that customers post in social media networks to the Bauble bar site. This allows other users to see the styled pieces of their peers and lead to higher sales conversion of those users who are interacting with the site (Sudarshana, 2023).

Organizing and facilitating events and workshops

Special events and workshops have shown to be efficacious methods for client engagement. In order to facilitate meaningful customer engagement with the brand and its products, companies organize in-store events such as trunk shows, workshops, and pop-up shops. These events permit customers to interact with the brand in a memorable manner. They engage in collaborative efforts with designers and artists from the local community, thereby offering novel designs to customers while concurrently contributing to the support and development of the local artistic community (Vandenborre,2021). These occurrences present prospects for clients to enhance their business knowledge, establish connections with the workforce, and foster a more profound affinity with the products.

Local Community Involvement

More prominent brands also win trust by assisting local charitable organizations and initiatives, demonstrating solid dedication to the

surrounding community. It has the potential to foster trust and cultivate loyalty among customers. Moreover, engagement in community activities facilitates the establishment of connections between retailers and prospective customers, creating avenues to exhibit their offerings and expertise (Appnova,2022). This phenomenon could enhance a brand's prominence and recognition, enhancing consumer experience.

A welcoming atmosphere and design of the store.
Beautiful ambience and setting of a retail establishment are crucial factors that contribute to the attraction and engagement of clients. Consequently, it is imperative that the establishment possesses a visually appealing environment and attractively exhibits products (Mundkur,2023).

Maximising Store Design to Improve the Customer Experience
An effectively planned store layout can direct customers throughout their buying journey effortlessly. Organized product displays refer to the strategic arrangement and presentation of goods systematically inside a retail setting. This practice aims to enhance the overall shopping experience for customers. The categorization process facilitates the efficient and convenient discovery of requested products by customers. Consequently, categorizing products based on their respective categories, such as necklaces, rings, and bracelets, facilitates buyers in comprehensively exploring the diverse range of items within the collection (Mundkur,2023). Similarly, presenting things in aesthetically pleasing display cases can effectively highlight the most attractive aspects of the jewellery, enticing shoppers to engage with the items by trying them on.

Optimal Navigational Environments
Providing a pleasant browsing environment for customers can significantly increase their overall experience, enabling them to explore products without experiencing any sense of haste. The presence of a thoughtfully designed browsing space can also contribute to cultivating a perception of opulence and exclusivity, enhancing the perceived worth of jewellery products (Maheshwari & Balaji, 2017).

Improving Product Attractiveness with Suitable Lighting and Ambience

Establishing a congenial and welcoming ambience within retail establishments instils a sense of ease and tranquillity among customers, fostering an extended duration of their visit and an increased propensity to engage with merchandise. In addition, suitable lighting successfully accentuates the distinctive characteristics of jewellery items, augmenting their visual allure and attractiveness. Branded stores keep their stores well maintained (Magzter,2020). Brands use lighting that harmonizes with the characteristics of products. For example, the utilization of soft and warm lighting has the potential to contribute to a sense of relaxation and intimacy. Intense lighting has the potential to generate shadows and glare that can obscure the intricacies of a design. Maintaining cleanliness and hygiene is paramount in maintaining a healthy and safe environment (World Gold Council,2022). Ensuring a pristine and sanitary atmosphere within a jewellery establishment is crucial for enhancing customer satisfaction and fostering trust in business. Routine store maintenance and adherence to appropriate jewellery sanitization protocols can effectively cultivate a secure shopping environment for patrons.

Ensuring Customer Awareness

Disseminating pertinent information can empower consumers, enabling them to make well-informed choices and ultimately enhancing their happiness with their acquisitions. One can offer valuable perspectives on the characteristics and advantages of a product, together with guidance about the proper care and upkeep of jewellery. It can be achieved by disseminating blog articles or social media posts and organizing workshops or in-house events (Karavaynaya & Selivanova,2021). Customers' increased awareness of the quality of metals and gemstones has accelerated growth. Although people know the Hallmark standards and purity of jewellery, frauds have occurred, and much more education is needed to raise public awareness of these issues. The jewellery market will expand globally, propelled by China and India (Karavaynaya & Selivanova,2021) and a few other significant players. Many markets are anticipated to go to the Middle East and Africa because of their rich gold reserves and elaborate designs.

Organized v/s Unorganized Jewellery Stores

The Indian jewellery market is one of the world's largest, shifting from unorganized to organized retail. This transformation is causing significant changes in the industry, including the use of technology (Galanin& Kolupaev, 2022), better supply chain management, and improved customer service(ibef,2023).

Organized Jewellery Stores:

One of the main advantages of organized jewellery stores in India is their ability to use technology to improve their operations. Organized retailers have embraced technology and have implemented it in various aspects of their business, including inventory management, sales tracking, and customer data analysis. It enables them to make appropriate decisions about their business and offer personalized services to their customers (GJEPC, 2022).

Organized jewellery stores also provide a better shopping experience for customers. They offer a wide range of jewellery, display it attractively, and provide personalized services such as customization and repair (Annabelle, 2020). In addition to the above, they have trained their staff to provide excellent customer service, which has led to higher customer satisfaction levels (Maheswari & Balaji, 2017).

Despite several benefits, organized jewellery stores have many limitations, like higher prices than unorganized retailers (Mint, 2023). Organized retailers have higher overhead costs and must comply with regulations; they must maintain their brand name and advertise to promote and expand. Moreover, organized retailers focus on high-end jewellery, which is unaffordable for many Indian consumers. Organized jewellery stores can also be rigid and inflexible. They have strict policies and procedures, making it difficult to respond to changing customer needs and preferences. Furthermore, organized retailers have limited bargaining power with suppliers, which can result in higher material costs.

Unorganized Jewellery Stores:

One of the main advantages of unorganized jewellery stores in India is their comparatively lower prices (due to fewer making charges and no promotion). Unorganized retailers have lower overhead costs, do not have high overhead expenses, and often may need to comply with regulations. It makes their products more affordable for Indian consumers (Sendrine, 2022). Moreover, unorganized retailers offer a wide range of jewellery, including traditional designs unavailable in organized stores. Unorganized jewellery stores also have greater flexibility. They can change their offerings based on customer demand and negotiate with suppliers to get better prices on materials. It permits them to provide a broader range of jewellery at a lower price.

Limitations/inadequacies of unorganized jewellery stores account for the need for more quality control. Unorganized retailers have different quality control measures than organized retailers, which means their products may meet different standards. Only some unorganized retailers use low-quality materials to make jewellery, affecting its durability and quality. Unorganized jewellery stores also need better customer service. They must invest in training their staff to provide excellent customer service, leading to lower customer satisfaction levels and affecting their reputation. Only some unorganized retailers offer services such as customization or repair, which can limit their appeal to customers.

Implications of the Shift towards Organized Retail:

The shift towards organized retail has many implications for the Indian jewellery industry. Organized retailers are likely to gain market share at the expense of unorganized retailers due to their use of technology, better supply chain management, and improved customer service (Grübe, 2022). It will lead to increased competition and potentially drive down consumer prices. However, shifting towards organized retail may also lead to losing traditional craftsmanship and designs. Organized retailers focus on modern designs and may offer a different range of traditional designs than unorganized retailers(ibef,2023). Additionally, the shift towards organized retail may result in job losses for workers in unorganized retail.

Branded over Unbranded Jewellery Stores

Studies revealed that branded stores like Tanishq are preferred in India compared to unbranded local stores (Sudarshana,2023). Quality assurance, aesthetics, design, and status were significant factors in choosing a local jeweller. Research also revealed that customers should have given advertising and marketing activities of un-branded stores more importance. Price is also given little importance. A brand ambassador for a company is mentioned as necessary. Quality assurance provided by branded jewellers was a significant factor in choosing a branded jeweller, as most respondents ranked it as the highest value on the scale.

COMPARATIVE ANALYSIS

Sector	Organized	Unorganized
Structure and Size	The organized jewellery sector comprises branded retail chains, showrooms, and online platforms that are professionally managed, have a larger scale of operations, and follow standardized business practices.	The unorganized jewellery sector in India consists of small, local, and family-owned jewellery shops, often operating in traditional markets. These businesses may need formal organization, standardization, and documentation.
Manufacturing and Sourcing	Modern manufacturing techniques and technology are employed in the organized sector, focusing on quality control, standardized processes, and transparent materials sourcing.	The unorganized sector often relies on traditional and manual jewellery manufacturing methods, with limited access to modern technology and machinery. The sourcing of materials may only sometimes be transparent, and there may be quality control and consistency challenges.
Branding and	The organized sector	The unorganized sector

Marketing	invests in branding, advertising, and promotions to create brand awareness, build customer trust, and establish a strong market presence.	typically needs strong branding and marketing efforts. Local jewellery shops may rely on word-of-mouth referrals and traditional marketing methods.
Product Range and Design	The organized sector offers a broader range of jewellery options, including contemporary designs. It may have in-house design teams or collaborations with renowned designers to cater to diverse customer preferences.	The unorganized sector may offer a limited product range and design options, often catering to local preferences and demands.
Pricing and Transparency	In the organized sector, pricing is often standardized, transparent, and based on weight, purity, and market rates. Customers can expect consistent pricing across different outlets of a branded jewellery retailer.	Pricing in the unorganized sector may only sometimes be transparent, with room for negotiation and variation.
Customer experience and service	In the organized sector, customer experience and service are often prioritized, with trained sales personnel, return/exchange policies, and additional	The unorganized sector may need more standardized customer service processes and after-sales support.

	services such as certification, warranties, and loyalty programs to enhance customer satisfaction.	
Trust and Reliability	In the organized sector, established brands often build trust through their reputation, quality assurance, and customer-centric approach.	The unorganized sector faces challenges regarding trust and reliability, as customers may have concerns about the quality, purity, and genuineness of materials unless they have a strong relationship with the retailer.
Compliance and Legal Aspects	The organized sector tends to adhere to these compliance requirements, which can give customers confidence in their purchases.	The unorganized sector needs help complying with various legal and regulatory requirements, such as taxation, hallmarking, and labour laws.

People prefer branded jewellery stores more than unbranded stores. Local market dynamics could also influence the preference for unbranded Jewellery stores over branded ones in India. In some regions or localities, unbranded Jewellery stores may be more prevalent or have a long history, making them more accessible and familiar to customers (Jyothi& Babu,2012). Customers prefer unbranded Jewellery stores in India due to established trust and personal relationships with local jewellers. These stores may have been serving the community for generations, and customers may feel a sense of loyalty toward them. Building a personal relationship with a jeweller can provide a sense of trust and confidence, which may be a driving factor in choosing unbranded Jewellery stores over branded ones. Unbranded jewellery stores in India offer flexibility in terms of customization and unique designs. Customers may prefer unbranded jewellery for its potential to provide more

personalized options, allowing them to create unique pieces that match their tastes and preferences. On the other hand, branded jewellery may be perceived as more standardized and needing more uniqueness.

Unbranded jewellery stores in India showcase locally crafted jewellery steeped in cultural significance. Traditional jewellery designs specific to certain regions or communities in India may be more readily available in unbranded jewellery stores, catering to customers who value the cultural heritage associated with such pieces. The evolution in lifestyle and shopping patterns is increasing demand for branded over unbranded jewellery, especially in urban markets, which threatens the unorganized sector and unbranded jewellery stores.

SUGGESTIONS
The unorganized sector/local jewellers should focus on designing modern jewellery, eventually increasing the customer base.
It should also focus on spreading awareness by investing in marketing and improving the ambience and service of the store.

The unorganized sector should also abide by the standards of the jewellery industry and communicate them well to the consumers to gain their trust.

The organized sector should focus more on the personalized touch in sales and adding traditional jewellery designs to their existing portfolio.

LIMITATIONS
The study offered a qualitative perspective on the interaction of the jewellery industry with its customers. It focussed on limited jewellery brands to understand their customer experience creation. However, it did not evaluate the same from a quantitative aspect. It excludes significant jewellery brands from India's North/South/East/West. The study is limited to the preliminary evaluation of the marketing strategy adopted by the jewellery business. It does not include further evaluations concerning competitors' environmental analysis. Branded jewellery has come into existence in the past few years in

India. Since ancient times, local jewellers have made customized jewellery based on trust. People preferred jewellers who gave them jewellery in credit, and they could pay later. Convenience to pay and trust were thus essential factors; such issues are also not a part of this study. Jewellery is considered a woman's asset; in marriages, parents adorn their daughters with beautiful jewellery, and it is considered an investment security that the girl will have in difficult times. A girl is also valued in her in-law's house if she has gold. This study did not include such kinds of religious, cultural, and social dimensions.

Future Scope
Since the data collection was qualitative, further study can be conducted for deeper understanding. India is diverse, with different customer preferences and demands. Geographical and cultural diversity leads to different beliefs, values, and practices. The urban and rural population in India differs from the semi-urban population, and requirements thus vary. Working women differ from homemakers; their thoughts, choices, and needs differ. This study did not focus on such dimensions. Nowadays, men also take an interest in buying jewellery. Occupation of women, safety issues, lifestyle, and income effects can be evaluated to understand the relation between B2C and customer choices. Quantitative research can also be conducted on organized and unorganized sectors and their marketing strategies. The study offers scope for improvements for the unorganized players and little scope for improvisation for the organized ones.

CONCLUSION
This study has provided a comprehensive overview of business-to-customer interaction and customer experience in the jewellery segment. It also highlights some of the marketing strategies that jewellery firms adopt. Customer preferences, tastes and choices are significant in deciding the offerings. The transition from local unbranded jewellery stores to branded stores is evolving. Comparative evaluation of organized versus unorganized jewellery stores in India reveals that slowly, people are shifting to branded stores. Personalization is essential in order to keep it need-based. Personal touch and trust are critical factors in the success of jewellery stores. People

also prefer regular wear, trendy jewellery, and lightweight jewellery. The customer is satisfied with good designs, aesthetics, and hallmark jewellery. The jewellery business needs to focus on a better understanding of customers. Online purchases need to focus on secure payments and virtual reality for better customer access. Hence, this study has highlighted the complex nature of the industry and the need for stakeholders to work together to ensure a smooth and sustainable transition. By understanding the challenges and opportunities presented by this shift, retailers and consumers can work together to shape the future of the Indian jewellery industry and ensure its continued success for generations to come.

References

15 Luxurious Designer Jewelry Brands in The World - 2023. (2023, September 13). STYLECRAZE. https://www.stylecraze.com/articles/best-jewelry-brands/

Enhancing the Customer Experience: As shown by Tiffany & Co. (2020, December 10). Geena Carty. https://www.marketingwithgeena.com/post/experiential-marketing

Chauhan, A., Kulbir Chaudhary, K., Pradhan, T., (2023). A Study of Growth Prospects of Online Retailers and E-Commerce in India. International Research Journal of Modernization in Engineering Technology and Science.

Customer Experience: India's jewellery industry set to restore its sheen - E.T. Edge Insights. (2021, July 22). E.T. Edge Insights. https://etinsights.et-edge.com/customer-experience-indias-jewellery-industry-restore-sheen/

Customer's Preference Towards Gems and Jewellery During Pandemic Period and Its Price Fluctuations with Reference to Coimbatore City -An Investigative Study. (Rohini, B. 2021, July 1). *Strad Research*, *8*(6).

Gems & Jewellery Industry, Gems & Jewellery Manufacturers in India - IBEF. (2023). India Brand Equity Foundation. https://www.ibef.org/industry/gems-jewellery-india

Gems & Jewellery Industry: Gems and Jewellery Export Promotion Council India | IBEF. (2023, August). India Brand Equity Foundation. Retrieved October 25, 2023, from https://www.covi.org/exports/gems-and-jewellery-export

GJEPC. (2022). Gem & Jewellery Trade Trends. In *https://gjepc.org/pdf/GJ-Trade-Trends-Annual-report-2021-22.pdf*.

How Indian e-commerce has impacted jewellery retail - Re-Tales by Saroja Yeramilli | E.T. Retail. (2019, April 16). ETRetail.com. https://retail.economictimes.indiatimes.com/re-tales/how-indian-e-commerce-has-impacted-jewellery-retail/3530

How the Jewellery Retail Industry is Adapting to the Digital World. (2023, October 25). Indian Retailer. https://www.indianretailer.com/article/technology/digital-trends/how-jewellery-retail-industry-is-adapting-to-digital-world.

How Jewelry Brands Build Trust Online Through Customer Experience. (2021, September 29). Site | the world's #1 Product Discovery Platform for eCommerce. https://www.syte.ai/blog/customer-experience/jewelry-customer-experience/

Maheshwari, R., & Balaji, K. (2017). A study on retail store image attributes and its formation for organized gem and jewellery retail outlet with reference to Pondicherry. *South Asian Journal of Marketing & Management Research*, 7(9), 30.

Marketing Strategies for Jewellery Brands: Effective Marketing Plan to Power a Winning Strategy. (2022, September 27). https://www.appnova.com/marketing-strategies-for-jewellery-brands/

Stockton, C. M. (2021). Diamond, Coloured Stone and Jewellery Market Report from GJEPC. *The Journal of Gemmology*, 37(5), 445–445.

Investment in our People as our Key to Success | Chopard®. (2023). Retrieved November 14, 2023, from https://www.chopard.com/en-intl/sustainability-our-approach/investment-in-our-people.html

Enhancing the Customer Experience: As shown by Tiffany & Co. (2020, December 10). Geena Carty. https://www.marketingwithgeena.com/post/experiential-marketing

Kumar, N. (2011, October 1). Indian Gems and Jewellery Industry: Problems and Future Prospects. *Indian Journal of Applied Research*, 3(10), 1–4.

Daniel, D. R. M., & Thayumanavan, K. (2012, June 1). Impact of Organized Jewellery Retailing on Unorganized Gems and Jewellery Retailing in Madurai District with Special Reference to Madurai Gems, Jewellery and Bullion Association. *International Journal of Scientific Research*, 3(4), 1–3.

M.B. Jyothi, M., & Babu, K. (2012, June 15). An Empirical Study on Consumer Preferences Towards Branded Jewellery in Tirupati. *Global Journal for Research Analysis*, 3(5), 92–94.

Fowler, J. G., Reisenwitz, T. H., & Carlson, L. (2015, June 12). Deception in cosmetics advertising: Examining cosmetics advertising claims in fashion magazine ads. *Journal of Global Fashion Marketing*, 6(3), 194–206.

Annabelle A. (2020, January 22). *What Is the Difference Between an Online Jeweler vs. a Local Jeweler?* Quick Jewelry Repairs. https://quickjewelryrepairs.com/articles/online-vs-local-jeweler/

Jewellery, A. O. (2020, May). *A Digital Transformation for Jewellery Industry*. Magzter.Inc. Retrieved October 25, 2023, from https://www.magzter.com/stories/Fashion/The-Art-of-Jewellery/A-Digital-Transformation-for-Jewellery-Industry

Shelton, T. (2021, January 27). *Industry Leaders Weigh in on Digital Transformation of Retail Jewelers*. INSTOREMAG.COM. https://instoremag.com/industry-leaders-weigh-in-on-digital-transformation-of-retail-jewelers/

Vandenborre, L. (2021, May 13). *How technology is changing the jewellery industry*. Beldiamond. https://www.beldiamond.com/blogs/news/how-technology-is-changing-the-jewellery-industry

Becker, S., Berg, A., Harris, T., & Thiel, A. (2021, June 14). *State of Fashion: Watches and Jewellery*. McKinsey & Company. https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-watches-and-jewellery

Karavaynaya, V., & Selivanova, P. (2021, October 1). Eurasian market of major jewellery brands. *Lizing (Leasing)*, pp. 4, 26–31.

Digitalization in the Jewellery Industry 2022. (2022, January 21). IIG INDIA. https://iigindia.com/blogs/digitalization-in-jewellery-industry-2022/

Bernabei, R. (2022, March 1). Berber Memories: Women and Jewellery in Morocco, Michel Draguet (2021). *Craft Research*, *13*(1), 185–190.

Galanin, S. I., & Kolupaev, K. N. (2022, April 20). Titanium In Jewellery and Costume Jewellery. *Technologies & Quality*, *55*(1), 59–64.

What is CX? (2022, August 17). McKinsey & Company. https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-cx

Jewellery market structure: India gold market series. (2022, September 28). World Gold Council. https://www.gold.org/goldhub/research/jewellery-market-structure-india-gold-market-series

Jain, R. (2022, November 30). *Trends That Transformed the Jewel-Tech Industry In 2022*. Entrepreneur. https://www.entrepreneur.com/en-in/news-and-trends/trends-that-transformed-the-jewel-tech-industry-in-2022/440133

Mundkur, J. (2023, January 18). *Relevance of customer experience in the changing face of jewellery retail in India - E.T. Edge Insights*. E.T. Edge Insights. https://etinsights.et-edge.com/relevance-of-customer-experience-in-the-changing-face-of-jewellery-retail-in-india/

Campbell, A. (2023, May 8). *How to Create an Unforgettable Customer Experience in Jewellery Retail*. Jewel360. https://jewel360.com/blog/customer-experience-in-jewellery-retail/

Market share of jewellery in India 2023, by region. (2023, June 23). Statista. https://www.statista.com/statistics/1394728/india-jewellery-market-share-by-region/

Sitar, D. (2023, June 2). *5 steps to create an exceptional customer experience for your jewellery store*. BriteCo. https://brite.co/blog/jeweler-best-customer-experience/

Iwuozor, J. (2023, June 19). *What Is Customer Experience (CX)?* Forbes Advisor. https://www.forbes.com/advisor/business/customer-experience-cx/

Sudarshana, M. R. A. (2023, June 30). A Study on Buying Behaviour of Customers Towards Branded and Non-Branded Jewellery with Reference to Coimbatore City. *International Journal for Research in Applied Science and Engineering Technology*, *11*(6), 4044–4046.

Schwager, A. (2023, August 10). *Understanding Customer Experience*. Harvard Business Review. https://hbr.org/2007/02/understanding-customer-experience

CHAPTER-2

DESIGNING FOR CUSTOMER EXPERIENCE: THE CASE OF CONSUMER DURABLE PRODUCTS

Dr. Nattuvayikkal Barnabas

Professor, Marketing

School of Business Management

SVKM's Narsee Monjee Institute of Management Studies, Bangalore

SVKM's Narsee Monjee Institute of Management Studies

(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

In an age where products and services are increasingly commoditized, the competitive battleground has shifted to the arena of customer experience (CX) (Kumar *et al.,* 2023; De Keyser *et al.,* 2015; Klaus, 2014). As an outcome, marking a decisive turn from product-centric strategies, businesses today thrive or decline based on the experiences they provide. Although of such critical importance today, customer experience (CX) is not a novel concept. Introduced in the early 1990s by Carbone and Haeckel (1994) as a strategic method of engineering customer experiences, the domain has since matured into a multifaceted discipline. Customer experience may also be considered as an amalgamation of several critical marketing constructs. By integrating various dimensions, it augments established constructs such as customer satisfaction, service quality, customer equity, and relationship marketing (Dagger & Sweeney, 2018; Klaus, 2018; Roy, 2018). With the progression of

technology and the digital landscape, the approach to CX has broadened, moving beyond the confines of service management and evolving into a comprehensive exploration of the entire customer journey. This expansion incorporates leveraging digital platforms and even integrating artificial intelligence (Kumar et al., 2023). Such progression underscores the myriad touchpoints a customer engages with when interacting with a brand or product (Verhoef et al., 2009). Kumar et al.'s (2023) bibliometric analysis spanning 24 years (1997–2021) distills five core CX themes through network analysis, including:

- CX throughout the customer journey,

- Service-Dominant (S-D) Logic-informed CX,

- Interactive service-based CX,

- CX within the service-scape, and

- CX and consumption.

An examination of accepted CX definitions reveals a common thread: CX focuses on an individual's responses during interactions with a brand (Bueno *et al.*, 2019). Homburg *et al.* (2015) elucidates this by describing CX as a combination of sensorial, affective, cognitive, relational, and behavioural responses during brand engagements. These responses are continuously evaluated against benchmarks set by simultaneous experiences. Holbrook (2015) expands on this, presenting CX as an amalgamation of emotional, rational, relational, and action-driven responses activated at distinct touchpoints - pre-purchase, purchase, and post purchase. Lemon and Verhoef (2016) assert that CX results from interactions between a customer and an organization's multifaceted elements, whether tangible (like products) or intangible (like employee interactions). Each experience is distinct, shaped by levels of engagement that span rational, emotional, sensorial, physical, and spiritual dimensions. The personalized nature of CX arises from diverse moments of interaction encompassing all facets of an organization (Gabbott *et al.,* 2007; Lemke *et al.,* 2011; Lemon & Verhoef, 2016; Verhoef *et al.,* 2009).

Key Components of CX: TCQ Framework

As the business landscape undergoes rapid digital transformation, companies face the imperative of creating harmonious experiences that traverse both digital and traditional, physical spheres. To advance the understanding of CX management, De Keyser *et al.* (2020) introduced a foundational concept labelled TCQ, derived from an exhaustive inductive analysis of 143 scholarly articles on the subject. The TCQ acronym encapsulates three principal building blocks vital to the customer's journey:

- **T (Touchpoints):** Refers to the interactive junctures between a customer and a brand or firm.

- **C (Context):** Denotes the situational resources, whether intrinsic to the customer or external, shaping the engagement.

- **Q (Qualities):** Represents the intrinsic attributes of customer reactions and feedback resulting from brand interactions.

Through their analysis, De Keyser *et al.* (2020) discerned that while firm-controlled touchpoints and the cognitive and emotional qualities underpinning CX have been substantially researched, non-firm-controlled touchpoints and the broader market and environmental contexts remain comparatively under-explored. Customer experience emerges at the nexus of tangible entities and intangible perceptions. Here, design becomes pivotal, not just as an aesthetic feature but as a determinant of perceptions, emotions, and ensuing behaviours (Trischler *et al.,* 2018; Artusi & Bellini, 2020). Taking this into account, Bolton *et al.* (2018) illustrate the complex interplay between digital, physical, and social spheres that collectively craft the overall CX. The authors advocate for a harmonious integration of these tripartite dimensions, as such an amalgamation is foundational to delivering superior and consistent customer experiences. **Figure 1** presents a visual portrayal of CX's multifaceted nature, delineated across digital, physical, and social dimensions. This graphical representation underscores the synergy of these realms, demonstrating their collective influence on the position and quality of customer experience. The figure further divides the intersection into eight octants, providing a comprehensive visualization of the varied facets of CX.
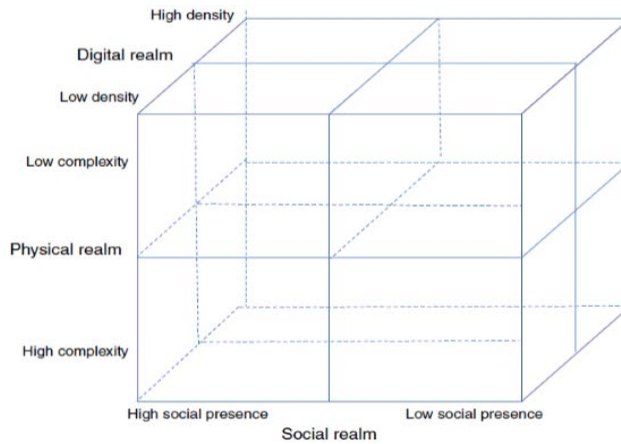
Figure 1: A comprehensive representation of customer experience mapped across digital, physical, and social dimensions, further segmented into eight octants. Source: Bolton et al (2018).

Measuring Customer Experience

The complexity of measuring customer experience mirrors the intricacies of the experience itself. Conventional metrics have been critiqued for their inability to holistically map the multifaceted nature of the customer journey (Klaus & Maklan, 2013; Novak *et al.*, 2000). While metrics such as customer satisfaction and the derivative Net Promoter Score (NPS) dominate business strategies, Klaus and Maklan (2013) pinpoint their conceptual divergence from the true essence of CX. As a corrective, they introduced the Customer Experience Quality (EXQ) scale. This measure, tailored for contemporary CX conceptions, showcased superior predictive prowess for gauging customer loyalty and recommendations, outperforming traditional satisfaction metrics. However, with the advent of AI technology, there has been a seismic shift in the CX domain, redefining data interpretation and customer insight extraction. Groundbreaking tools powered by AI, including the Internet of Things (IoT), Augmented Reality (AR), Virtual Reality (VR), Mixed Reality (MR), virtual assistants, chatbots, and robotics, are redrawing the boundaries of the customer experience (Hoyer *et al.*, 2020). In their seminal work, Hoyer et al. (2020) provided a typology of AI-driven technologies, proffering a structured framework that elucidates their pivotal roles in the contemporary customer journey.

Omni channel experiences, which are the new normal in marketing today, characterized by their blend of multiple touchpoints and interaction contexts, demand specialized metrics for their measurements. Gahler *et al.* (2023) posited that a truly Omni channel-capable CX measure should retain its consistency across varying interaction contexts, touchpoints (offline and online), and customer journey stages (pre-purchase to post purchase). Drawing from Chalmers (1996, 2010), they assert that each experience is defined by a unique blend of action, medium, time, and individual. Every experience has a context and a content. The experience context comprises four essential elements: An individual experiences an event (i.e., action) through a specific medium at a certain point in time (Chalmers, 1996). These elements are fundamental, meaning a change to any element results in a different experience (Chalmers, 2010). For example, drinking sparkling water versus sparkling wine (event) at home versus at a beach (medium) at night versus in the morning (point in time) represent different experiences for a person who prefers water or wine (individual). As far as the content of the experience is concerned, the human mind interprets stimuli from the aforementioned context to culminate in conscious experiences. Gahler, M. et al. (2023) further expanded on this by identifying key characteristics of the experience content:

- **Subjectivity:** Every experience is inherently personal, demanding data that authentically reflects individual perceptions.

- **Direction:** Experiences gravitate towards specific stimuli, eliciting an array of transient mental responses.

- **Multidimensionality:** Experiences traverse a myriad of cognitive responses, segmented into six core dimensions: affective, cognitive, physical, relational, sensorial, and symbolic. These dimensions underscore the profound heterogeneity and variability of experiences.

Gahler *et al.* (2023) integrated these insights, formulating a measurement scale adept at capturing CX across a mosaic of customer interaction settings, notably the omni channel landscape. According to the authors, each customer interaction context is defined by a *customer* (individual) interacting with an *experience partner* (event) at a specific *type of touchpoint* (medium) during a

certain *customer journey stage* (point in time). The experience partner can be a brand (e.g., corporate, product), employee (e.g., call-centre agent, salesperson), or other customers (e.g., friends, others). The type of touchpoint might be online (e.g., e-mail, online shop) or offline (e.g., billboard, store). The customer journey stages are pre-purchase (need recognition, search, consideration), purchase (choosing a product or service), and post-purchase (usage and consumption, engagement, service request). Based on this conceptualization, Gahler *et al.* (2023) designed a measurement scale for CX across multiple customer interaction contexts (Omni channel context).

Relevance of an Experiential Marketing Framework

Klaus (2023) recently highlighted a gap in the CX field. While there's a satisfactory development in CX research, there remains a deficiency in research that genuinely aids managerial practices. Research that fails to resonate with practical applications may not fulfil its potential in shaping those very practices and enhancing consumer experiences. Thus, bridging this gap becomes paramount for mutual enrichment, enabling CX practitioners to gain insights from academic research. This paper endeavours to illuminate how existing CX insights can be adapted for practical applications, exemplified by a case study on a high-touch consumer durable product brand.

Lanier and Hampton (2016) argue that memorable customer experiences are the results of a completely different marketing strategy rather than that of traditional marketing practices implemented more effectively. It is essential to know the experiential marketing logic, as distinguished from the goods or service-dominant logic, for marketers to produce such experiences **(see Figure-2)**. As per the experience logic, Experiential Marketing utilizes, integrates and instantiates a wide range of symbols. It is not the type of resource but rather the symbolic meaning of the resource present to the consumer that is at the heart of experiential Marketing. Similarly, it is not the duration of the transaction or the level of involvement but the degree to which the offering stimulates and leaves a lasting impression on the customer that is important. Again, it is not even required that the customer is directly involved in the material production but only needs to be involved in the symbolic

appropriation and interpretation of the offering in order for it to become a memorable customer experience. Thus, going beyond the goods or even the service logic, the experiential marketing logic argues that if the firm wants to create a memorable customer experience, it needs to create the logic that addresses (1) the creation of symbolic experiential offering, (2) management of an engaging interface between the offering and the customer, (3) facilitation of personal meaning and enjoyment.

	Goods-logic	Service-logic	Experience-logic
Resources(anything used by producers and consumers to create an effect)	Tangible resources	Intangible resources	Symbolic resource
Transactions (the process through which they engage in exchange)	Discrete transactions	Relational transactions	Engaging transactions
Value (relative worth, utility, importance of something to someone)	Exchange value/possession	Use value	Internalized value
Focus/assumption	Meet consumer needs at low cost, and they will continue to purchase. (assumption)	Helping customers reach their goals through instrumental knowledge and skills	Fulfilling customers' desires through symbolic practices

Figure 2: Experience Logic vis a vis other dominant logic in marketing

Developed by the author based on Lanier & Hampton (2016). Experiential marketing: understanding the logic of memorable customer experiences. In Memorable Customer Experiences (pp. 9-23). Routledge.

Experiential marketing, introduced by Schmitt (1999), emerges as a strategic tool for crafting and evaluating distinctive customer experiences. The framework has two aspects: (1) Strategic Experiential Models (SEMs) and (2) Experience providers (ExPros). This paper attempts to apply the framework in the case of consumer durable product category. Hence, in the remaining parts, this paper delves into the experiential marketing framework and complements it with the example of the Weber Grill brand, aiming for optimization in its experiential marketing strategy. Experience is defined as private events that occur in response to some stimulation (e.g. stimulation being marketing activities before and after purchase). They occur from direct observation or participation in events that are real, dreamlike, or virtual. Therefore, the marketer's job is to provide the right environment and setting for the desired customer experience to emerge. Experiences are not self-generated but induced. Experience verbs such as "like", "admire", "hate", "attract", etc., typically describe the stimulus that produces the experience, and the object becomes "likeable", "admirable", "hateful", or "attractive". Depending on the stimuli the marketer uses as experience providers to influence the customer experience, their companies and brands are seen as likeable, admirable, etc. Finally, since experiences emerge in a context, no two experiences are the same, and there is what is called as perpetual novelty.

Experiential marketing differs from traditional marketing (marketing that focuses on features and benefits) in four significant ways;

1) Experiences occur due to encountering, undergoing, or living through situations. Experiences provide sensory, emotional, cognitive, behavioural, and relational values that replace functional values.

2) Rather than focusing on product categories and competition, experience marketers think of consumption situation and how these products, their packaging, and their advertising prior to consumption can enhance the customer experience. Besides, experience marketers believe that the most powerful opportunities for influencing a brand occur in the post-purchase period and during consumption.

3) Customers are emotionally as well as rationally driven. Customers want to be entertained, stimulated, emotionally affected, and creatively challenged.

4) The methods and tools of experiential marketing is not bound to one methodological ideology but are diverse and multifaceted.

Elements of experiential marketing framework

As mentioned earlier, the experiential marketing framework has two aspects: (1) Strategic Experiential Models and (2) Experience providers (SEMs and ExPros)

The Strategic Experiential Models (SEMs):

(a) Sense Marketing: It appeals to the senses with the objective of creating a sensory experience through sight, sound, touch, taste, and smell. The success of sense marketing lies in knowing how to achieve sensory impact.

At the sense level of marketing, corporate expressions are projected to customers through primary elements, styles, and themes that result in certain customer impressions (individual representations of the organization and its brand identity). Properties (including building, plant, offices and company vehicles), presentations (including packaging, shopping bags, service uniforms, and anything else that surrounds the product or service directly), and publications (including brochures, business cards, promo materials, and advertising) are identity elements wherein corporate expressions could manifest.

(b) Feel marketing: It appeals to customer's inner feelings and emotions to create affective experiences that range from mildly positive moods linked to the brand to strong emotions of joy and pride.

To feel good and to avoid bad is a universal interest. Besides these good or bad characteristics, feelings also have intensity. Moods are unspecific affective states, whereas emotions are stimulus-specific affective states. Emotions are triggered by events, agents (people,

institutions or situations), and objects. From a marketing point of view, objects are products/services, agents are companies and employees, and events are consumption situations. Emotions could be basic or complex. Complex emotions are combinations of basic emotions. Affect occurs maximum during consumption situations. The complex emotions of joy/distress, happiness/resentment, satisfaction/fear, and relief/disappointment all could occur during consumption, while admiration/reproach and pride/shame emotions arise towards the employee, spokesperson or company and the simple emotion of like/dislike arises towards the product. It is important to know which kind of emotions are aroused during consumption situations of the following four types as depicted in **Figure 3** below.

Inward directed emotions			
Positive Emotions	Warm-hearted Sentimental loving	Frustrated Irritated angry	Negative Emotions
	Pleased Excited enthusiastic	Embarrassed Ashamed humiliated	
Outward directed emotions			

Figure 3: Four categories of emotions that could be generated from CX

(c) Think marketing appeals to the intellect with the objective of creating cognitive, problem-solving experiences that engage customers creatively.

(d) ACT marketing aims to affect bodily experiences, lifestyles, and interactions. It enriches customers' lives by enhancing their physical experiences, showing them alternative ways of doing things, alternative lifestyles, and interactions like a sportswear brand showing a sporty lifestyle.

(e) RELATE marketing, while containing aspects of the previous four marketing, expands beyond a person's individual feelings by relating the individual feelings to the ideal self, other people, or cultures.

Many experiential marketing appeals employ hybrids that combine two or more SEMs. Ideally, marketers should strive strategically to create holistically integrated experiences, i.e. as in Singapore Airlines, to be visually appealing and elegant (SENSE), a kind and hospitable airline (FEEL), innovative and creative (THINK), service and action-oriented (ACT) and international and Singaporean at the same time (RELATE).

The ExPros that create the SEM campaign include Communications, visual/verbal identity and signage, product presence, co-branding, special environments, websites and electronic media and people. The marketer should decide which ExPros should be used for creating which SEM in order to define the experiential image of his organization and brand appropriately.

CASE EXAMPLE: Weber Grill-Designing for Customer Experience

More than 62 years ago, George Stephen Sr. invented the dome-shaped closed-lid grill, which went on to shape an entire backyard barbecue culture of 'covered cooking' in the USA. Stephen was working with the Weber Brothers Metal Works in Chicago, Illinois, a manufacturer of marine buoys which cut in half served as the prototype for his innovative grill. Stephen later acquired the company in 1956 to set up the Stephen Weber Inc to manufacture and market barbecue grills of several models. Weber continuously innovated on the features of their grill, such as the flavorizer bars, built-in-bucket for storing charcoal, and expanded the product line by introducing the gas and electric grills in the 1970s. Weber grills were sold in 72 countries, with a direct company presence in 48 countries. The values of the Weber brand is best captured in the following statements:

> *"By Grillers for Grillers … Grills that last. Grills that perform….Make us look like superstars in the eyes of those who are most important to us….We love our grills because we love our families and friends and yet-to-be…..The gravitational pull of the grill is undeniable – it pulls those who are close to us, even closer….Barbecuing has to be*

uncomplicated – it has to be fun, effortless and delicious….You are not just making burgers; you are making memories."

Weber's corporate mission is centred around the Weber Experience and not simply sales volume. As per a senior executive at the firm, Weber believes in being the best brand and not necessarily the biggest brand.

In August 2008, Weber grills were formally launched in India. All promotional efforts were generally experiential in nature with the central message of bonding and socializing among the loved ones, be it family or friends. As per the company policy, any promotional programme had to visibly highlight the bonding message in order to qualify. At the Experience Centre, two types of demo sessions were conducted. A Barbecue familiarization session of one-hour duration was conducted free of cost on Fridays. The Master Class of four-hour duration was held on Saturdays for which a fee of Rs.999 was charged. A mobile Experience Centre was launched in 2013 in Bangalore to take the barbecue experience to the doorstep of customers. The mobile unit visited colleges, gated residential communities or even corporates if they wished to have a barbecue session conducted for their employees. In the gated communities, a one-hour grilling session was conducted where the participants gained hands-on experience of grilling on Weber grills. The community got their own marinated food. Barbecue Picnics were conducted in the Farmer's Market in Delhi, Gurgaon, Mumbai and Bangalore, typically in a 1000 sq. ft. area picket-fenced for the event. An arrangement was made with a local restaurant to supply marinated food to the participants who were taught the use of Weber Grills. The Weber India Facebook and Instagram pages was regularly updated with photographs of the recent demonstrations and Master classes.

In the discussion below, we apply this experience marketing framework to analyse Weber's marketing efforts.
   1. SENSE Marketing:
Properties (including building, plant, offices and company vehicles), presentations (including packaging, shopping bags, service uniforms, and

anything else that surrounds the product or service directly), and publications (including brochure, business card, promo materials, and advertising) are identity elements that communicate corporate expressions to target consumers. As discussed in **Table 1** below, Weber scores well in some elements and fails in some others;

Identity Elements	Sub-Items	Weber's performance	Remarks
Properties	Building	A fashion designer's studio was leased out for corporate office	Confined to a single building and location in Bangalore and insufficient to make any national impact.
	Office	Office rooms located just on top of the experience center facility.	
	Vehicles	Weber Demo Vans with visible signage on them	
Product	Sensory aspects of the physical product	Taste, aroma, feel, look of the food and the grill; unique design of the grill have strong sensory appeal	Weber grill and the food prepared in it have the potential to appeal to all the five senses even though it assumes that the user is good at cooking.
	Sensory aspects of the core of a service	Fresh taste, aroma, feel, etc of services like master-class, My First Meal with Weber (MFM W).	
Presentations	packaging	Packaging is informative and carries the Weber logo and name. Company offers many accessories that make the grilling even more enjoyable and easy	Except for the packaging and accessories there are no other presentation elements deployed.
	Shopping bags		
	Service uniforms		
	accessories		

Publications	Brochures	Printed product brochures are supplied to the retailers	There is a lot of scope for incorporating sense these elements if weber wants to carry out a SENSE marketing campaign.
	Business cards	All executives have visiting cards with weber logo and name prominent in them	
	Promo materials	No printed promo materials used	
	Advertising	No advertising	

Table 1: Evaluation of Weber on the deployment of Identity elements for SENSE marketing. Created by the author based on primary research.

SENSE marketing could be used as a differentiator, a motivator, and/or as a value provider. Weber's unique product design and its unique approach to promotion as education are clearly differentiators, motivators and value providers. But such sensory appeals don't occur across all possible identity elements and along all the ExPros resulting in inconsistency.

1. FEEL Marketing:

FEEL is Weber's clearly declared route to experiential marketing. Weber wants to be instrumental in generating positive emotions of *bonding* among family and loved ones. The brand intends to be seen as a catalyst in creating *conversations* around food, resulting in bonding among family members and friends, something fast disappearing from urban Indian households. However, our analysis in table 2 below would show that Weber is not doing enough as far as FEEL marketing is concerned.

Even though Weber's efforts in practising FEEL marketing may appear foolproof (with end-to-end assistance to make barbecuing a success), the fact remains that as of today, Weber is just not able to create that consumption experience in the case of most of its current customers. This leaves a lot of room for creation of poor barbecuing experience and embarrassment for the customer before many guests. Negative feelings coming out of these bad

experiences with the product can result in rejection of Weber brand as well as of barbecue category.

2. THINK Marketing:

Think marketing appeals to the intellect with the objective of creating cognitive, problem-solving experiences that engage customers creatively. Weber boasts of many features that are very relevant from a functional as well as benefit perspective. The Weber team is convinced that it is the FEEL factor that the company should highlight rather than the THINK factor. But in the absence of a mass media appeal, the FEEL marketing does not percolate downstream to the salesmen, sales associates, retailers and finally to the consumers. Therefore, it is natural that the salesmen at the retail end actively promote many distinct features of Weber grill and their benefits to the consumers as against creating an experience.

3. ACT Marketing:

This seems to be a place Weber lacks most as far as marketing to the present grill owners are concerned. While these customers own a barbecue, they just don't ACT on them. Weber should make sure that the customers dust their grills and start using them. Precious little is done by the company to ignite this ACTION among the non-user owners of the grill.

Weber wants to sell to customers who follow a particular lifestyle i.e. interested in socializing around food. Though the ultimate aim is to see each household socializing around a Weber grill, such a lifestyle does not seem to be very popular as of now, so the brand could smoothly ride on it. Consequently, the brand is trying to follow the party lovers in urban India who are taken to a socializing around food lifestyle.

4. RELATE Marketing:

Barbecuing a lot of times occur in the presence of others. The barbecue customer could often be a person of certain specific tastes and interests vis.a.vis others. Therefore, avenues to form groups that the person would like to relate to, such as Facebook communities, owner's groups, MASTERCLASS

batches etc., would be useful efforts to RELATE the customers to others of similar interests.

5. Hybrid Marketing:

Experiential appeals most often employ hybrids that combine two or more SEMs. Ideally, marketers should strive strategically to create holistically integrated experiences, i.e. as in Singapore Airlines, to be visually appealing and elegant (SENSE), a kind and hospitable airline (FEEL), innovative and creative (THINK), service and action-oriented (ACT) and international and Singaporean at the same time (RELATE).

ExPros- S E Ms	Communications(Ads, Magalogs, annual reports)	Identities (names, logos/signage)	Products (product design, packaging, brand character)	Co-branding (event marketing and sponsorships, product placement)	Spatial Environment (building)	Websites and electronic media	People (salespeople, company reps, service people, and any others who are associated with the brand
SENSE	X*	Limited presence	✔*	X	✔	X	X
FEEL	X	X	✔	X	✔	✔	X
THINK	X	✔	✔	X		✔	X
RELATE	X	✔	✔	X	✔	Limited presence	X
ACT	X	X	✔	X	✔	✔	✔

Suitability of the ExPro for the SEMs	For FEEL THINK ACT	For SENSE	For ACT	THINK	For RELATE	For THINK ACT RELATED	For FEEL AFFECT RELATE
Weber's current position w.r.t each ExPro	Non-existent, non-integrated	Non-integrated	Integrated	Non-existent, non-integrated	Integrated with limited reach to only to masterclass participants	Non-integrated	Largely non-integrated

*X –not present, ✔-present

Table 2: The Experiential Marketing Grid as applied to Weber. Created by the author based on primary research.

The ExPros that create the SEM campaign include; Communications, visual/verbal identity and signage, product presence, co-branding, special environments, websites and electronic media and people. The marketer should decide which ExPros should be used for creating which SEM in order to define the experiential image of his organization and brand appropriately. The Experience marketing grid in **Table-2** above evaluates Weber's present marketing efforts along the SEMs and ExPros.

As a food-grill brand Weber is ideally placed for an experience marketing approach; it appeals to multiple senses, can have a strong emotional appeal. If promoted as a cooking as well as a lifestyle product, it could have ACT and RELATE appeals as well. Unlike many other products, using a grill expects deep customer engagement with the product including planning what food to grill, doing necessary shopping for items, marinating, preparation, actual barbecuing, and at the same time arranging for a social gathering at home or

outside, in case of a barbecue-party. Given these usage characteristics, the barbeque grill as a product appears highly amenable to an experiential marketing approach. But as far as the choice and deployment of ExPros are concerned, one may easily observe a lot more possibilities for improvement. We discuss them below;

(1) The product design is unique and stands out from typical grills that are open. The packaging of the grill as well as the starter kit- with the chimney starter, the charcoal briquettes, and thongs-is stylish and appealing.

(2) The Weber name, logo, and signage are internationally recognizable and stand for superior quality among barbecue enthusiasts.

(3) As far as advertisements are concerned, Weber India is not active in advertising of any form. The common marketing promotion is in the form of demonstrations at residential complexes. These demos are carried out through involvement of interested customers led by Weber staff who are experienced in carrying out such demos effectively.

(4) Weber has not initiated any co-branding activities as of now. Though an agreement has been signed with Bharath Gas for supply of 5Kg gas cylinders suitable the product has not yet been launched, especially since gas grills have not received the priority push as charcoal grills. Weber has not attempted any product placements in movies, mass events or any other events.

(5) The Weber office building, where the Masterclass is held had been a designer's office cum showroom and the building communicates style and class. The retail display of Weber grills has nothing stylish to boast of since the brand is stored by the typical cookware retailer stores in busy shopping areas. Weber is setting up a new line of modern retail- the up-market modular kitchen stores. Though there are many stores in this line, as of now, there is only one such store that Weber has tied up within Bangalore.

(6) Weber India website has presentation of grills and accessories, details on how to choose the right grills, various recipes, and details on the Weber Experience Center. As far as interaction on the website is concerned, the visitor could also register at the website, find a dealer, and enrol for a masterclass. Weber has a Facebook page wherein pictures of previous masterclasses have been put up with some likes and comments for the pictures.

(7) The staff at the company office have internalized the Weber experience. The ones at the retail end are generally cookware sellers with no special experience selling skills.

Considering all the above elements of the experiential marketing framework, one may conclude that even though Weber has experiential marketing intentions, they do not translate into an integrated and coherent plan, and the execution of marketing activities is insufficient to tap into a large national market like India. As far as the choice of SEMs is concerned Weber's intended meaning (bonding with your loved ones) is suitable for an AFFECT and RELATE level marketing rather than a SENSE, THINK or ACT marketing. On the other hand, to address the widespread non-use problem, Weber has to resort primarily to ACT marketing. Therefore, the questions are;

For AFFECT marketing: Is it to create a mood or a specific emotion? What mood or which specific emotion should our FEEL marketing induce? How do we *emotionalize* the entire consumption experience?

As evident from the table, *Communications*, and *People* are the most important ExPros for FEEL marketing. Weber is not satisfactorily focused on either.

For RELATE marketing: What are the relevant reference groups and consumer cultures for our target customers? How can we get customers to identify with these groups? Should we promote brand communities?

For RELATE marketing Communications, People, Spatial Environment and Websites and electronic media are important ExPros. Weber's experiential

marketing effort is weak on all these. The office building creates an appropriate ambiance to RELATE, but mostly for pre-purchase. Also, the office building access for such a pre-purchase experience is limited to very few customers in Bangalore who choose to attend the masterclass.

For ACT Marketing: Communications, products, and websites are the most relevant for ACT. Some ACT campaigns targeted at the non-users could be of special relevance for Weber at present. The recipe on the website is probably the only active effort from Weber as of now in this regard. Weber grills with chimney starters are considered relatively better as far as product design and packaging are concerned. But communications, perhaps the most influential in ACT marketing, is either missing or is too little in Weber's case.

Therefore, one may conclude that Weber has not deliberately decided on an integrated experience marketing approach suitable for communicating and generating the intended meaning among the customers or to address the immediate challenge of making the owners use the grill regularly.

References:

Adhikari, A., & Bhattacharya, S. (2016). Appraisal of literature on customer experience in tourism sector: review and framework. *Current Issues in Tourism*, 19(12), 1209-1234.

Artusi, F., & Bellini, E. (2020). Design and the customer experience: the challenge of embodying new meaning in a new service. *Creativity and Innovation Management*, 29(2), 152-161.

Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. *Journal of Service Management*, 29(1), 6-25.

Bueno, E. V., Weber, T. B. B., Bomfim, E. L., & Kato, H. T. (2019). Measuring customer experience in service: A systematic review. *The Service Industries Journal*, 39(11-12), 779-798.

Carbone, L. P., & Haeckel, S. H. (1994). Engineering customer experiences. *Marketing Management*, 3(1), 39-51.

Chalmers, D. J. (1997). *The conscious mind: In search of a fundamental theory.* Oxford Paperbacks.

Chalmers, D. J. (2010). *The character of consciousness.* Oxford University Press.

De Keyser, A., Keiningham, T. L., Klaus, P., & Lemon, K. N. (2015). A framework for understanding and managing the customer experience. *Marketing Science Institute Working Paper Series*, 85(1), 15-121.

De Keyser, A., Lemon, K. N., Keiningham, T. L., Klaus, P., & Verleye, K. (2020). Moving the customer experience field forward: introducing the touchpoints, context, qualities (TCQ) nomenclature. *Journal of Service Research*, 23(4), 433-455.

Dieck, M. C., & Han, D. I. (2022). The role of immersive technology in Customer Experience Management. *Journal of Marketing Theory and Practice*, 30(4), 539-558.

Gahler, M., Klein, J. F., & Paul, M. (2023). Customer experience: Conceptualization, measurement, and application in omnichannel environments. *Journal of Service Research*, 26(2), 191-211.

Hoyer, W. D., Kroschke, M., Schmitt, B., Kraume, K., & Shankar, V. (2020). Transforming the customer experience through new technologies. *Journal of Interactive Marketing*, 51(1), 57-71.

Klaus, P. (2023). Where is customer experience (CX) research heading? A personal commentary. *Journal of Services Marketing,* 37(6), 700-705.

Klaus, P. (2014). Measuring customer experience: How to develop and execute the most profitable customer experience strategies. *Springer.*

Klaus, P. P., & Maklan, S. (2013). Towards a better measure of customer experience. *International Journal of Market Research*, 55(2), 227-246.

Kumar, P., Hollebeek, L. D., Kar, A. K., & Kukk, J. (2023). Charting the intellectual structure of customer experience research. *Marketing Intelligence & Planning*, 41(1), 1-21.

Lanier, C. D., & Hampton, R. D. (2016). Experiential marketing: understanding the logic of memorable customer experiences. In *Memorable Customer Experiences* (pp. 9-23). Routledge.

McLean, G. (2017). Investigating the online customer experience–a B2B perspective. *Marketing Intelligence & Planning*, 35(1), 11-27.

Novak, T. P., Hoffman, D. L., & Yung, Y. F. (2000). Measuring the customer experience in online environments: A structural modeling approach. *Marketing Science*, 19(1), 22-42.

Reason, B., Løvlie, L., & Flu, M. B. (2015). Service design for business: A practical guide to optimizing the customer experience. 2nd ed. *John Wiley & Sons*.

Roggeveen, A. L., & Rosengren, S. (2022). From customer experience to human experience: Uses of systematized and non-systematized knowledge. *Journal of Retailing and Consumer Services*, 66, 102990.

Rose, S., Hair, N., & Clark, M. (2011). Online customer experience: A review of the business-to-consumer online purchase context. *International Journal of Management Reviews*, 13(3), 267-289.

Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, 15(1-3), 53-67.

Tom Dieck, M. C., & Han, D. I. D. (2022). The role of immersive technology in Customer Experience Management. *Journal of Marketing Theory and Practice*, 30(2), 224-242.

Trischler, J., Zehrer, A., & Westman, J. (2018). A designerly way of analyzing the customer experience. *Journal of Services Marketing*, 32(6), 793-810.

<div align="center">**Chapter-3**</div>

ROLE OF GEOGRAPHICAL INDICATION (GI) CERTIFICATION IN LOW TECHNOLOGY B2C INDUSTRY

<div align="center">

Ms. Sarveshtha Sharma

PhD Student

School of Business Management, SVKM's Narsee Monjee Institute of Management Studies, Mumbai,

SVKM's Narsee Monjee Institute of Management Studies (NMIMS) Deemed-to-be University, Mumbai-400056, India

</div>

INTRODUCTION:

The Indian textile and clothing industry stands as a cornerstone of the national economy, not only as a leading export sector but also due to its substantial domestic consumption. This sector makes a substantial economic contribution, accounting for approximately 6% of the nation's GDP and 13% of its exports. Its influence extends across the entire value chain, encompassing natural and man-made fibres, apparel, and home furnishings. Furthermore, it plays a vital role as the second-largest employer, following agriculture, directly engaging nearly 51 million individuals and indirectly impacting the lives of 68 million more. These figures underscore the significance of fostering growth and holistic development within the textile industry, directly correlating with advancements in the Indian economy. Presently, The Textile Industry is expected to grow from USD 723 billion in 2023 to USD 859 billion by 2028, at a CAGR of 3.52% during the forecast period (2023-2028). Notably, India's manufacturing infrastructure for textiles ranks as the second-largest worldwide, trailing only behind China. The industry boasts an extensive

manufacturing capacity, including 512 lakh spindles, 8.6 lakh rotors, 0.68 lakh looms within the organized sector, in addition to 25.23 lakh power looms and 23.77 lakh handlooms. This sector's impressive statistics emphasize its pivotal role in India's economic landscape, reflecting its substantial contributions and potential for future growth and development.

The textile sector comprises four important segments – modern textile mills, independent power looms, handlooms and garments

| Modern textile mills | Power looms (Independent) | Handlooms | Garments |
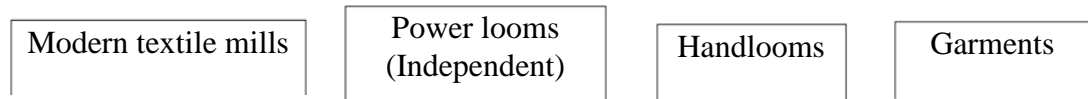
The Indian handloom industry stands as one of the oldest and most extensive cottage industries within the country. It is steeped in rich tradition, serving as a custodian of the vibrant cultural heritage of the country. Renowned globally, Indian artisans are celebrated for their exceptional skills in hand spinning, weaving, and textile printing. This industry boosts an extensive array of globally renowned designs, printing techniques, weaving craftsmanship, and materials. Practically every state in India contributes its unique offerings to the world of handloom products. In order to sustain the real value of these handloom product government initiated to provided selected artisans or weavers with a certification, which stated that the producers of these are products are authentic and reliable. The certification provided by government is called as Geographical Indication Certification or tag. GI certification is the tag that are allocated to specific product of a specific region that assures that products have some certain unique attributes and value associated to itself. GI tag is given to those products that has some high-quality product attributes and you might find it in only a specific region not beyond those regional boundaries, as those products are traditional products with some specific meaning behind it

The operations of handloom industry are primarily rooted in households, where multiple family members collaborate to ensure production. These activities are dispersed across numerous towns and villages throughout the nation and are characterized by the intergenerational transfer of skills. From

the vibrant Phulkari of Punjab to the elegant Kullvi Shawal of Himachal Pradesh, the intricate Ikats from Andhra Pradesh, the Tie and Dye marvels from Rajasthan and Gujarat, the exquisite Daccai textiles from West Bengal, the opulent Brocade fabrics from Varanasi, to the masterful Jacquard weaves from Uttar Pradesh, Indian artisans and weavers have crafted a diverse tapestry of artistry that is celebrated and cherished on a global scale. This sector significantly involves a multitude of artisans hailing from rural and semi-urban areas, many of whom are women and individuals from economically disadvantaged backgrounds. The industry leverages certain inherent strengths, including the availability of cost-effective and abundant labour, the utilization of local resources, minimal capital investment, and distinctive craftsmanship that permeates the manufacturing process, all of which have garnered increasing recognition among international consumers.

Objectives of the study:
 (1) To study the present status of Indian handloom industry
 (2) To study the role of product attributes in handloom products.

Literature Review:

In a country with a profound history of textile traditions, some of the ancient techniques and crafts were perilously close to disappearing. The need to preserve and safeguard the skills and knowledge embedded in these traditional crafts becomes increasingly evident. As Jain (2016) aptly asserts, *"Preserving and saving the skills and knowledge of traditional crafts is an evolving need. It is high time to revive art forms and spread awareness about them in urban spaces."* Geographical Indication (GI) certification is an important tool for protecting and promoting products with distinct geographical origins and qualities, characteristics, or reputations that are closely related to their geographic location or region. Products that meet certain product attributes and are typically linked to a specific region, locality, or nation are awarded GI certifications or tags. The reputation, calibre, and legitimacy of these products are greatly enhanced by these certifications. These certifications give customers peace of mind about the provenance and distinctive qualities of the goods they buy. Agri-goods, handlooms, handicrafts, and other products can

all be covered by GI certifications or tags. Agri-goods, handlooms, handicrafts, and other products can all be covered by GI certifications or tags.

Craftsmanship by the skilled manual work involved in handloom production, is a central attribute influencing consumer perceptions (Mehta *et al.,* 2016). High levels of craftsmanship contribute to the authenticity and uniqueness of handloom products, making them stand out in a market flooded with machine-made goods (Kopperi *et al.,* 2023). The choice of raw materials, such as cotton, silk, or organic fibres, is a key attribute affecting the quality and sustainability of handloom products. Sustainability attributes like the use of natural dyes and eco-friendly materials have gained prominence, attracting environmentally conscious consumers (Kothari & Kant, 2015). Innovative designs are a driving force behind the appeal of handloom products. Rajput *et al.* (2017) highlights the importance of dynamic and evolving designs that cater to changing consumer preferences. Handloom products often carry cultural significance, which resonates with consumers seeking authenticity and cultural diversity in their purchases (Kopperi *et al.,* 2023). The cultural and traditional attributes of handloom products are associated with heritage and craftsmanship (Banerjee *et al.,* 2023). Ethical attributes such as fair wages, safe working conditions, and support for artisan communities contribute to the desirability of handloom products (Muthu, 2018). These ethical aspects have gained attention in the context of fair-trade practices (Dutta & Mishra 2023). Handloom products often possess exclusive and unique attributes due to their limited production and the use of traditional techniques (Biswas *et al.,* 2019). Consumers are drawn to these products for their distinctive qualities.

Artisans, the skilled manual workers who breathe life into functional and decorative items, form an indispensable segment of our society. The use of hand tools and the artisan's craftwork imbue each creation with individuality and uniqueness. However, despite the cultural and artistic significance of their crafts, many traditional artisans are now at risk of losing their livelihoods. Numerous traditional art forms, such as the exquisite Mithila paintings, Roghan paintings of Rajasthan, Parsi and Toda embroidery, puppetry, and handicrafts of Assam and Nagaland, as well as the Dhokra craft, face the

looming threat of extinction. The artisans who have been the torchbearers of these crafts for generations fear that the current generation might be the last to practice these age-old traditions. One of the primary challenges is the waning interest and dedication among the younger generation to carry forward these traditional crafts. The intricate skills and labor-intensive processes require patience and hard work, making them less appealing to the contemporary generation. Furthermore, artisans engaged in preserving these crafts often struggle with inadequate compensation for their hard work and exceptional skills, as highlighted by Mahapatra (2019): "*Also, they are paid much lesser than they actually should for their hard work and skills.*"

The handloom industry, a pre-market and pre-capitalist sector, plays a pivotal role in India's textile landscape, offering livelihoods to a significant workforce exceeding 10 million individuals (Mukund and Sundari, 2001). Conventionally, the prevailing belief attributes the industry's endurance primarily to government support (Mukund and Sundari, 2001). However, an alternative perspective posits that the handloom sector's survival results from its adaptive prowess in meeting the evolving demands of India's textile markets, characterized by the provision of superior quality products adorned with intricate designs (Bharatan, 1988). A historical perspective on the handloom industry unveils a notable observation: minimal transformations in production technology over the years, contrasted by substantial shifts in the market dynamics. While the handloom segment has ceded ground in the lower-end market to power looms, it has simultaneously carved out new niches and expanded its presence in the mid and high-range markets (Mukund and Sundari, 2001).

Traditional methods, including throw-shuttle looms, fly-shuttle looms, and hand-operated spinning/reeling instruments, persist alongside modern technologies. Unfortunately, a significant portion of handloom households continues to rely on outdated practices, signifying technological stagnation in the industry nationwide. To address this issue, the Government of India introduced the Technology Upgradation Fund Scheme (TUFS) in 1999. This scheme aimed to provide financial assistance for technology upgrades in

textile units, enhancing their competitiveness. While TUFS has positively impacted productivity, quality, and cost reduction in some segments of the textile industry, its benefits have been distributed unevenly. Despite these efforts, technology adoption and deployment within the handloom industry remain limited. This statistic underscores the industry's struggle to sustain cost-effectiveness and quality improvement, making it less competitive compared to the advanced mill and power loom sectors. The handloom industry has witnessed export achievements in recent years, with export values reaching Rs. 2248.33 crores in 2019-20, Rs. 1644.78 crores in 2020-21, and Rs. 1987.63 crores in 2021-22.

The body of literature pertaining to technology adoption within decentralized, informal, and rural non-farm silk (textile) industries is notably scarce, with only a handful of studies addressing this niche area (Bortamuly and Goswami, 2015; Latif, 1988; Varukolu, 2007; Rajesh, 2012). These studies have effectively underscored the significant role of credit availability as a driving factor in the technology adoption and diffusion process within these specific industries. Importantly, they have drawn attention to the financial challenges faced by micro-entrepreneurs in rural contexts. These entrepreneurs often grapple with the financial constraints imposed by the relatively higher costs associated with modern technology, leading them to adhere to traditional, albeit obsolete, practices (Bortamuly and Goswami, 2015). Another key determinant influencing the adoption of modern technology is the size of the operation, as elucidated by Varukolu (2007) and Rajesh (2012). The dimensions of an operation play a crucial role in the technology adoption process, influencing economies of scale and, consequently, the diffusion of these innovations. This industry, characterized by its decentralized, labour-intensive operations, predominantly thrives in rural areas. To ensure both the industry's growth and local economic development, the adoption of modern weaving technologies is crucial. These technologies encompass high-speed jacquard and dobby machines, pit looms, advanced reeling machines, network drafting, pattern weaving, innovative raw materials, production techniques, and enhanced management practices (Bortamuly *et al.*, 2013; NCAER, 2010; Ministry of Textile, 2015; Goswami, 2009; Hazarika and Goswami, 2014).

However, the literature reveals mixed findings concerning demographic factors, such as age, educational attainment, and experience, in the Indian context (Bortamuly and Goswami, 2015; Varukolu, 2007; Rajesh, 2012

This study, however, lacks a comprehensive conceptual and operational framework for addressing the impact of social capital, family capital, and financial inclusion, as well as a rigorous econometric analysis. This research gap is particularly pronounced in rural areas where the accessibility to information, awareness, and knowledge is limited, potentially impeding the technology adoption-diffusion process. Thus, there is a pressing need to incorporate these factors into the analytical framework to better understand the determinants of technology adoption and its extent in the rural micro-enterprise context. To address the objective of the study theories like Resource based view and diffusion can be applied. As Resource-Based View (RBV) emphasizes on the role of resources and capabilities in determining competitive advantage. If applied in this study, it will explore how unique skills, craftsmanship, and cultural heritage embedded in handloom products contribute to their competitive edge. It will also evaluate how these resources can be leveraged for sustained market differentiation and consumer appeal. Diffusion of Innovations; This theory examines how new ideas, practices, or technologies spread within a social system. In the context of the handloom industry, it can help to analyze the adoption of modern technologies, such as improved looms or eco-friendly materials. It considers factors influencing the diffusion of these innovations among artisans and how they affect production efficiency and product quality.

Products attributes associated with GI tagged handloom products:
1. Perceived Quality

Quality encompasses all attributes and features of a product that cater to users' needs. The perception of quality is subject to various factors, including the timing of the purchase or consumption and the specific location of acquisition or enjoyment. Perceived quality, in essence, is how consumers evaluate a product based on their consumption experiences. It serves as a key criterion in product assessments, shaping purchasing decisions and

behaviour, ultimately influencing purchase intentions. The construct of perceived quality is widely recognized as the primary driver of purchase intention. Quality, in certifications, refers to the judgments about the overall superiority of a product or service. This judgment can be shaped by the timing of when consumers receive information or cues about a product's characteristics while shopping for or using it.

2. Emotional Value

Emotional value is characterized by the benefits arising from the feelings and affective states a product elicits, such as enjoyment and pleasure. It is essentially the reward derived from experiencing something novel or distinct. These meanings contribute to emotional rewards, fostering a sense of pleasure and happiness when individuals use these products. It is argued that emotional value positively influences a consumer's purchase intention. For some people, local products are often associated with symbolic meanings, such as connotations of wealth and status, which directly influence purchase decisions.

3. Price Value

Price, as defined, represents the monetary value that consumers exchange for the benefits derived from owning or using products and services. It holds a pivotal role as a key determinant in consumer decision-making. Price encompasses the entirety of values that consumers willingly transfer in exchange for the benefits they receive from possessing or utilizing a particular product or service. It effectively conveys the idea that the perception of price fairness influences consumer behaviour and emotions. Some scholars have highlighted that a consumer's perception of price fairness has a significant impact on their perceived value, satisfaction, and subsequent behavioural responses. This implies a positive perception of price fairness tends to result in positive behaviours, while a negative perception of price fairness is associated with negative behaviours. Contributes to the understanding of how value perceptions influence consumer luxury purchase intentions. It identifies social, personal, and functional value perceptions as factors that impact luxury purchase intentions.

4. Perceived Trust

Trust is the sense of security and willingness to depend on someone or something. Trust can be seen as a belief, confidence, attitude, or expectation concerning another party's trustworthiness. Trust can also be viewed as a behavioural intention or a reliance on a particular product or service, entailing vulnerability and uncertainty. In their study, examined the relationship between trust and purchasing intention, concluding that cognitive trust, rooted in consumers' rational expectations of retailers' attributes, influences emotional trust, which, in turn, impacts purchase intention. Furthermore, research indicates that the trust levels of buyers exposed to inconsistent product information and revisions significantly shape their purchase intention. Building on these studies, we observe that perceived trust positively influences consumer purchase decisions of GI tagged handloom products.

Examples:

(a) **Goan Cashews**

The recent conferment of a Geographical Indication (GI) tag on Goan cashews marks a significant stride for the state's cashew industry, celebrated by Goa Chief Minister Pramod Sawant as a pivotal achievement for the "Swayampurna Goa mission." This coveted GI tag, sought by the Goa Cashew Manufacturers' Association, holds the promise of safeguarding the authenticity of Goan cashews amidst a market with falsely labelled and inferior-quality counterparts. The GI tag is envisioned to serve as a shield against the challenges faced by local producers, stemming from the infiltration of substandard cashews from other regions. This recognition is not merely symbolic; it is poised to reinvigorate the industry's identity, potentially opening doors for enhanced exports and reinforcing the unique flavour and quality of Goan cashews on the global stage.

(b) **India's artistry on display: G20**

In an endeavour to showcase India's rich civilizational heritage and exert its soft power, the Union Government had a comprehensive all-India crafts exhibition-cum-sale at the venue of the G20 Leaders' summit, Bharat Mandapam in New Delhi. This exhibition was designed to present a synthesis

of soft music, saleable items, and live craft demonstrations spanning the diverse regions of the country, situated adjacent to the summit venue. A strategic focus on the One District One Product (ODOP) initiative and products with Geographical Indicator (GI) tags was evident, displayed state-wise, with the objective of augmenting the market potential of each distinctive product.

The G20 Crafts Bazaar, accessible to all G20 delegates, served as a platform for the exhibition. Muktesh Pardeshi, the Special Secretary of the G20 Secretariat, underscores India's technological advancements, socio-economic progress, and burgeoning space economy on the periphery of the ongoing events. As part of its hospitality policy, the government actively promoted ODOP and GI-tagged products in the selection of giftable items for the G20 delegates. The proposed kits and gifts for delegates included Indian materials, motifs, khadi bags, and textile covers for notebooks.

Assessment of perceived product attributes associated with GI certified handloom products.

1) *Perceived Quality:*

I think GI tagged products have good workmanship.
I think GI tagged product sustains for long.
I feel GI tagged products are sophisticated.
I find GI tagged products unique in design.

2) *Emotional Value:*

Using GI tagged product makes me feel delighted.
GI tagged product provides authentic experience to me.
GI tagged product satisfy my curiosity.
GI tagged products makes me feel socially accepted.
I think GI tagged product is novel.

3) *Price Value:*

I think GI Tagged products offers value for money.
I think GI tagged products are reasonably priced.
I think GI tagged products are worth the money paid.

I think finding information about GI tagged products is not easy.

4) ***Product Trust:***
I think GI tag provides honest assessment of product.
I find GI tagged products are reliable.
I do not trust the information provided on GI tag labels for products.
I feel GI tagged products are trustworthy.
I think GI tagged products meets my expectation.

Despite its modest size of 18 items, the scale introduced by Choe in 2014 consistently demonstrated accuracy in predicting individuals' authentic values related to the four specific product attributes under investigation. This concise measure serves to assess product traits, encompassing perceived quality, price value, product trust, and emotional value. These product traits are intricately linked to consumer perceptions of certified handloom products. While there exist studies in the context of food safety and quality systems, which delve into the realm of traceability systems, it's noteworthy that research within the domain of traditional handloom primarily focuses on demographic variables impacting consumer willingness to pay a premium and purchase intent. There is a dearth of literature addressing legal issues and concerns pertaining to the protection of intellectual property. A study focused on the branding and marketing of Geographical Indication (GI) products in India revealed significant challenges in realizing the commercial potential of such products. Notably, the marketing of GI products faced hurdles related to limited consumer awareness and the absence of robust brand building and visibility.

Implications:
1. Policy Recommendations:
Technological Innovation Support: Policymakers or government should consider targeted financial incentives and support programs for handloom businesses to adopt modern technologies. This could include subsidies for upgrading to advanced weaving equipment, training programs, and research grants to encourage innovation while preserving traditional craftsmanship.

Regulatory Frameworks for Intellectual Property: Given the advantages of GI certification, policymakers can focus on strengthening legal frameworks for intellectual property protection. This involves stricter regulations against counterfeit products and mechanisms to streamline the GI certification process, ensuring the exclusivity and authenticity of handloom products.

2. Industry Practices and Marketing Strategies:

Ethical Certification Standards: Handloom businesses could explore partnerships with ethical certification bodies to validate fair wages, safe working conditions, and community support. Incorporating recognized ethical standards in marketing strategies can enhance consumer trust and contribute to sustainable practices within the industry.

Collaborative Marketing Initiatives: Industry associations can facilitate collaborative marketing initiatives that bring together various handloom clusters. This collective approach can amplify the impact of marketing campaigns, increase market visibility, and strengthen the overall handloom sector.

3. Consumer Awareness and Education:

Educational Programs: Government bodies and industry stakeholders can develop educational programs targeting schools and communities to instil an appreciation for handloom products. This includes workshops, exhibitions, and curriculum integration to raise awareness about the cultural significance and craftsmanship involved in handloom production.

Digital Platforms for Awareness: Leveraging digital platforms, businesses can create engaging content that educates consumers about the importance of GI certification. This could include virtual tours of handloom clusters, interviews with artisans, and interactive sessions to connect consumers with the stories behind each handloom product.

4. Technology Adoption in Handloom Industry:

Micro-finance and Financial Inclusion: Recognizing the financial constraints faced by micro-entrepreneurs in rural areas, policymakers can collaborate with financial institutions to develop tailored microfinance schemes. These schemes can specifically address the unique needs of handloom artisans, facilitating easier access to funds for technology adoption.

Skill Development Programs: Alongside technological upgrades, skill development programs can be introduced to enhance the capabilities of artisans. Training initiatives can focus on both traditional handloom techniques and the operation of modern equipment, ensuring a smooth transition and empowering artisans to adapt to changing market demands.

Conclusion: Fostering Sustainability and Growth in the Indian Handloom Industry

This chapter delving into the multifaceted dynamics of the handloom sector, has unravelled critical facets that demand strategic attention to ensure its sustainability and growth in the evolving economic landscape. The handloom industry's resilience is evident in its enduring presence, adapting to market shifts while preserving traditional craftsmanship. Its survival is not immune to contemporary challenges, necessitating a comprehensive understanding of the industry's historical context, market dynamics, and technological landscape. The challenges faced by the handloom industry, ranging from technological stagnation to the looming threat of traditional crafts' extinction, necessitate a nuanced approach. While technology adoption is imperative, it should be accompanied by comprehensive skill development programs to empower artisans. Ethical considerations, such as fair wages, sustainable livelihood and safe working conditions, should intertwine with marketing strategies to resonate with socially conscious consumers. Policymakers (government) plays a pivotal role in steering the handloom industry toward sustainable growth. This involves crafting policies that incentivize technological innovation, reinforce intellectual property protection, and facilitate ethical certifications. The formulation and implications of a supportive regulatory framework can address challenges related to counterfeit products and streamline the GI certification process, ensuring the exclusivity

and authenticity of handloom products. Educating consumers, creating awareness about the cultural significance and craftsmanship behind handloom products is integral to building a sustainable market. Collaborative marketing initiatives, both traditional and digital, can amplify the industry's visibility. Additionally, enhancing consumer awareness about GI certification can foster a deeper appreciation for the unique attributes associated with certified handloom products.

References:

1. Banerjee, A., Dutta, T., & Mishra, A. S. (2023). Value-based nudging of ethnic garments: A conjoint study to differentiate the value perception of ethnic products across Indian Markets. Journal of Fashion Marketing and Management: An International Journal, 27(4), 612-631.

2. Bortamuly, A. B., & Goswami, K. (2015). Determinants of the adoption of modern technology in the handloom industry in Assam. Technological Forecasting and Social Change, 90, 400–409.

3. Bortamuly, A. B., Goswami, K., & Hazarika, B. (2013). Determinants of occupational choice of workers in the handloom industry in Assam. International Journal of Social Economics, 40(12), 1041–1057.

4. Gupta, M. (n.d.). Dream Handlooms. Retrieved from Craftsvilla.com

5. Hazarika, B., & Goswami, K. (2014). Rural non-farm micro-entrepreneurship or not: Gender issue in decision making. 6th Bolivian Conference on Development Economics (BCDE2014). http://www.inesad.edu.bo/bcde2014/papers

6. Jain, N. (2016). Art is losing its grip: Here are 8 ways to bring back the handicraft industry. India Today. https://www.indiatoday.in/education-today/jobs-and-careers/story/art-craft356171-2016-12-7. Kopperi, H., Hemalatha, M., Kiran, B. R., Santhosh, J., & Mohan, S. V. (2023). Sustainable consideration for traditional textile handloom cluster/village in pollution abatement–A case study. Environmental Pollution, 324, 121320.

8. Kothari, V., & Kant, R. (2015). Sustainability in the Indian handloom industry: A consumer perspective. Journal of Fashion Marketing and Management, 19(4), 395-413.

9. Mehta, R., Prajapati, A., & Meena, R. (2016). Handloom industry in India: An overview. International Journal of Multidisciplinary Research and Development, 3(2), 268-272.

10. Mahapatra, A. (2019). Revival of dying Indian art and crafts. Across the Globe. https://www.atg.world/view-article/28753/revival-of-dying-indian-art-and-crafts

11. Ministry of Textile. (2015). Financial Year-wise, Sector-wise Production of Cloth. http://texmin.nic.in/ermiu/pdata/prod_sec_cloth.asp

12. Mukund, K., & Syamasundari, B. (2001). Traditional industry in the new market economy: The cotton handlooms of Andhra Pradesh. Sage Publications.

13. Mukund, K., & Syamasundari, B. (1998). Doomed to fail? Handloom weavers; cooperatives in Andhra Pradesh. Economic and Political Weekly, 38(52), 3323–3335.

14. Muthu, S. S. (2018). Ethical and sustainable consumption of textiles: A study of consumer attitudes. International Journal of Fashion Design, Technology and Education, 11(2), 253-261.

15. NCAER. (2010). Handloom Census of India 2009–10. Ministry of Textiles, Government of India. http://www.ncaer.org/downloads/Reports/HandloomCensusReport.pdf

16. Rajesh, G. K. (2012). Diffusion of agricultural innovations in India: The case of Bivoltine hybrid technology in South Indian sericulture. International Journal of Agronomy and Plant Production, 3(10), 374–384.

17. TARI Research Team. (n.d.). Indian Handloom Industry, Working Paper No. 80, EXIM Bank.

18. Varukolu, V. (2007). Technology Adoption of Indian Garment Manufacturing Firms [Master's thesis, Louisiana State University]. etd.lsu.edu/docs/available/etd-07012007-180241/unrestricted/Thesis_venu_varukolu.pdf

19. Wellalage, N. H., Hunjra, A. I., Manita, R., & Locke, S. M. (2021). Information communication technology and financial inclusion of innovative entrepreneurs. Technological Forecasting and Social Change, 163, 120416.

Chapter-4

EVALUATING SERVICE QUALITY AND CUSTOMER SATISFACTION IN RESTAURANT: AN APPLICATION OF SERVPERF

Dr. Smriti Pande

Assistant Professor, Marketing
School of Business Management
SVKM's Narsee Monjee Institute of Management Studies, Mumbai
SVKM's Narsee Monjee Institute of Management Studies
(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

Quality management is the very essence of determined business development regardless of whether it is a product organization, an assembling firm creating equipment or an offering of assistance to customers (Sharabi & Davidow, 2010). It has always been identified as a strategic tool to attain enhanced business performance and better operational efficiencies (Babakus & Boller, 1992; Phillips et al., 1983). It was Japan after the Second World War, that rose as the guardian of managing quality when the entire nation was re-made with the assistance of incredible analysts and specialists (Ghazal, 2022). Although during those times the quality standards were most focused on improving the quality of materials, it was also considered critical to understand the areas of progress relating to growing consumer loyalty (Ghazal, 2021). This was possible by assessing the gap between clients' desires and what the

organizations offered to them. The greater the gap, the more improvements to be made (Mehmood, 2021).

This is true for both, goods as well as the services sector because service is an integral part of any business. It has been conceptualized differently under different contexts. Some of the prominent conceptualizations include 'fitness for use' (Juran, 1988), 'consumer satisfaction' (Eiglier & Langeard, 1987), 'conformance to requirements' (Crosby, 1984). Though initial definitions and measurements of quality originated largely from goods sectors, varied authors have highlighted the importance of quality to services firms as well (Normann, 1984) and have established its significant association with increased market share, profits, return on investment, future purchase intentions and customer satisfaction (Anderson et al., 1994; Rust & Oliver, 1994). A significant foundation of defining quality in context of services was laid by Parasuraman *et al.* (1985) which categorically pointed out that the definitions of quality predominant in goods sector is not extendible to the services sector. As the goods sector possesses tangible cues which enables consumers to evaluate product quality whereas, in context of services, consumer evaluation of quality is largely based on experiential and credence factors which are difficult to evaluate and measure (Parasuraman *et al.*, 1985; Zeithaml & Bitner, 2001). Parasuraman *et al.* (1985) provided a clear definition of service quality as 'judgement or attitude relating to the superiority of the service'. The service evaluation was defined basis outcomes (i.e., what a customer really obtains from the service provider) and process of service act (i.e., the way of service delivery). The authors conceptualized the method of measuring service quality as: "Perceived quality which is the degree of discrepancy between consumer expectations of 'what they want' and their perceptions of 'what they get'. This scale of service quality measurement was named as 'SERVQUAL'.

Service quality affects the customer's perception towards their "behavioural intensions." "Behavioural intensions" are expressed as the likelihood of customers exhibiting a positive behaviour such as spreading positive word of mouth, repurchase intensions, resistance to complaining behaviour and

recommendation to friends and peers (Sulaiman & Haron, 2013). Decent or good service quality associates with all service dimensions of the offering that is of benefit to the customers. It has been proven that a direct significant corelation exists between customer satisfaction and behavioural intensions (Han & Ryu, 2009). Customer satisfaction is positively and significantly influenced by service quality and it keeps increasing with the betterment of service quality provided.

Studies suggest that customer satisfaction significantly affects re-patronage (Bendall-Lyon & Powers, 2004), willingness to recommend (Sulaiman & Haron, 2013), and retention of customers (Athanassopoulos *et al.*, 2001). It has also been found that dominance of reliability dimension of SERVQUAL results in positive empathy towards service quality. There have been many such empirical studies which support the argument of customer satisfaction positively influencing behavioural intensions (Dwaikat *et al.*, 2019; Rajput & Gahfoor, 2020). Customers showing positive behavioural intensions are unlikely to portray switching behaviour.

Literature Review

SERVQUAL Scale
Parasuraman *et al.* (1985, 1988) used the following equation to express the service quality measure. SERVQUAL Score = Perception Score – Expectation Score

$$SQ = P - E$$

This concept employed multi-item scale to quantity the service quality. Basis the empirical study, the authors established a total of 22 items mapped to five different dimensions of service quality namely: reliability, assurance, tangibles, empathy and responsiveness. to calculate the P – E scores, the responses were obtained on a 7-point likert scale, from the respondents. Higher the perception score, higher is the service quality.

$$SQ_i = \sum_{j=1}^{n} \left(P_{ij} \middle| -E_{ij} \right)$$

SQ_i = perceived service quality of respondent 'i'

n = number of service items

P = perception of respondent 'i' on 'what they get', with respect to attribute 'j' of service.

E = service quality expectation of respondent 'i' about 'what s/he wants' for attribute 'j' of service

SERVQUAL has been applied to number of service settings (Kassim & Bojei, 2002; Witkowski & Wolfinbarger, 2002; Young *et al.*, 1994) however, has also been criticized on certain grounds such as: use of (P – E) scores, validity of five dimensions, length of questionnaire (Cronin & Taylor, 1992). In context of use of (P – E) scores, it was observed that (Teas, 1994) that a gap of '-1' can be due to various combinations, for example, P=6, E=7; P=5, E=6; P=4, E=5; P=3, E=4; P=2, E=3 and P=1, E=2. These scores received for P and E respectively does not represent equal perceived service quality. With regards to validity of framework, Parasuraman *et al.* (1985, 1988) conceptualized 'expectations' as 'wants of consumers. Expectation is defined differently in service quality literature ('what service provider should offer') than the customer satisfaction literature ('what service provider would offer'). Parasuraman *et al.* (1990) labelled "should be" expectation as normative expectation and theorized it similar to ideal expectations. The authors, later identified this issue with the SERVQUAL scale and revised expectations measurement to 'what a respondent expects from 'excellent' service'. Realising the issues associated with SERVQUAL scale there was a need for developing more precise scale for measuring services which led to introduction of SERVPERF scale by Cronin and Taylor (1992).

SERVPERF Scale

Cronin and Taylor (1992) introduced the SERVPERF scale wherein, they suggested to use only the performance (P) factor by discarding the expectation (E) factor of SERVQUAL. The authors empirically tested the perceived performance-only scale across different industries namely pest control, fast

food, drycleaning and banks to prove the superiority of SERVPERF over SERVQUAL. The SERVPERF scale included only 22 items and a higher perceived performance implied higher service quality. The scale was expressed using the following equation-

$$SQ_i = \sum_{j=1}^{n} P_{ij}$$

SQ_i = perceived service quality of respondent 'i'

n = number of service items

P = perception of respondent 'i' with respect to performance on attribute 'j' of service.

SERVPERF gained lot of superiority over SERVQUAL for reducing the number of items measured to 50% and explaining greater variance in the service quality measurement. This led to increased usage of performance-only scale for measuring service quality (Andaleeb and Basu, 1994; Cronin and Taylor, 1992, 1994).

Restaurants

The increased urbanization, industrialization, increasing number of working women and a busier life are the reasons that led to individuals eating out more, leading to increase number of restaurants around (Scanlon, 1992). Eating in restaurants is an experience and people look forward to it. Therefore, it is important for the restauranteurs to keep striving for the delivery of extraordinary experiences to their customers. This not only keeps customers happy but also helps in generative positive word of mouth. Dining is an imperative activity within the hospitality industry (Vu *et al.*, 2019). It is also an important activity for consumers because they spend a significant amount of budget on it. Studies indicate that dining experience is significantly affected by attributes such as service quality, staff, food, ambience etc. (Zhang *et al.*, 2019) which in turn affects consumers behavioural intentions in future. Restaurants are vital for the tourism industry as well. Presence of unique or specialty restaurants in varied locations influences tourists' destination

selection. It aids in promotion of destinations. In present, the purpose of restaurant existence goes beyond the mere need of food and beverages. Restaurants today are used for social interactions and entertainment. To meet the consumer requirements of food and beverages, restaurant businesses posses some abstract features, physical, tangible, and technical structures which contribute to service quality of the restaurant, experienced by its customers. Service quality is a vital factor for restaurant businesses as it helps in analysing the quality of processes associated with presentation of food, storage of food and production of food in time bound manner (Zhang *et al.,* 2019).

Service Quality in Restaurants

Service quality is an imperative parameter of success in attracting repeat purchase for any of the businesses. Therefore, it has gained interest amongst many hospitality industry researchers. Knowing how customers perceive service quality and how their perceptions affect their satisfaction is important concern for hospitality executives. In the field of hospitality, past several research works have examined the service quality of travel industries and hotels however, evaluating service quality of restaurants of different themes and formats has been a catching up trend in this area.

For service companies (Shin *et al.,* 2019) like restaurants (Zeithaml *et al.,* 2009), service quality is an important success parameter. Many companies depended completely on their product dominance or services to differentiate themselves from the competitors (Thielemann *et al.,* 2018). In current times, most of the companies are known and differentiated based on the innovative measures they are taking to enhance the service quality to provide value to their customers (Ferraris *et al.,* 2020). A few recent studies of fast-food restaurants (Carranza *et al.,* 2018) and, quick-casual and fine dining restaurants (Shahzadi *et al.,* 2018) indicates that restaurant service quality encompasses three vital factors namely physical environment quality, food quality and employee service quality which is found to positively affect the customer's perception towards the restaurant service quality (Carranza *et al.,* 2018; Shahzadi *et al.,*

2018). These factors represent the attributes used by customers to evaluate perceived quality.

The Quick Service Restaurant (QSR) which has noticed a tremendous growth in last 10-12 years (Nyugen *et al.,* 2018). It has reached a mark of $300 billion in 2018 in US alone (Lock, 2019). QSR format is challenging because a customer consumes the service at the same time when it is produced thereby, making the service encounter an important element (Gummesson, 2014). This implies that the perceived quality by an individual will depend not only on the menu (food) served but also on the way it is being served. Prior work in context of service quality of QSRs, have extended or modified SERVQUAL scale to align it to their purpose of study. For example, Mendocilla *et al.* (2021) developed QUICKSERV to assess the service encounter in a QSR, a novel scale which includes 14 items which covers customers perceptions on food quality, personnel service, operations performance and physical environment. Wu & Mohi (2015) developed the first model to specifically measure fast-food restaurant services, but the authors proposed a complex structure comprising of 46 items. This affected its continuous application to restaurants' service quality measurement. Ryu & Jang (2008) created DINESCAPE to assess only the physical environment in upscale restaurants and failed to consider the other relevant food quality dimensions into account. Raajpoot (2002) developed TANGSERV with a high focus on measuring the tangibles, rather than interaction quality. This idea of developing customised scales to measure service quality of restaurant initiated with the work of Stevens et al. (1995) wherein, the first specific scale DINESERV was proposed for the restaurant industry but it also lagged inclusion of food quality either.

When it comes to food businesses, quality of food, competitive pricing, good customer service acts as drivers of customer satisfaction leading to loyalty thereby, generating business profitability (Mwangi, 2010). Therefore, customers have a significant role to play in pricing and service quality they receive (Balinado *et al.,* 2021). Fairly priced, good service quality develops trust and a positive brand image in consumer's mind (Limakrisna *et al.,* 2016). QSRs have been well accepted concept (format) in the Indian restaurant

industry both, from customers' and restauranteur's perspective. This concept needs less infrastructure, less space therefore controlled investment of roughly Rs. 10 lakhs. The QSR space in India is not just occupied by the global brands like KFC, Burger King, McDonalds etc. but there are many other big and small Indian family-owned restaurant businesses who compete in the same space. Recently, a well-renowned Indian restaurant industry player "Haldiram's" has shown interest in expanding its QSR footprint in south and west India (Tondon, 2023).

Therefore, this chapter intends to demonstrate the use of SERVPERF for evaluating service quality and customer satisfaction in food business. Customer data collected from a QSR has been utilized to demonstrate the applicability of scale.

Measuring Service Quality and Customer Satisfaction

To capture the customers' views on service quality offered by the QSR and evaluate their satisfaction with the restaurant a questionnaire was designed based on the SERVQUAL factors using performance-only (SERVPERF) scale. The questionnaire (refer Appendix 1) was extended to suit the local requirement where items such as, sharing of proper, authentic information, quick service, willingness to respond were used to measure responsiveness; safe delivery, polite, courteous, knowledgeable, skilful personnel and action towards registered complaint were used to measure assurance; employee's personal attention and attending personal request were used for defining empathy; neat and clean ambience, fixtures and fittings, variety of food, clean cutlery and convenient timings were used for determining tangibility; lastly, promise towards hygiene and cleanliness, interest in solving a problem, flawless service delivery and timely service was used for measuring reliability. Based on expert advice (restaurant managers, faculty), two more items were added to the list. Using the Likert 7-point interval scale (1= very low to 7 = very high), we asked the respondents to assign scores on service levels of each of the 24 QSR service quality items and also score their satisfaction levels with the restaurant.

The questionnaire was distributed to around 200 customers from which a sample size of 145 was collected, representing a response rate of 72.5 percent. To assess the reliability of the customized questionnaire QSRSERV, the coefficient alpha was tested.

Reliability Statistics

Cronbach's Alpha	N of Items
.924	24

The high value of alpha (0.924) establishes the validity of QSRSERV.

Descriptive Analysis

A descriptive analysis was conducted to understand the areas where the QSR is doing well.

Table 1: Descriptive Statistics

	Mean	Std. Deviation	N
Tot	4.52	1.227	143
Res1	4.74	1.327	144
Res2	4.68	1.384	145
Res3	5.21	3.520	144
Res4	4.70	1.296	144
Res5	4.96	1.476	145
Ass1	4.57	1.442	145
Ass2	5.14	1.364	145
Ass3	4.76	1.308	145
Ass4	5.11	1.173	145
Ass5	4.23	1.628	145
Emp1	3.89	1.638	142
Emp2	3.43	1.494	141
Tan1	4.22	1.392	145
Tan2	4.46	1.458	145
Tan3	3.77	1.659	144

Tan4	4.34	1.524	145
Tan5	5.06	1.388	145
Tan6	5.26	1.098	145
Tan7	4.03	1.542	144
Rel1	4.34	1.391	145
Rel2	3.84	1.567	144
Rel3	4.07	1.243	143
Rel4	4.75	1.425	142

The above analysis demonstrates that the QSR is performing well in the areas like:

Res3: Personnel giving prompt service to customers,

Ass2: Personnel are polite and courteous,

Ass4: Personnel have the skill to perform the service,

Tan5: Personnel are neat in appearance and;

Tan6: Appropriate price charged

The analysis also highlights the areas of improvement such as –

Emp1: Employees give personal attention

Emp2: In case of special requests, there are personnel assigned to attend you personally.

Tan3: Variety of food and;

Rel2: Sincere interest in solving the problems related to menu, variety, taste, cleanliness etc.

After gaining an insight through the descriptive statistics on areas of excellence and improvements, a further analysis was done to identify the attributes which are major contributors to the overall customer satisfaction.

Predictors of Customer Satisfaction

To identify the major contributors towards customer satisfaction, all twenty-three service quality items were used as independent variables in a regression against the overall satisfaction. The results indicate an adjusted $R^2 = 0.657$ with significance 0.000 and the major contributors identified are Tan3: Variety of food ($\beta= 0.341$), Res1: providing customers with proper information ($\beta= 0.226$) and Rel2: sincere interest in problem solving ($\beta= 0.182$).

Table 2: Regression with all twenty-three variables

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0	1	.845a	.714	.657	.719
a. Predictors: (Constant), Rel4, Res3, Emp1, Res4, Tan3, Tan7, Tan2, Tan5, Ass5, Res2, Tan4, Ass2, Rel2, Rel1, Ass1, Tan6, Ass4, Ass3, Rel3, Emp2, Res5, Tan1, Res1					
b. Dependent Variable: Tot					

Table 3: Significance of all twenty-three service quality items

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.648	.365		1.776	.078
	Res1	.209	.095	.226	2.188	.031
	Res2	.083	.083	.093	.991	.324
	Res3	.006	.020	.017	.285	.776
	Res4	.064	.082	.068	.788	.432
	Res5	.035	.081	.042	.434	.665
	Ass1	.128	.070	.150	1.823	.071

Ass2	-.105	.077	-.117	-1.370	.173
Ass3	-.137	.082	-.146	-1.668	.098
Ass4	.030	.093	.028	.319	.751
Ass5	-.019	.060	-.026	-.321	.748
Emp1	.117	.076	.157	1.542	.126
Emp2	-.106	.079	-.130	-1.343	.182
Tan1	.041	.087	.047	.472	.638
Tan2	-.018	.061	-.021	-.290	.772
Tan3	.252	.054	.341	4.680	.000
Tan4	.013	.061	.016	.214	.831
Tan5	.006	.064	.007	.093	.926
Tan6	.013	.091	.012	.146	.884
Tan7	-.028	.056	-.036	-.501	.617
Rel1	-.016	.079	-.018	-.206	.837
Rel2	.143	.065	.182	2.196	.030
Rel3	.107	.092	.108	1.162	.248
Rel4	.093	.066	.108	1.424	.157

The findings of the regression analysis implies that the major contributors to the customer satisfaction are the following-

1. **Tan3:** A rich variety of food,
2. **Res1:** Sharing of right information with the customers during the service encounter and;
3. **Rel2:** An immediate solution for any kind of problems face by the customers during the service encounter.

The following regression equation expresses the contribution of each of the above-mentioned attribute to the overall customer satisfaction:

Y (overall satisfaction) = 1.047 + .376 Res1 + .406 Tan3 + 0.232 Rel2

Furthermore, a regression analysis was conducted using the three major contributors as independent variables against overall customer satisfaction as dependent variable.

Table 4: Regression using the major contributors

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0	1	.800ᵃ	.640	.633	.743
a. Predictors: (Constant), Rel2, Res1, Tan3					
b. Dependent Variable: Tot					

Table 5: Significance with Res1, Tan3 and Rel2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.047	.245		4.268	.000
	Res1	.347	.053	.376	6.530	.000
	Tan3	.301	.046	.406	6.587	.000
	Rel2	.182	.052	.232	3.522	.001

The above table indicates that variety of food offered to the customers contributes significantly to the customer satisfaction followed by sharing of right information and providing solutions to the problems faced by consumers during service encounters.

Managerial Insights

The findings highlight the areas where the restauranteur is doing good as well the areas which needs attention. The areas needing attention are critical because of their major contribution to customer satisfaction. The areas where restauranteur is performing well such as Ass2: Polite and courteous personnel, Ass4: Personnel have the skill to perform, Tan 5: Timings are convenient and

Tan 6: Personnel are neat in appearance are insignificant contributors to customer satisfaction. Perhaps, all these factors fulfil the basic requirements (needs) of customers therefore, are not considered amongst those which create a "WOW" feeling within customers. This implies that restauranteurs must maintain standards in all such factors irrespective of their impact on customer satisfaction. On the other hand, the factors which are found to be major contributor to customer satisfaction namely Tan 3: Variety of food, Res 1: Providing proper information and Rel 2: Immediate solution for problem faced are also identified as the areas of improvement. This implies that there's an urgent need to introduce new variety/ offering of food to the customers and laying the standards for quick service recovery. If the restauranteur can ensure these measures, it can have a long-lasting impact on business. Increase in offerings can create more reasons for customers to visit this restaurant. Also, quick recovery in case of issues faced by the customer can enhance their relationship and loyalty with the business. Quick service restaurant is a widely spread format in restaurant industry. This format looks for vast and fast expansion. More often, this format is present as a chain of restaurants across geographies. Ensuring consistency in services delivered is of great significance for chain of restaurants. Therefore, it is essential and necessary for managers, managing QSR formats in different locations to keep conducting service quality and customer satisfaction studies in their respective locations. This is because, dimensions of service quality significantly impacting (positively or negatively) customer satisfaction may differ from location to location. Keeping an eye on detail to ensure customer happiness is beneficial for the business. Conducting this kind of analysis helps in aligning of varied inputs to the end goal (customer satisfaction) that business wants to achieve.

Limitations

Notwithstanding the relevance of findings and implications arrived at, the service quality measurement scale still has to overcome a few limitations. The SERVPERF scale mainly utilizes the questionnaires to measure different factors of service quality affecting customer satisfaction. These questionnaires accompanied with interviews and thematic analysis can help in enhancing the implications of the study. Interviews could also assist in extension of the

factors utilized to study the service quality and customer satisfaction. Second, to get reliable results, it is important to ensure the diversity in population. The age group, gender etc. targeted should not be skewed. In fact, clustering of respondents based on their demographic information can be done to derive relevant findings. Lastly, for a country like India which is too vast and customer preferences may change with geographic locations it is important that the survey is conducted across all the locations where the restaurant is present, to understand the possible variations based on location.

Conclusion

"What gets measured, gets managed" (Boshoff, 1999). This chapter focuses on the importance of service quality in restaurant businesses. The chapter begins with the definition and importance of service quality for any of the businesses. It further discusses about the relevance of concept not only for goods but also services. This sections also highlights the impact of good service quality perception on the customer satisfaction further leading to favourable behavioural intentions. In the next section, the chapter reviews literature related to the above-mentioned context. It discusses the very popular service quality scales namely SERVQUAL and SERVPERF. It reflects on the ways these scales are defined in literature and how they are measured. This section throws light on the limitations associated with SERVQUAL scale which led to the development of SERVPERF scale. The literature section further captures the importance of restaurant businesses and the need for restauranteurs to deliver best service quality with respect to various service quality dimensions such as food, staff, ambience, cleanliness etc. Lastly, the literature section discusses service quality in restaurant businesses in detail where the vitality of studying service quality in QSR (Quick Service Restaurant) format is highlighted. The section throws light on past studies that have attempted to study the service quality in varied formats of restaurant businesses using modified form of SERVPERF scale. The chapter then demonstrates a step-wise process of data collection, questionnaire preparation and data analysis. This study attempted to measure service quality using all five service quality dimensions and their impact on customer satisfaction. The distinct attributes associated with service quality were considered based on SERVPERF scale

and minor modifications were done based on expert advice. The application of the concept is presented in the chapter to generate better understanding of applicability of the concept in real business scenario, knowing how service quality can affect customer satisfaction. The section discusses the results obtained basis which managerial implications are suggested that can be followed for efficient resource management to deliver effective output (customer satisfaction) for the business. It is noteworthy, that the case presented in this chapter broadly uses the established dimensions and items however, the dimensions and items of service quality can be extended and modified to incorporate the attributes that relevant to the services offered by the business. The scale and method discussed can be replicated for any other businesses dealing with services.

References

Andaleeb, S. S., & Basu, A. K. (1994). Technical complexity and consumer knowledge as moderators of service quality evaluation in the automobile service industry. *Journal of retailing*, *70*(4), 367-381.

Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *Journal of marketing*, *58*(3), 53-66.

Athanassopoulos, A., Gounaris, S., & Stathakopoulos, V. (2001). Behavioural responses to customer satisfaction: an empirical study. *European journal of marketing*, *35*(5/6), 687-707.

Babakus, E., & Boller, G. W. (1992). An empirical assessment of the SERVQUAL scale. *Journal of Business research*, *24*(3), 253-268.

Balinado, J. R., Prasetyo, Y. T., Young, M. N., Persada, S. F., Miraja, B. A., & Redi, A. A. N. P. (2021). The effect of service quality on customer satisfaction in an automotive after-sales service. *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(2), 116.

Bendall-Lyon, D., & Powers, T. L. (2004). The impact of structure and process attributes on satisfaction and behavioral intentions. *Journal of Services Marketing*, *18*(2), 114-121.

Carranza, R., Díaz, E., & Martín-Consuegra, D. (2018). The influence of quality on satisfaction and customer loyalty with an importance-performance map analysis: Exploring the mediating role of trust. *Journal of Hospitality and Tourism Technology*, *9*(3), 380-396.

Cronin Jr, J. J., & Taylor, S. A. (1992). Measuring service quality: a reexamination and extension. *Journal of marketing*, *56*(3), 55-68.

Cronin Jr, J. J., & Taylor, S. A. (1994). SERVPERF versus SERVQUAL: reconciling performance-based and perceptions-minus-expectations measurement of service quality. *Journal of marketing*, *58*(1), 125-131.

Crosby, P. B. (1984). Paper presented to the "Bureau de Commerce,". *Montreal, Canada (Unpublished), November*.

Doğdubay, M., & Karan, İ. (2015). Yiyecek-içecek işletmelerinde etik uygulamaların SWOT Analizi ile değerlendirilmesi. *Journal of Tourism & Gastronomy Studies*, *3*(4), 24-32.

Dwaikat, N. Y., Khalili, S. A., Hassis, S. M., & Mahmoud, H. S. (2019). Customer satisfaction impact on behavioral intentions: The case of pizza restaurants in Nablus City. *Journal of Quality Assurance in Hospitality & Tourism*, *20*(6), 709-728.

Ferraris, A., Vrontis, D., Belyaeva, Z., De Bernardi, P., & Ozek, H. (2020). Innovation within the food companies: how creative partnerships may conduct to better performances?. *British Food Journal*, *123*(1), 143-158.

Ghazal, T. M. (2021). Hep-pred: hepatitis c staging prediction using fine gaussian svm. *Computers, Materials & Continua*, *69*(1), 191-203.

Ghazal, T. M. (2022). Data Fusion-based machine learning architecture for intrusion detection. *Computers, Materials & Continua*, *70*(2), 3399-3413.

Gummesson, E. (2014). Productivity, quality and relationship marketing in service operations: A revisit in a new service paradigm. *International Journal of Contemporary Hospitality Management, 26*(5), 656-662.

Han, H., & Ryu, K. (2009). The roles of the physical environment, price perception, and customer satisfaction in determining customer loyalty in the restaurant industry. *Journal of hospitality & tourism research, 33*(4), 487-510.

Juran, J.M. (1988*). Juran on Planning for Quality*. New York: The Free Press.

Kassim, N. M., & Bojei, J. (2002). Service quality: gaps in the Malaysian telemarketing industry. *Journal of business research, 55*(10), 845-852.

Langeard, E., & Eiglier, P. (1987). Servuction: Le marketing des services. English edition: Gebauer H, Johnson M, Enquist B (2010) Value co-creation as a determinant a of success in public transport services: A study of the swiss federal railway operators (SBB). *Manag. Serv. Qual, 20*, 511-530.

Limakrisna, N., & Ali, H. (2016). Model of customer satisfaction: Empirical study at fast food restaurants in bandung. *International Journal of Business and Commerce, 5*(6), 132-146.

Lock, S. (2019). Consumer spending in the quick service restaurant (QSR) sector in the United States from 2004 to 2018 (in billion US dollars). *Statista (nd), 21*(February).

Mehmood, T. (2021). Does information technology competencies and fleet management practices lead to effective service delivery? Empirical evidence from E-commerce industry. *International Journal of Technology, Innovation and Management (IJTIM), 1*(2), 14-41.

Mendocilla, M., Miravitlles Matamoros, P., & Matute, J. (2021). QUICKSERV: a service quality assessment tool for the quick-service restaurant industry. *British Food Journal, 123*(13), 241-259.

Mwangi, C. W. (2010). *Strategic responses to competition among large fast food restaurants in Nairobi central business district* (Doctoral dissertation, University of University).

Nguyen, Q., Nisar, T. M., Knox, D., & Prabhakar, G. P. (2018). Understanding customer satisfaction in the UK quick service restaurant industry: The influence of the tangible attributes of perceived service quality. *British Food Journal*, *120*(6), 1207-1222.

Normann, R. (1984). *Service Management*. New York: Wiley.

Parasuraman, A. B. L. L., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *1988*, *64*(1), 12-40.

Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1990). Guidelines for Conducting Service Quality Research. *Marketing Research*, *2*(4).

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of marketing*, *49*(4), 41-50.

Phillips, L. W., Chang, D. R., & Buzzell, R. D. (1983). Product quality, cost position and business performance: a test of some key hypotheses. *Journal of marketing*, *47*(2), 26-43.

Raajpoot, N. A. (2002). TANGSERV: A multiple item scale for measuring tangible quality in foodservice industry. *Journal of Foodservice Business Research*, *5*(2), 109-127.

Rajput, A., & Gahfoor, R. Z. (2020). Satisfaction and revisit intentions at fast food restaurants. *Future Business Journal*, *6*, 1-12.

Rust, R. T., & Oliver, R. L. (Eds.). (1993). *Service quality: New directions in theory and practice*. Sage Publications.

Ryu, K., & Jang, S. (2008). DINESCAPE: A scale for customers' perception of dining environments. *Journal of foodservice business research*, *11*(1), 2-22.

Scanlon, N. L. (1993). *Restaurant Management*. John Wiley & Sons.

Shahzadi, M., Malik, S. A., Ahmad, M., & Shabbir, A. (2018). Perceptions of fine dining restaurants in Pakistan: What influences customer satisfaction and behavioral intentions?. *International Journal of Quality & Reliability Management*, *35*(3), 635-655.

Sharabi, M., & Davidow, M. (2010). Service quality implementation: problems and solutions. *International Journal of Quality and Service Sciences*, *2*(2), 189-205.

Shin, Y. H., Kim, H., & Severt, K. (2019). Consumer values and service quality perceptions of food truck experiences. *International Journal of Hospitality Management*, *79*, 11-20.

Stevens, P., Knutson, B., & Patton, M. (1995). DINESERV: A tool for measuring service quality in restaurants. *Cornell hotel and restaurant administration quarterly*, *36*(2), 56-60.

Sulaiman, S., & Haron, M. S. (2013). Foodscape and customer's future behavioral intentions in casual dining restaurant. *Journal of Economics, Business and Management*, *1*(1), 94-97.

Teas, R. K. (1994). Expectations as a comparison standard in measuring service quality: an assessment of a reassessment. *Journal of marketing*, *58*(1), 132-139.

Thielemann, V. M., Ottenbacher, M. C., & Harrington, R. J. (2018). Antecedents and consequences of perceived customer value in the restaurant industry: A preliminary test of a holistic model. *International Hospitality Review*, *32*(1), 26-45.

Tondon, Suneera (2016). Haldiram's set to expand QSR footprint. LiveMint. Available at: https://www.livemint.com/companies/news/haldirams-set-to-expand-qsr-footprint-11694370860493.html

Vu, H. Q., Li, G., Law, R., & Zhang, Y. (2019). Exploring tourist dining preferences based on restaurant reviews. *Journal of Travel Research*, *58*(1), 149-167.

Witkowski, T. H., & Wolfinbarger, M. F. (2002). Comparative service quality: German and American ratings across service settings. *Journal of Business Research*, *55*(11), 875-881.

Wu, H. C., & Mohi, Z. (2015). Assessment of service quality in the fast-food restaurant. *Journal of Foodservice Business Research*, *18*(4), 358-388.

Young, C., Cunningham, L., & Lee, M. (1994). Assessing service quality as an effective management tool: The case of the airline industry. *Journal of Marketing Theory and Practice*, 2(2), 76-97.

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing: Integrating customer focus across the firm*. McGraw-Hill.

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing: Integrating customer focus across the firm*. McGraw-Hill.

Zhang, M., Kim, P. B., & Goodsir, W. (2019). Effects of service experience attributes on customer attitudes and behaviours: The case of New Zealand café industry. *Journal of Hospitality Marketing & Management*, *28*(1), 28-50.

Appendix 1: QSRSERV

Based on your perception of the quality you receive compared to the expectations you have, circle any one number. Circling a 1 means that the restaurant has completely failed to meet your expected service level and circling a 7 means that restaurant has exceeded your expected service level.

Far exceeded my expected service level	
Completely failed to meet expected service	

Res1: QSR provides customers with

| proper information | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Res2: The information provided to
customers is authentic

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Res3: Personnel in the QSR gives a
prompt service to customers

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Res4: Personnel in QSR are never
too busy to respond to customers'
request

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Res5: Personnel in QSR are always
willing to help

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Ass1: Customers feel safe in the delivery
of services (eg. Eating, drinking,
registering complaints, talking to
personnel etc.)

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Ass2: Polite and courteous personnel

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Ass3: Personnel have the knowledge
to answer customers' questions

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Ass4: Personnel have the skill to
perform the service

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Ass5: The QSR takes
necessary action against the
complaint registered

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Emp1: Employees give
personal attention

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Emp2: In case of special requests,
there are personnel assigned to attend
you personally.   1   2   3   4   5   6   7

Tan1: Provides customers with a neat
and clean ambience   1   2   3   4   5   6   7

Tan2: Fixtures and fittings are
comfortable (Table, Chair etc.)   1   2   3   4   5   6   7

Tan3: Variety of food meets customers'
needs   1   2   3   4   5   6   7

Tan4: Cutlery are generally clean   1   2   3   4   5   6   7

Tan5: Timings are convenient   1   2   3   4   5   6   7

Tan6: Personnel are neat in appearance   1   2   3   4   5
6   7

Tan7: Appropriateness of the price
charged   1   2   3   4   5   6   7

Rel1: Promises w.r.t hygiene,
quality, cleanliness etc.
are met   1   2   3   4   5   6   7

Rel2: If customer has a problem
related to menu, variety, taste,
cleanliness etc. QSR shows a
sincere interest in solving it   1   2   3   4   5   6   7

Rel3: Performs the service right at the
first time, without fault   1   2   3   4   5   6   7

Rel4: Provides timely services (e.g. opening and closing time of the QSR on regular or special occasions)	1	2	3	4	5	6	7
Tot: Overall satisfaction	1	2	3	4	5	6	7

Personal Details

Name:

Age:

Gender:

Veg./ Non-Vegetarian:

Occupation:

Location:

Chapter-5

CUSTOMER EXPERIENCE IN HIGH-TECH B2B MARKETING

Dr. Vishwas Raichur

Assistant Professor, Marketing

School of Business Management, SVKM's Narsee Monjee Institute of Management Studies, Mumbai,

SVKM's Narsee Monjee Institute of Management Studies (NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

It has been argued that as services make up a larger share of the Gross Domestic Product in developed nations, goods are becoming increasingly commodity-like, and services are the primary means of gaining differentiation (Reinartz & Ulaga, 2008). However, the evidence on this theme is diverse (Neely, 2008). A parallel argument particularly prevalent in practitioner literature (Meyer & Schwager, 2007; Schmitt, 1999) states that service, too, is increasingly commoditised and that the contemporary consumer demands more than just competent service, seeking experiences that are *"engaging, robust, compelling and memorable"* (Gilmore & Pine, 2002, p. 10). *"Experiences are a distinct economic offering, as distinct from services as services are from goods"* (Pine & Gilmore, 1998, p. 12). In the marketing literature, the concept of experience has been investigated in different contexts, including consumption experiences (Holbrook & Hirschman, 1982), product experiences (Hoch, 2002), aesthetic experiences (Joy & Sherry, 2003), service experiences (Hui & Bateson, 1991), and customer experience (Ryder, 2007).

Schmitt (1999) takes a multidimensional view and identifies five types of experiences: sensory (sense), affective (feel), cognitive (think), physical (act), and social-identity (relate) experiences. Customer experience is *"a multidimensional construct focusing on a customer's cognitive, emotional, behavioural, sensorial, and social responses"* (Lemon & Verhoef, 2016, p. 71). De Keyser *et al.* (2015, p. 23) describe customer experience as *"comprised of the cognitive, emotional, physical, sensorial, spiritual, and social elements that mark the customer's direct or indirect interaction with (an) other market actors (s)."* In essence, all direct or indirect interactions between the firm and customers come together as an overall holistic experience (Lemon & Verhoef, 2016).

Customer Experience in B2B Marketing

The vendors who cater to businesses are yet to fully understand that individuals who frequently visit consumer websites such as Amazon, Flipkart, Myntra and other e-commerce platforms make purchasing decisions for corporations. These experiences inevitably shape their expectations for online transactions at work. Digital business transactions should provide corporate buyers with an experience as good as or better than the simple, quick, and personalised online transactions they use from consumer-focused websites.

The acquisition of goods and services by businesses has been impacted by the widespread use of digital technology and the automation of numerous commercial transactions. They are becoming more and more like customers in their thinking and behaviour, used to quick, easy online transactions, fulfilment, and account management catered to their particular needs. Salesforce, however, reports that fewer than 30% of B2B clients feel their suppliers offer exceptional customer care (Afshar, 2018). Salesforce reports that 61 per cent of B2B transactions now begins online, indicating that as millennials move up the corporate ladder, they bring their digitalised perspective with them. Further, this report indicates that over 80% of business buyers desire a customer experience comparable to a B2C, and two-thirds have switched suppliers to obtain it (Afshar, 2018).

In order to identify customer needs and anticipate purchasing patterns, B2B companies—like their counterparts in the consumer market—will need to adopt a human-centred approach and effectively leverage artificial intelligence, analytics, algorithms, and other tools.

B2B marketing initiatives have historically concentrated on creating a brand image through characteristics like delivery, pricing, and technology. Marketing managers are pressured to find new methods of differentiating their offerings and building brand equity due to the growing significance of intangible attributes. Therefore, in addition to products and services, B2B companies must consider the customer experience. Just as an effective business-to-consumer company meets the needs of its customers on a personal level, a B2B company assists its business customers in serving their customers by resolving their business problems. Good experiences in a business-to-business setting are not exciting; instead, they are trouble-free and, therefore, comforting to those in authority.

A supplier fulfils the needs of its business customer's purchasing department by offering a cost-benefit ratio; it satisfies operations by providing user-friendly products or services; and it satisfies the executives of a customer by growing capacity in tandem with the customer and progressing with them. Thus, operations personnel at one company deal directly with their counterparts at another, and so on, indicating that sales and marketing do not always monopolise points of contact with customers (Meyer & Schwager, 2007).

B2B customer experience refers to experiences that are optimised to support clients during their purchasing processes. As the expectations of business-to-business buyers increase, so do their priorities. The ease of use, helpfulness, and personalisation of B2B interactions should be emulated. This calls for a plan and investments in data and digital to integrate the customer experience and provide the most significant value through search, social media, email, chat, apps, and other channels (Koedel, 2022).

The B2B customer experience cannot be measured in the same way as the B2C customer experience (Zolkiewski *et al.,* 2017). Understanding and delivering value are vital in B2B contexts (Eggert *et al.,* 2018). Since most B2B offerings are intricate and networked, value includes the capabilities of partner, supplier, and customer organisations and how the offering is utilised within the customer organisation (Forkmann *et al.,* 2017). A positive customer experience requires the integration of myriad suppliers' functions, such as operations, logistics, marketing, and sales minimally. The four pillars of B2B customer experience are (1) Integrity – The honesty, understanding and values within the relationship; (2) Trust – Reliability, meeting expectations and responsibility; (3) Interdependence – Reliance of both the organisation/brand/service and customer on each other within the relationship and (4) Communication – Open access, when and however the need to share something arises (Hollyoake, 2009).

Customer journey in Business-to-Business Industry
In a B2B setting, touchpoints refer to all expressed and implicit interactions that a business client has, whether on purpose or accidentally, with a supplier company (Homburg *et al.,* 2017). Hence, a variety of interactions involving distinct actors are included in touchpoints. These actors could be affiliated with the partner firms (e.g. supplier firms or customer firms that offer outsourced services), or they could be a part of the larger related ecosystem (Zolkiewski *et al.,* 2017). Although there may be fewer customer relationships in the B2B space, they are far more intricate. Several contacts at varying levels across numerous touchpoints are frequently included. From the supplier's point of view, the risk is that something that might seem like a small part of the B2B CE turns into a real "moment of truth," which results in losing a big chunk of business. This makes it essential to monitor the interaction and determine the customer's perception of the experience. Reducing the risk of loss can only be achieved by proactively resolving experience issues (Hollyoake, 2009).

Customer journey is a series of touch points a customer experiences (Meyer & Schwager, 2007). To satisfy the business needs of the customer, relational

processes can be conceptualised as part of the B2B customer journey. Pre-bid engagement, negotiation, implementation, and operations are the four separate but connected stages identified by the literature on advanced services and solutions (Tuli et al., 2007). Every stage involves various touchpoints with the company, the client, partner companies, and other players in the larger ecosystem.

In contrast to Lemon and Verhoef's (2016) analysis of individual customer journeys in a B2C context, there are multiple simultaneous customer journeys in a B2B context because customers frequently purchase different offerings from the same supplier. In a B2B setting, a rational perspective might be more important, whereas in a B2C setting, an emotional, experiential perspective may be emphasised (Frow & Payne, 2007). From the supplier's point of view, customers are less impacted by outside variables if their present supplier offers end-to-end solutions. B2B clients anticipate responses and ongoing communication to anticipate a lasting partnership (Cortez & Johnston, 2017).

The increasing number of touchpoints across various channels and media is making customer journeys more complex, which is drawing more attention to the customer experience construct (Lemon & Verhoef, 2016). The interaction involves not just customer-company dynamics but also customer-to-customer interactions. Trade shows, industry chambers, and technical conferences are examples of various B2B social encounters that fall under this category. While weighing the options for procurement, the first communication with possible suppliers occurs (Cortez & Johnston, 2017). The account manager should continuously monitor all experience touchpoints while taking proactive steps to address any issues discovered (Hollyoake, 2009).

Customer Experience Management in B2B Industry

The design of the customer experience should span various touchpoints, both inside and outside the company. For instance, the partners of the focal company need to know how they enhance the customer experience (Meyer & Schwager, 2007). Thus, the success of customer experience management relies on the ability to handle business relationships, both with partners and with

customers. From a customer experience management perspective, a supplier firm with more robust control of a touchpoint can design and manage the customer experience to a greater extent than a firm with less touchpoint control. The significant challenges in B2B customer experience management are discrepancies in customer relationships, siloed customer experiences, mismatches throughout the customer journey, lack of touchpoint control, and dynamics of customer experiences (Wittel et al., 2020).

Process mapping, customer activity cycles, service blueprinting, and customer-firm touch point analysis are some tools that can be used to tackle this problem. These methods aid in highlighting chances to enhance the customer experience, pinpointing areas for process improvement, supporting differentiation, and identifying failure points (Frow & Payne, 2007). Any business that wants to continue providing its customers with the best experience possible both inside and across its channels must have a thorough multi-channel integration strategy supported by both management and staff (Frow & Payne, 2007).

Best Practices in B2B Customer Experience Management
To achieve maximum value, it is essential for B2B experiences to emulate the simplicity, helpfulness, and personalisation seen in business-to-consumer (B2C) interactions. This calls for strategic efforts and investments in modern technology to seamlessly connect the customer's journey across various platforms such as apps, chats, emails, search engines, and social media. B2B companies possess a distinct advantage in personalisation as they have extensive knowledge about their clients, including their specific needs and preferences. Additionally, B2B enterprises already have a deep understanding of personas and segmentation, further facilitating effective personalisation strategies. Some of the best practices for B2B firms to enhance their customer experience are discussed further:

1. Know Your Customer
Business clients do not always behave like consumers, but they expect a level of customer service comparable to that of consumer e-commerce. There are

fundamental variations in decision-making dynamics, transaction processes, and purchasing behaviour. Consumers frequently click the buy button impulsively because they are emotional and impulsive. Business buyers, on the other hand, approach purchases with dispassion and rationality, using data-driven analysis and objective criteria. Generally, consumers base their decisions on imprecise criteria such as perceived quality, price, or product attractiveness. Business purchasers have intricate, particular needs regarding product attributes, such as cost and payment terms, quality of service, compliance with laws and regulations, and logistical requirements.

Moreover, B2B relationships are more intricate than those in B2C ones. Typically, one customer makes all of the purchases, but B2B transactions frequently need approvals and input from stakeholders across the entire organisation. B2B transactions occur in the context of long-term purchasing patterns and continuing relationships between buyers and sellers, whereas consumer transactions are usually one-time events. In order to create hyper-personalized experiences, designers must continuously analyse consumer behaviour, as well as understand the customers' needs and want. The best journey paths for the products and personas may then be mapped using this data, allowing each customer to experience a variety of personalised touchpoints, communication, and support resources.

Three personas can be used to categorise B2B clients; these personas have essential traits that allow for the customisation of experiences. First, one-click customers tend to be smaller accounts that behave more like consumers when transacting business, are expensive to serve at scale, and frequently lack technological sophistication. Second, analytical customers make use of large, sophisticated accounts that collect market data in order to guide their purchases. Suppliers must provide these clients with highly individualised care. Third solutions customers typically deal with large accounts that demand even more customisation than analytical customers do due to a variety of non-commercial issues, including heavy regulation, strict security requirements, and substantial liability risks (Gandhi *et al.,* 2019).

2. Identify Decision-Makers

Purchasing decisions in a business-to-business setting are usually made by several decision-makers, such as managers, executives, and procurement specialists. It is critical to recognise these decision-makers and comprehend the functions and duties they carry out during the procurement process. This will assist in creating plans that specifically target their requirements and problems, ultimately enhancing the clientele's experience as a whole. For example, suppose the key decision-makers are procurement specialists. To make it simpler for them to place orders, the emphasis must be on optimising the order processing and fulfilment procedures. When it comes to helping executives who are key decision-makers make informed purchases and expedite more accessible agreements, the emphasis should be on offering comprehensive analytics and reporting. Enhancing the B2B customer experience requires first identifying the decision-makers.

3. Provide Self-Service Options

Customers expect rapid access to tools and content that address their queries and assist in problem-solving, as well as complete control over their experience. Businesses provide customers the freedom to choose their path and engage with a product or service whenever, wherever, and however they please by developing self-service resources like online communities, forums, chatbots, and recommendation tools. Simple, practical, and easy to locate when needed, on-demand tools should also be frequently updated to reflect the most recent data.

4. Omni-channel

Businesses interact with their customers through several departments, such as billing, support, and sales, in addition to using a variety of channels (such as chat, email, apps, and websites). They desire a cohesive experience throughout. An omnichannel strategy should connect all the scattered customer data captured across distinct conversations to give each customer the most relevant information (do-it-yourself videos, guides, reminder notifications, technical support) in their preferred engagement channels (email, SMS, WhatsApp, online communities, social media platforms).

Connected touchpoints are another tool used by B2B companies to increase customer value. Farmers can increase yields and profitability by utilising the intelligence and smart device ecosystem John Deere offers. Through a handy smartphone app, farmers can monitor their equipment in real time, work with ecosystem partners to gain insights and use analytics to decide which crops to plant, where and when. These features are made possible by the company's cloud-based machine management system, which channels telematics into an AI platform (Tordjman, 2023).

5. Measure Those Experiences with Data

There are several different metrics to track the success of the experiences created for the customers, which can include:

1. NPS: Businesses can measure positive customer experiences and happy customers who want to tell others by using the Net Promoter Score (NPS), which asks just one question: "How likely would you be to recommend this company to a friend?"

2. Customer retention rate: This metric shows how long you retain customers and who stays interested in your business. A high customer retention rate indicates that your offerings—including goods, services, and experiences—remain valuable to your clients.

3. Customer churn rate: This metric indicates the rate you lose clients. This will enable you to ascertain whether your experiences are driving away customers and where and how engagement is declining.

4. Customer Lifetime Value: The customer lifetime value (LTV or CLV) can tell you how much a customer has purchased throughout their relationship with your business. An increase in LTV indicates that you have a devoted customer base ready to make more purchases.

6. Optimise the Experiences

Finally, make sure your plan is based on the knowledge you have gained from your data. You can gather as much data as you like, but if you never use it to gain insights that will enhance your customer experience strategy, what good

is it? Evaluate your new projects and apply the learned lessons to continue with what you are already doing, make changes to your plan, or start over.

Conclusion

Therefore, "cognitive responses" are better suited for functional units like the customer's purchasing department, whereas "emotional, behavioural, and sensorial responses" are better suited for individual actors like managers within the customer firm. Moreover, managers must consider the unique requirements of every person at various functional and hierarchical levels within the client organisation. This will result in the creation of unique and customised experiences. Senior managers might place a high value on hedonistic and educational interactions with peers and account managers at supplier organisations. However, when interacting with suppliers, junior purchasing executives might need standardised and practical experiences. As part of the value creation process, customers will use the products or services that suppliers have designed and communicated effectively. In order to increase profitability during the interaction process, customer education and their part in the consumption experience are therefore essential.

References

Afshar, V. (2018). *New Research Uncovers Big Shifts in Customer Expectations and Trust*. Salesforce. https://www.salesforce.com/blog/digital-customers-research-blog/

Cortez, R. M., & Johnston, W. J. (2017). The future of B2B marketing theory: A historical and prospective analysis. *Industrial Marketing Management*, *66*, 90-102.

De Keyser, A., Lemon, K. N., Klaus, P., & Keiningham, T. L. (2015). A framework for understanding and managing the customer experience. *Marketing Science Institute working paper series*, *85*(1), 15-121.

Eggert, A., Ulaga, W., Frow, P., & Payne, A. (2018). Conceptualizing and communicating value in business markets: From value in exchange to value in use. *Industrial Marketing Management*, *69*, 80-90.

Forkmann, S., Henneberg, S. C., Witell, L., & Kindström, D. (2017). Driver configurations for successful service infusion. *Journal of Service Research*, *20*(3), 275-291.

Frow, P., & Payne, A. (2007). Towards the 'perfect'customer experience. *Journal of Brand Management*, *15*(2), 89-101.

Gandhi, S., Jamjoum, A. K., & Heider, C. (2019). *MIT Sloan Management Review*. https://sloanreview.mit.edu/article/why-customer-experience-matters-for-b2b/

Gilmore, J. H., & Pine, B. J. (2002). Customer experience places: the new offering frontier. *Strategy & Leadership*, *30*(4), 4-11.

Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings, and fun. *Journal of Consumer Research*, *9*(2), 132-140.

Hollyoake, M. (2009). The four pillars: Developing a 'bonded' business-to-business customer experience. *Journal of Database Marketing & Customer Strategy Management*, *16*, 132-158.

Hoch, S. J. (2002). Product experience is seductive. *Journal of Consumer Research*, *29*(3), 448-454.

Hui, M. K., & Bateson, J. E. (1991). Perceived control and the effects of crowding and consumer choice on the service experience. *Journal of Consumer Research*, *18*(2), 174-184.

Joy, A., & Sherry Jr, J. F. (2003). Speaking of art as embodied imagination: A multisensory approach to understanding aesthetic experience. *Journal of Consumer Research*, *30*(2), 259-282.

Koedel, M. (2022). *Six Rules For Building Phenomenal B2B Customer Experiences*. Forbes. https://www.forbes.com/sites/forbescommunicationscouncil/2022/01/07/six-rules-for-building-phenomenal-b2b-customer-experiences/?sh=45825642302f

Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, *80*(6), 69-96.

Meyer, C., & Schwager, A. (2007). Understanding customer experience. *Harvard Business Review*, *85*(2), 116.

Neely, A. (2008). Exploring the financial consequences of the servitization of manufacturing. *Operations Management Research*, *1*, 103-118.

Pine, B. J., & Gilmore, J. H. (1998). The experience economy. *Harvard Business Review*, *76*(6), 18-23.

Reinartz, W., & Ulaga, W. (2008). How to sell services more profitably. *Harvard Business Review*, *86*(5), 90-6.

Ryder, I. (2007). Customer experience. *Journal of Brand Management*, *15*, 85-88.

Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, *15*(1-3), 53-67.

Tordjman, K. L. (2023). High-Tech Touchpoints Are Changing Customer Experience. *Harvard Business Review*. https://hbr.org/2023/03/high-tech-touchpoints-are-changing-customer-experience

Tuli, K. R., Kohli, A. K., & Bharadwaj, S. G. (2007). Rethinking customer solutions: From product bundles to relational processes. *Journal of Marketing*, *71*(3), 1-17.

Witell, L., Kowalkowski, C., Perks, H., Raddats, C., Schwabe, M., Benedettini, O., & Burton, J. (2020). Characterizing customer experience management in business markets. *Journal of Business Research*, *116*, 420-430.

Zolkiewski, J., Story, V., Burton, J., Chan, P., Gomes, A., Hunter-Jones, P., O'Malley, L., Peters, L. D., Raddats, C., & Robinson, W. (2017). Strategic B2B customer experience management: the importance of outcomes-based measures. *Journal of Services Marketing*, *31*(2), 172–184.

Chapter-6

THE IMPACT OF BRAND AMBASSADOR'S PERSONALITY TRAITS ON CONSUMER'S PERCEPTION OF SMARTWATCH COMPANIES

Dr. Monica Bhatia

Assistant Professor, Marketing

School of Business Management,

SVKM's Narsee Monjee Institute of Management Studies, Indore

SVKM's Narsee Monjee Institute of Management Studies

(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction:

The first ever smartwatch was IBM Linux launched in 2000. Smartwatch differ from simple analog and fitness watch. Fitness watch is a wristband that relies on sensor and sends data to smartphone while smartwatch is an extension of the smartphone that facilitates calling, messaging, emails and social media. Smartwatches come with features like calling, messaging, navigation, pairing, voice assistance and ease the users by automating their daily activities. Smartwatch being an individualistic consumer product lies at the boundary of being state of the art IT and fashion product that is for everyday use. It is regarded as a symbol type that can be used for fashion and wealth.

The smartwatch market has experienced elemental technological developments that relates to user interface and operating systems. The Internet of Things (IoT) wearable enables users to connect remotely and make data driven decisions. Smartwatch with the features of IoT allows the data transmission to remote server thereby enabling real time monitoring of

behavior of the consumer. Such growing applications of IoT with human components are the drivers of further growth and expansion of smartwatch market.

Table 1. Top 5 Smartwatch Companies (Market share and YoY growth)

Company	1Q22 Share	1Q23 Share	1Q22 vs 1Q23 Growth
Fire-boltt	24.6%	28.6%	224.2%
Nexxbase (Noise)	23.4%	21.6%	157.6%
Imagine Marketing (boAt)	15.1%	17.5%	222.2%
Titan	2.3%	3.3%	291.1%
Boult audio	-	3.2%	-
Others	34.6%	25.8%	108.6%
Total	100%	100%	178.9%

Source: IDC India

Smartwatch market has been rising globally and is expected to increase at an annual growth rate (CAGR) if 8.2% till 2030. The market tends to rise due to the growing awareness and inclination for fitness and health monitoring. Companies have been introducing smartwatches with advanced features like monitoring blood oxygen and SpO2 sensors, calorie counter, electrocardiograms and stress monitor to name a few.

India became the biggest smartwatch market in 2023 Q1, accounting for 27% of these watches sold in the same timeframe. North America and China grabbed second and third highest market share with close to 26% and 18% respectively. The Indian smartwatch industry continues to rise and with 121% Year over Year (YoY) growth in 2023 Q1. The wide availability of options, affordable prices, rising customer demand has been identified as key reasons for this incremental growth. It is reported that approx. 40% of smartwatches sold in India (in 2023 Q1) were priced under Rs. 2000. Further, 90% of smartwatches that are sold in India were from Indian companies like Noise,

Boat and Fire Boltt (https://www.businessinsider.in). The market shares of top five smartwatch companies in India and their Year-over-Year growth is exhibited in Table 1.

To add to the rise, COVID 19 outbreak has been a major influencer in the growing demand of smartwatches for work from home activities and increasing health awareness and fitness activities.

The chapter focuses on the three top brands; boAt, Noise and Fire boltt that have captured more than 63% market share. The reason behind this is not only performance, availability and visibility of the product, but the identity that is created in the minds of the customers. Customers associate with product's identity when it goes along with their individual identity. This identity is shaped by the personality of the consumer. The Big 5 personality model is one of the most common models to understand personality traits of any individual.
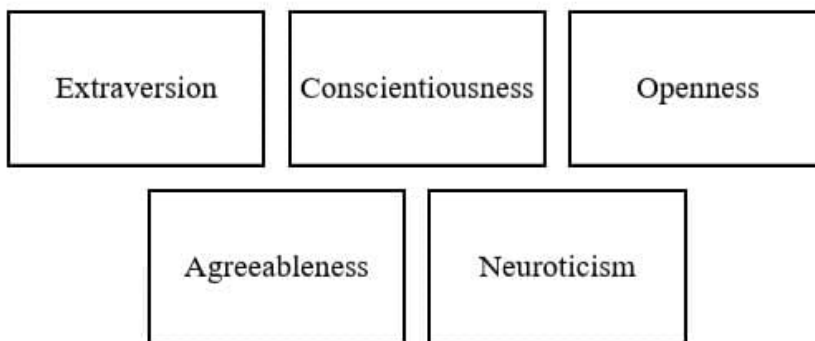

Fig. 1. Big 5 Personality Model

Big five personality model consists of extraversion, conscientiousness, neuroticism, openness and agreeableness (Fig. 1). Extraversion includes traits like activeness, assertiveness, enthusiasm, outgoing and talkative. People with high level of openness have aesthetic sensitivity, active imagination, wide preferences and interests and intellectual curiosity. Conscientiousness includes an individual's degree of persistence, organization and goal directed behavior. These individuals are reliable, responsible and hardworking. Agreeableness includes being generous, kind, forgiving, trusting and sympathetic. Individuals with high neuroticism are more likely

psychologically distressed, have excessive cravings, fall into unrealistic ideas and have maladaptive coping responses. These people are mostly anxious, unstable and worrying.

Similar to an individual, even the brands have a personality. Brand is defined as a consumer's idea of a product or associations in consumer's minds. A brand name tells a customer more than just the core product. It does so via the body of associations that it builds and acquires over a period of time. It can be symbols, signs, names, designs, retailer and ambassador. This includes how a brand sounds and also its personality. A popular model of brand personality in marketing is given by Aaker (1997). The role of a marketer is to build this relationship between customer and the brand. Brand equity has become a popular concept with many marketers and researchers investigating and understanding which brand associations have greater effect on behavior of consumer. There have been studies exhibiting and suggesting that the brand's ability to get personally identified with the consumer requires emotional linkage. Such emotional linkages are possible when customers feel connected to a brand in terms of who they are and how the brand is. A common association leads to a better identification. Thus, marketers need to look for different ways of achieving emotional linkages and expressions of consumer's self-concept.
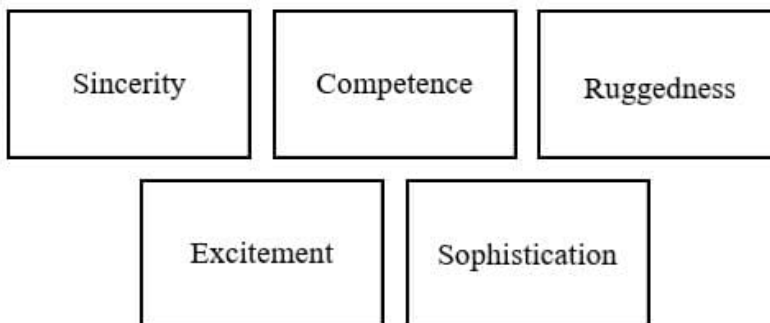
Sincerity	Competence	Ruggedness

Excitement	Sophistication

Fig. 2. Brand Personality (Aaker, 1997)

Brand Personality as defined by Aaker (1997) is any set of characteristics a customer associates with the brand. Aaker developed the scale/personality model on the basis of Big Five dimensions of human personality. Sincerity,

competence, ruggedness, excitement and sophistication (Fig. 2) were the five dimensions stated by Aaker. Sincerity is characterised by honesty, innocence, real and being down-to-earth. Competence includes attributes like reliable, consistent, confident and intelligent. Ruggedness is attributed by outdoorsy, toughness, western and masculine. Excitement includes traits of dare, imagination, exciting and contemporary. Finally, sophistication has attributes such as charming, upper-class, glamorous and aesthetic. Thus, agreeableness and sincerity come from warmth of customer and brand acceptance. Lin (2010) explored the relationship between consumer personality traits, brand personality and loyalty of brand. While excitement and extroversion involve social behavior of customers specifically relating to action concept and communication. Further, competence and conscientiousness look at how the brand's reliability, responsibility and assurance is viewed. It was also found in the study that sophistication and competence brand personality and agreeable and open personality both had positive influence on affective loyalty of brand.

1. Literature Review

Yang et al. (2015) studied the relationship between individual's personal traits (including personality, individual needs and personal values) and brand preferences. The influence of personal traits was studied under two scenarios; first was categorizing people who had positive, negative and neutral say over the brand and second was ranking users' preferences over competing brands in same product category. It was concluded that it was possible to utilize personal traits to predict the brand preferences of users. Matzler et al. (2011) in the study of personality, person-brand fit and brand community hypothesized that product attachment is a function of person-brand congruity and the perceived fit between brand and person.

Vanity is defined as the personal trait that signifies having an excessive concern or a positive view of personal achievements or appearance. Many such studies that have been conducted on users' perception, perceived value, adoption of smartwatch and factors influencing smartwatch consumer market leads to an understanding of individual personality traits and brand personality that resonates with the consumers. Depending on the personality

of an individual, the smartwatch can be used for extrinsic utilitarian purpose that relates to expected outcome of a behavior not considering actual experience or intrinsic non-utilitarian purpose that is more specifically related to concerned subject than just utilitarian reasons. It can also be used as hedonic (high priced products with high brand equity) that gives a perceived social acceptance to an individual. Smartwatch being an individualistic, consumer-oriented hardware, it becomes essential to understand whether it is a utilitarian product or a hedonic one for the consumer. (Wu & Holsapple, 2014, Venkatesh, Thong, & Xu, 2012;).

When a customer buys a product, it is not on functional utility alone but are seen as symbols that carry a social meaning. The displayed object and its meaning are technically transferred to the consumer. It thus becomes important for the user to choose a product that reflects his personality. Tian *et al.* (2001) have also stated that consumers buy the products to express their own personality and to signal and express their uniqueness. The products that consumers feel attached to are the products that provide self-expression and the products that are able to express one's identity because of their strong relation to consumer's personality. Matzler *et al.* (2011) concluded that individual differences of personality traits affect the brand community identification which in turn is an important variable of brand loyalty. People high on extraversion level were found to be more likely to feel attached to brand community and for people on less extraversion level, brand community was less important. Studies on Harley Davidson' Harley Owners' Group (HOG) have shown that involvement in such brand community groups increases their affection towards Harley which thereby increases brand commitment. Fournier *et al.*, 2001).

Brand personality is described as a key facet of brand identity. In practice, brands have become personified since celebrities started endorsing brands. Using celebrities/famous people as their personalities, marketers position their brand and attract customers who identify themselves with these famous people. Consumers perceive congruence between their perceived actual/ideal self and that of the celebrity thereby forming brand attraction. This personality

endowment may just give the brand a meaning in the eyes of the consumer. It has been long recognised that brands can have a personality like personality of any person. (Azoulay and Kapferer, 2003). There have been researches that have asked consumers to identify the personality of a brand supposing the brand is a person. It was observed that consumers had no difficulty in answering the same. This has led to the concept of brand personality playing an important role in creating and/or managing brand. Since Aaker in 1997 proposed a brand personality scale, an all-new research stream in brand management has taken place.

Wee (2003) tried to explore whether human personality approach was applicable to a brand. The characteristics of stability over time and association with other brands were studied. It was concluded that these characteristics seemed inherent in brands as much as they were inherent in humans. It was further suggested that companies should clearly define their brand personality and maximize brand congruity in all aspects of brand. Like with human personality, brand managers should try to cultivate the personality trait in brands so that the trait becomes resilient. Further, it is not only that a strong personality is just once created and then continued. The personality has to be audited, periodically reviewed and protected from various contingencies and situations that may be unfavorable.

One of the means by which brands could acquire personality traits is through 'transference'. Transference signifies transfer of brand images when displayed along with another stimulus that is already known to possess the desired traits (Aaker and Keller 1990). Researches have concluded that traits of endorsers influence brand perceptions (Ilicic and Webster, 2012). This is called as Spontaneous Trait Transference (STT). STT occurs when the informant is perceived to have a similar behaviour as he describes (Arsena et al., 2014). For example, if a celebrity vouches for active lifestyle, he is perceived to be active himself. This STT results from an associative process that is defined as an effortless mechanism that yields unlabelled links in memory resulting from spatial or temporal memory. Thus, when consumers are exposed to certain kind of behavioural description (celebrity), they spontaneously infer the trait

that is associated with the celebrity or implied (Uleman et al., 1996). Huber et al. (2013) suggested that characteristics associated with endorsers/celebrities can transfer to the brands/products they endorse. Thus, consumers effortlessly and spontaneously infer and transfer the traits they see in the close proximity of the brand. On the other hand, Brand Trait Transference (BTT) states that traits associated with brands or product influence perceptions of endorser. For example, any celebrity associated with charity is perceived as kind, considerate and supportive.

Provided that brands possess such personality traits, consumers may spontaneously activate the traits that are related to the brands they get exposed to. Eg. KL Rahul (cricketer) is the brand ambassador of Red Bull. Consumers can easily relate him to be exciting, outgoing and adventurous. Brand for consumers are vehicles of self-expression. Consumers choose brands they think expresses who they are (real self) or who they want to be (ideal self). Dutta et al. (2017) analysed personality traits of 52 Indian celebrities through their social media activity that included politicians, writer, sports persons, actors and businessmen. The research reported that sportspersons were mostly low on openness that indicated they were consistent and cautious. They were found to be high on agreeableness trait that signifies they are friendly and compassionate. Actors were found to be high on extraversion that indicated they are energetic and outgoing.

Since there is a relationship that develops between consumer and brand based on the symbolic value, the brand becomes alive and is considered an active partner in the mind of consumer and no longer remains a passive object. Aaker model has been applied by various researchers to understand the personality traits of brands. Thomas and Sekar (2008) used the model to understand the personality of Colgate and found that Colgate comes under ruggedness and competence as it was believed to be consistent over years and the brand works hard to clean and provide strong germ protection. Excitement dimension was also found in Colgate as the brand increased the interest of brushing. Arora and Stoner (2009) used Aaker model on Nike and Adidas, found that Nike rated higher on aspects such as excitement, trendy,

imaginative and up-to-date. Adidas on the other hand was rated higher on being down-to-earth, small town and family oriented. Further, the study between Target and Wal Mart identified Wal Mart as trustworthy and courteous brand and Target rated high on being trendy, cheerful, cool, exciting and contemporary.

Brand trust is also created with such secondary associations like company, people, co-brands, ingredient branding etc. Studies have reported that brand personality is closely related with brand trust. Brand personality aspects relate to cognitive as well as affective level brand perceptions and also makes prominent impact on brand trust levels. This might be because brand personality may have significant effects on emotional feelings. Ha (2016) in the study of Evaluation of brand personality with respect to online travel agencies found that reinforcement of brand personality was directly related to managing trust and brand personality also bridged the gap towards brand loyalty.

The concept of 'brand personality' has been used in as early as 1958 by Martineau to refer to non-material aspects of a store – character. It was stated that customers choose brands as they choose friends. In addition to physical characteristics and skills, customers simply like brands as people. Brand personality is said to be originated as non-product-based definition that captured all aspects of product beyond its performance, use, attributes, benefits etc. The study of personality gains prominence as personality is the most noticeable manifestation of self-concept. Personality reflects behavior, lifestyle pattern and choices of consumption. It is reported that brand personality and self-concept of consumers should be congruent. Since consumers are more likely to have brand choices and prefer to purchase the products that are in tandem with their self-concept and are a vehicle for their self-expression. Successful brands are those brands that create a strong brand personality. Brand personality provides an important source of meanings and symbolic values that could assist consumers in maintaining their identity and other enhancement strategies.

2. Basic Interpretation of Smartwatch Companies

2.1. boAt

Founded in 2016, boAt has become one of the leading players in smart wearables market in India. The company has magnificent collection of smartwatches, earphones, earbuds and headphones along with wireless speakers. The brand personality boAt portrays is that of high spirits and energy. With its head-quarters in New Delhi, boAt was founded by Aman Gupta and Sameer Mehta under the parent company Imagine Marketing Ltd. The products are easily available at Croma, Amazon, Myntra and Flipkart.

The company has the tagline: 'plug into *Nirvana'* which means attaining complete freedom and peace. This motto is considered to be how the company wants to see the consumers.

boAt works on consumers' needs, desires and behavior pattern. It focuses on brand-customer relationship and considers the customers as part of the boAt family. It calls its customers 'boAtheads'. In less than 4 years, boat has served more than 8 lac customers and claims to add one boAthead to its family every 3 minutes (July 2022 report). The success of boAt comes from various factors like keeping the customer first, range of improvisation and innovative products, Make-in-India drive and many more. boAt joined hands with Dixon technologies for its 'Make-in-India' initiative. This collaboration highlighted boAt's commitment to promote domestic manufacturing with providing high quality audio products. boAt also identifies itself as a lifestyle brand and not just a consumer electronic brand.

3.2 Fire Boltt

Founded in 2015 by Arnav Kishore and Aayushi Kishore and head quartered in Mumbai, Fire Boltt serves high tech, retail market segment in B2C space. The brand offers smartwatches and earphones. Boltt started as a software company. The founder Arnav Kishore has been a professional tennis player. Being an athlete, Arnav had been very enthusiastic about fitness and used international brands for tracking heart rates. That's where he thought of combining fitness, technology and health. It was soon realised that the

customer these days are hardware focused and thus Boltt became a company that is hardware first and software in the background.

Boltt engages its customers through the 'boltt play app' which is claimed to be the world's first fitness, gaming, entertainment and rewards ecosystem. The app makes customers earn coins on various activities like taking steps, listening to music, playing games etc. which can be reDeemed-to-be University for branded products or experiences from the in-app store of Boltt play app.

Fire Boltt keeps disrupting the market with its price points and has a vision to engage all types of customer segments. Those who use Rolex to the women who likes to carry ornaments, Boltt is coming up with products that cater to all such needs and not only a smartwatch that comes with a similar strap and looks no different. From fashion to fitness enthusiasts, boltt considers everyone as its target consumer and tries to build products that match their personality. Fireboltt launched 'Fireboltt tank'; an outdoor looking watch that was a big success. This shows a lot about the athlete personality of Fireboltt.

3.3 Noise

The two brothers, Amit Khatri and Gaurav Khatri formed Noise in 2014 in Gurugram. Noise started selling smartphone cases. The realization that booming sales of smartphones will lead to boom in the related accessories, Noise diversified into wireless headphones and smart wearables. 'Noise shot' was the introductory product that was a wireless earbud and marked the beginning of the take-off of Noise.

Noise was named as the brothers thought that there is a 'noise in every person' that becomes a motivating factor to realise the dreams. The brothers also realised that it was the noise within them that made them pursue the opening of the company and hence named it after that 'noise'. Noise offers various products like smartwatches, fitness bands, smart rings, Bluetooth headphones, earbuds, earphones etc.

3. Discussion

Boat has been the official audio partner for IPL in 2021. It has had a good list of big brand ambassadors (celebrities and cricketers) like Kartik Aryan, Diljeet Dosanjh, Rashmika Mandanna, KL Rahul, Shreyas Iyer and the current face Jemimah Rodrigues. Aman Mehta stated that boat strongly supports women in sports and it was showcased by roping in Jemima. Jemimah is a talented cricketer and a versatile personality. As per an Indian express report, Jemimah is high on extraversion off field and conscientious when on field. Jemimah is defined as India star who is nourished by self-belief. The brand personality of boAt that resonates with her is sincerity, competence and excitement. Aggressive and athletic, Jemimah is completely identified with confidence and dedication. boAt as a brand personality is well known for self-belief. With 'Make in India' campaign and focusing on trendy products, personality of boAt is easily reflected by the brand ambassadors. Fire boltt had Vicky Kaushal, Kiara Advani and Vijay Deverakonda as its brand ambassadors. (This helped FireBoltt attract south Indian market as well). Fireboltt also brought MS Dhoni as its ambassador to portray that it's not about sales but building an everlasting brand. With less than 10,000 followers in late 2021, Fireboltt had an Insta family of almost 520k. The campaign #FindYourFire that showcased 150 top personalities who inspired the nation to ignite the fire in them and inform what makes them their best versions was a massive hit. This led to more than 250mn views in less than 3 months.

Fire boltt's ambassadors share the common elements of sincerity, competence and down-to-earth approach. Fire boltt has MS Dhoni as its current ambassador. He is known for his hard work and consistency. Being an athlete, MS Dhoni has a great appeal and influence for millennials. Arnav Kishore stated that MS Dhoni is an impeccable personality and the vision of Fire boltt to carve the niche for ourselves fits completely with the brand personality. Just like MS Dhoni is considered a name in every household, Fire Boltt sees itself becoming just like one. He is seemed to have followed his instincts at various places, and used logic at others. Dhoni is always open to new information and options. There have been numerous instances where Dhoni exhibited these traits like T20 or personal life. These qualities made him successful as Captain

of the Indian cricket team. The Spontaneous Trait Transference (STT) seems evident. Fire Boltt has come a long way by taking customers' feedbacks and henceforth developing innovative products.

Dhoni falls under a personality that is low on extraversion and high on conscientiousness. The brand personality that is reflected by him is sincerity, sophistication and competence. Fire Boltt portrays such traits in its personality. It shows competence with the product offerings and its most viral campaign #FindYourFire. A simple boy from Jharkhand, Dhoni's rise to the top has been the result of his hard work and humility. He has always been humble, smiling and grounded. Similarly, Boltt also started as a small software company and has reached to this height. Arnav has been very wise to choose this athlete to showcase competence, simplicity and sophistication as the traits of Boltt's personality.

Noise had Neeraj Chopra, Tapsee Pannu and Virat Kohli as the ambassadors. All these celebrities are strong, straightforward in the work, and play from front. The current ambassador is Neeraj Chopra (an Olympic gold medallist in Javelin). Economic times reported that the journey of Chopra from a promising athlete to the Olympic champion has been the result of consistent efforts and self-development. These traits deeply resonate with Noise's brand ethos.

Gaurav Khatri has stated that Noise's position in smartwatches identifies completely with Chopra's path. The company consistently works upon driving enthusiasm to attune the inner drive. Chopra has been an inspiration to the youth signalling 'there is a noise in everyone' and that it is possible to achieve everything with consistency and positive attitude. As per an ESPN report, Chopra is someone who keeps thinking how to make things better? In workouts and in practice. Chopra lives the adage; "Genius is one percent inspiration and ninety nine percent aspiration". Chopra reflects openness in his personality. The brand goes well with Chopra in term of sincerity, competence and excitement. Sebastian Coe (President, World Athletics)

defined Chopra as 'Simpatico' which means likeable personality. Chopra is sympathetic and an empathetic figure.

Boult Audio's founder and CEO, Varun Gupta stated that since all top four brands like Noise, Boat, Fire boltt and Boult Audio have a decent brand recall and recognition, no player is able to charge a price premium for the brand name. Further he also added that brand loyalty in this segment didn't exist before the customer used the product and was satisfied. The three mentioned companies have creatively and successfully leveraged the brand personality association. The companies that were not successful in brand personality fit have not been able to gain as much market share. Example Titan smartwatch has just 3.3% market share (Table 1). Titan's brand ambassador is Rohit Saraf who might identify well with Titan Men's analog watches but couldn't create the fit in smartwatch industry.

It can thus be inferred that the personality of ambassador reflects the brand personality to a great extent. Brands that hire sports persons are identified as athletic, strong and persistent. The image that the ambassadors carry becomes identified and relatable to the brand. Consumers who associate themselves with the ambassadors either as ideal or in any way find similarities with them are inclined to purchase the brand endorsed by them. Individual personalities of consumers when are seen common with a brand creates an emotional linkage with the product. Consumers high on any trait under Big 5 personality model will seek similar connection over brand personality as defined by Aaker's dimensions. This thereby increases loyalty and brand trust.

The personalities that are portrayed by these three brands are the identification of self-concept of individuals in India. A growing inclination towards self-care, health, sports and fitness has been observed in the country where people are influenced and attracted by young sportspersons and celebrities. The Gen Z and millennial population in India is the highest across the world. These are more focused on their social identity. The three brands that are discussed in the chapter have captured the connection and showcased their personality that gives individuals a proper brand-fit. Thus, despite of the

similar products and features offering, these three brands have taken top positions in market and in the minds of customers.

4. Challenges / Limitations

The present study has taken into account only one model of consumer personality (Big 5) and one model of brand personality (Aaker) while there can be other important theoretical frameworks that define personality at deeper levels. Brand personality is not formed by only the brand ambassador but is a mix of many other dimensions. The communication channel, the message, tone and voice play an important role in creating a brand personality. Furthermore, brand personality is only one brand element and there are many other elements like logo, colors, packaging etc. that can resonate with consumer's identity. It is not always possible to have a brand ambassador who is relatable in terms of brand and thus it may be perceived differently than intended. If there is a mismatch between the two, it can create confusion in the minds of the customers. Also, there are various demerits of such endorsements as well. The brand may lose its unique identity and get subsided by the celebrity. Any act that may be done by the celebrity may in turn hinder product's brand image. The brand ambassador thus plays a crucial role in identifying the brand and showcasing the brand personality traits. Further, the author has taken into account only three smartwatch brands. There can be a greater number of companies to be taken and relative study on effectiveness of brand personality can be carried out.

5. Conclusions

Companies are constantly ideating on ways to promote their brand. Reaching out consumers in this competitive era has become a challenge and an imperative task for marketers. Understanding that rising consumerism forces companies to create the products that consumer can relate to is important. Products that are individualistic are not only 'products' on performance level but are consumers' expressions of self to themselves and the social class they belong to. The products people use these days reflect their personality and on the other hand, people buy products to create the similar identity that the

brand is known for. It is important to know that consumer evolvement to becoming a brand evangelist starts with his self-identification with the brand.

The products people use these days reflect their personality and on the other hand, people buy products to create the similar identity that the brand is known for. The current study provides a meaningful contribution as it has been found that when the customer finds relatability with the brand ambassador, he perceives the product in a similar fashion and the brand ambassador's personality when resonates with the brand, bridges the gap of consumer identity and brand's identity.

Based on the concepts of brand personality, the chapter provides several insights to marketers and academic researchers on the congruence of individual personality and brand personality. There has been no conceptual framework or study on understanding the impact of brand personality as perceived by customers through the brand ambassador in smartwatch industry. This chapter addressed the mentioned gap. It may be useful not only to the researchers but also marketers in terms of designing the product that reflects consumers' personality. The decision on brand ambassador can also be learned and applied as the relatability of current self-image and ideal self-image is important to the consumers. The study highlights the importance of the face of the brand. It is seen that the brand ambassador identifies totally with the personality of the brand that he/she portrays. The study can be taken further to build a relationship between other brand elements like logo, tag-lines, colour etc. in smartwatch industry to understand their relationship with purchase decision or brand loyalty. The study can also be taken up with other smart wearables like smart rings, headphones, Bluetooth speakers etc.

The work may also have significant impact in the field of brand preference analysis as it suggests that brand personality is an important trait customers look for and can be utilised as an important marketing tool. It is important that companies legibly define their brand personalities and achieve maximum brand congruity over all brand dimensions. Brand managers should also aim

at cultivating personality traits that become resilient and keeping on developing and reviewing them.

References:

Aaker, D. A. (1997). Dimension of brand personality. Journal of Marketing Research, 34, 347–56. http://dx.doi.org/10.2307/3151897

Aaker, J. L. and Keller, K. L. (1990) 'Consumer evaluations of brand extension', Journal of Marketing, Vol. 54, No. 1, pp. 27–42

Anggraini, N., Kaburuan, ER, Wang, G., Jayadi, R. (2019). Usability Study and Users' Perception of Smartwatch: Study on Indonesian Customer, The Fifth Information Systems International Conference 2019, ScienceDirect, 161 (2019) 1266–1274

Arora, R., & Stoner, C. (2009). A mixed method approach to understanding brand personality. Journal of Product & Brand Management, 18(4), 272–283. doi:10.1108/10610420910972792

Arsena, A., Silvera, D. H., & Pandelaere, M. (2014). Brand trait transference: When celebrity endorsers acquire brand personality traits. Journal of Business Research, 67(7), 1537–1543. doi:10.1016/j.jbusres.2014.01.011

Azoulay, A., & Kapferer, J.-N. (2003). Do brand personality scales really measure brand personality? Journal of Brand Management, 11(2), 143–155. doi:10.1057/palgrave.bm.2540162

Baba, NM., Baharudin, A.S., Alomari, S. (2019). Determinants of users' intention to use smartwatch. Journal of Theoretical and Applied Information Technology 30th September 2019. Vol.97. No 18 © 2005

Bardakci, A., & Whitelock, J. (2003). Mass-customisation in marketing: the consumer perspective. Journal of Consumer Marketing, 20(5), 463–479. http://dx.doi.org/10.1108/07363760310489689

Baudier, P., Ammi, C., Wamba, S.F., L. (2020). Differing Perceptions of the Smartwatch by Users Within Developed Countries, Journal of Global Information Management Volume 28 • Issue 4 • October-December 2020

Bennett, J., & Bennett, L. (2003). A review of factors that influence the diffusion of innovation when structuring a faculty training program. The Internet and Higher Education, 6(1), 53e63

Brancheau, J. C., & Wetherbe, J. C. (1990). The adoption of spreadsheet software: Testing innovation diffusion theory in the context of end-user computing. Information Systems Research, 1(2), 115e143.

Counterpoint research:https://www.businessinsider.in/tech/news/india-dominates-smartwatch-market-accounts-for-over-a-quarter-of-global-sales-in-q1-2023/articleshow/100522354.cms

Doss, S.K., & Carstens, D.S. (2014). Big Five Personality Traits and Brand Evangelism. International Journal of Marketing Studies; Vol. 6, No. 3; 2014 ISSN 1918-719X E-ISSN 1918-7203

Dutta, K., Singh, V. K., Chakraborty, P., Sidhardhan, S. K., Krishna, B. S., & Dash, C. (2017). Analyzing Big-Five Personality Traits of Indian Celebrities Using Online Social Media. Psychological Studies, 62(2), 113–124. doi:10.1007/s12646-017-0408-8

Fournier, S., Sensiper, S., McAlexander, J.H., & Shouten, J.W. (2001). Building brand community on the Harley-Davidson Posse Ride. Harvard Business School Case, Reprint 501009

Gnambs, T., & Batinic, B. (2012). A personality-competence model of opinion leadership. Psychology & Marketing, 29(8), 606–621. http://dx.doi.org/10.1002/mar.20547

Ha, H.-Y. (2016). The evolution of brand personality: an application of online travel agencies. Journal of Services Marketing, 30(5), 529–540. doi:10.1108/jsm-05-2015-0188

Herstein, R., & Tifferet, S. (2007). An investigation of the new generic consumer. Journal of Consumer Marketing, 24(3), 133–141. http://dx.doi.org/10.1108/07363760710746139

Huber, F., Meyer, F., Vogel, J., Weihrauch, A., & Hamprecht, J. (2013). Endorser age and stereotypes: Consequences on brand age. Journal of Business Research, 66, 207–215.

Ilicic, J., & Webster, C. M. (2012). Celebrity co-branding partners as irrelevant brand information in advertisements. Journal of Business Research. http://dx.doi.org/10.1016/ j.jbusres.2011.12.014.

Jeong, S. C., Kim, S. H., Park, J. Y., & Choi, B. (2017). Domain-specific innovativeness and new product adoption: A case of wearable devices. Telematics and Informatics, 34(5), 399–412. doi:10.1016/j.tele.2016.09.001

Matzler, K., Pichler, E., Füller, J., & Mooradian, T.A. (2011). Personality, person–brand fit, and brand community: An investigation of individuals, brands, and brand communities, Journal of Marketing Management, 27:9-10, 874-890, DOI: 10.1080/0267257X.2010.543634 To link to this article: https://doi.org/10.1080/0267257X.2010.543634

Lannon, J. (1993) 'Asking the right questions: What do people do with advertising?', in Aaker, D. A and Biel, A. (eds) 'Brand Equity and Advertising: Advertising's Role in Building Strong Brands', Lawrence Erlbaum Associates Inc., Hillsdale, NJ, pp. 162–176

Lin, L. Y. (2010). The relationship of consumer personality trait, brand personality and brand loyalty: an empirical study of toys and video games buyers. Journal of Product & Brand Management, 19(1), 4–17. http://dx.doi.org/10.1108/10610421011018347

Thomas, B. J., & Sekar, P. C. (2008). Measurement and Validity of Jennifer Aaker's Brand Personality Scale for Colgate Brand. Vikalpa: The Journal for Decision Makers, 33(3), 49–62. doi:10.1177/0256090920080304

Tian, T.K., Bearden, W.O., & Hunter, G.L. (2001). Consumers' need for uniqueness: Scale development and validation. Journal of Consumer Research, 28, 50–66

Uleman, J. S., Newman, L. S., & Moskowitz, G. B. (1996). People as flexible interpreters: Evidence and issues from spontaneous trait inference. In M. P.

Zanna (Ed.), Advances in experimental social psychology (pp. 211–279). San Diego, CA: Academic Press

Vazifehdoost, H., Akbari, M., & Charsted, P. (2012). Therole of psychological traits in marketmavensimusing Big Five model. International Journal of Management and Business Research, 2(3), 243–252.

Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. MIS Quarterly, 36(1), 157e178

Watts, D. J., & Dodds, P. S. (2007). Influentials, networks, andpublic opinion formation. Journal of Consumer Research, 34(December), 441–458. http://dx.doi.org/10.1086/518527

Wee, T. T. T. (2004). Extending human personality to brands: The stability factor. Journal of Brand Management, 11(4), 317–330. doi:10.1057/palgrave.bm.2540176

Wu, J., & Holsapple, C. (2014). Imaginal and emotional experiences in pleasure oriented IT usage: A hedonic consumption perspective. Information & Management, 51(1), 80e92

Wu, LH., Wu, LC., Chang SC. (2016). Exploring consumers' intention to accept smartwatch. Computers in Human Behavior 64 (2016) 383e392 http://dx.doi.org/10.1016/j.chb.2016.07.005 0747-5632/

Yang et al. (2015). Using Personal Traits for Brand Preference Prediction. Proceedings of the 2015 Conference on Empirical Methods in Natural Language Processing, pages 86–96, Lisbon, Portugal, 17-21 September 2015.

Zhang, M., Luo, M., Nie, R., & Zhang, Y. (2017). Technical attributes, health attribute, consumer attributes and their roles in adoption intention of healthcare wearable technology. International Journal of Medical Informatics, 108, 97–109. doi:10.1016/j.ijmedinf.2017.09.016 PMID:29132639

Chapter-7

BRAND IDENTITY FOR B2B BRANDS THROUGH THE CO-CREATION OF CONTENT

Dr. Amrita Bansal

Assistant Professor, Marketing

School of Business Management

SVKM's Narsee Monjee Institute of Management Studies, Mumbai

SVKM's Narsee Monjee Institute of Management Studies

(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

In today's exceedingly competitive business setting, establishing a robust brand identity is not merely a choice but a strategic imperative for businesses operating within the Business-to-Business (B2B) markets. Amidst this dynamic landscape, the concept of co-creation has emerged as a transformative force, reshaping traditional notions of brand development. Co-creation, a collaborative process that actively involves stakeholders, ranging from customers and partners to employees, stands as a keystone in the current branding paradigm. Through this inclusive approach, businesses harness their stakeholders' collective wisdom and creativity, ensuring the brand identity resonates authentically with its audience. Storytelling goes beyond the mere conveyance of facts. It weaves narratives that evoke emotions and create connections. In brand identity, storytelling has been recognized as an effective medium to engage stakeholders and communicate brand values.

Extant literature collectively highlights the role of storytelling and co-creation in brand identity. (Black and Veloutsou, 2017; Von Wallpach, et al, 2017). It

emphasizes the importance of storytelling in co-creating the corporate brand with employees, as stories reinforce brand values, increase emotional engagement, and influence brand delivery. Bange 2020 explores how media consumers engage in brand co-creation through authoring, contesting, and circulating narratives about the brand, emphasizing the need for media managers to develop new practices for brand management. Çetinkaya 2019 discussed the significance of brand storytelling in forming a brand image and identity, suggesting that storytelling is an effective marketing tactic for creating memorable brand experiences. The confluence of co-creation and storytelling in the B2B context nurtures genuine relationships, fosters brand loyalty, and drives business growth. This essay aims to explore the concept of co-creation through storytelling in the context of building brand identity in B2B markets.

Brand identity in B2B context

Based on the corporate identity research conducted by Hatch and Schultz (2000), de Chernatony (2006) defines brand identity as a brand's unique or central idea and how it communicates it to its stakeholders. In a somewhat abstract manner, Kapferer (2004) describes brand identity as the specification of the brand's distinctiveness and value. Aaker (1996) views brand identity as what the organization intends the brand to represent in the minds of its customers, or simply put, how strategists want the brand to be perceived. Aaker's (1996) work highlights several key points. First, brand identity originates from the organization and is not a construct solely influenced by consumers or clients. Second, the strategist plays a crucial role in shaping brand identity within the organization. Third, brand identity is forward-thinking in nature. This aligns with the perspectives of De Chernatony (2006) and Aaker and Joachimsthaler (2000), who view brand identity as the vision of how the brand should be perceived by its target audience. However, in recent studies, it has been mandated that building a brand identity role is beyond top management's scope. It is a constant work and activity performed by other stakeholders of the organizations as well. The phenomenon of brand identity is not restricted to the strategist and end consumers of the brand; it is a

phenomenon that is participated by various stakeholders (Aaker and Joachimsthaler, 2000)

Additionally, brand identity is commonly regarded as a reality constructed within a specific context and shared among various stakeholders of the organization (Berger & Luckman, 1967). According to this perspective, corporate brand identity is primarily formed through an interactive and continuous communication process and agreement between a company and its stakeholders (Handelman, 2006; Vallaster & von Wallpach, 2013). Furthermore, it adapts and develops in response to internal and external contextual transformations (Gioia, Price, Hamilton, & Thomas, 2010). Further, various stakeholders collaboratively and organically develop corporate brand identity and core values, sometimes diverging from the founders' original intentions (Iglesias et al., 2013). As a result, the corporate brand identity remains dynamic, adaptable, and subject to continuous change, influenced by the evolving symbiotic relationship among various stakeholders of the organization at different levels of management and areas (Ind, 2009). As stated, "*Corporate branding consists of a holistic approach to brand management, in which all members of an organization behave in accordance with the desired brand identity.*" (Harris and De Chernatony, 2001, p. 442)

Additionally, a corporate brand is created by a methodical and executed approach of creating and upholding a positive reputation for the company and its various components. This is achieved by sending signals to stakeholders through different kinds of communication and brand identity elements. (Van Riel, 2001). It involves a planned and implemented process to establish and maintain a favorable image and, consequently, a positive reputation for the entire company (Einwiller and Will, 2002). The distinctive qualities that set an organization apart from its competitors. It reflects the organization's ability to meet consumer needs, including trust in delivering consistent products/services, providing quality at a reasonable price, and minimizing the risk of making unwise purchasing decisions (Bick *et al.,* 2003). Hence, brand identity originated from the organization's internal

stakeholders; however, it progresses with time due to the constant collaborations of the external and internal stakeholders.

Co-Creation: A Stakeholder Perspective

The industry, as well as literature related to branding, apply an administrative viewpoint, expecting that company managers make and singularly communicate the brand's meaning to consumers who are inactive collectors and, in a perfect world, react and take actions according to the brand's intent (Keller, 2003). Later investigations recognize the impediment emerging from both the brand-centered orientation as well as the limited consumer center. Hence, there is a need for stakeholder orientation where all the internal as well as external stakeholders of the company are important partners (Gummesson, 2006). The significance of relationships among various stakeholders has been highlighted by Stakeholder theory for decades (Freeman, 1984). The theory states, *"any group or individual who can affect or is affected by the achievement of the organization's objectives"* (Freeman, 1984, p.16). Similarly, the branding-associated literature also presents a comparative thought to investigate by pushing the significance of various stakeholders for corporate brands (Balmer and Gray, 2003; Chun and Davies, 2006). Internal stakeholders like employees play the role of ambassadors to the company and directly connect with the consumers (Schultz and de Chernatony, 2002). Co-creation is not merely a collaboration; it is a shared journey where businesses and stakeholders create together. From customers and employees to partners and communities, each stakeholder brings a unique perspective, enriching the brand narrative.

Marketing literature has examined the role of employees, vendors, suppliers, and consumers in co-creation. Strong relationships with dealers/suppliers are important because they can reduce development costs, produce high-quality products with fewer defects, reduce time to market, and provide supplier-driven innovation. Such collaboration helps in content development. Suppliers can bring a broader perspective and a variety of ideas and technologies to developing and operating new products. Suppliers play a key role in implementing new ideas and avoiding challenges when introducing new products and services. Suppliers also understand the changing lifestyles and

choices of consumers. Utilizing this understanding of consumer preferences, suppliers identify new market prospects. This research explores the ways in which providers collaborate in crafting narrative material. Likewise, employees actively participate in the collaborative content creation process alongside suppliers and consumers.

Employees construct systems that enable consumers to collaborate with other stakeholders like suppliers. Each consumer adds their own unique characteristics and value to the market offering, which the employees further tailor. This is possible due to improved communication systems set up by the organization and constant narratives passed on between the employees and consumers. The ongoing dialogue between the two parties facilitates the co-creation of the market offering. It results in better logistics and content. When creating content together, both employees and customers need to keep continuous communication via feedback and subsequent follow-up. It is an iterative process that needs rounds of participation. Continuous communication increases brand engagement for employees and consumers, strengthening social connections. Furthermore, a competitive advantage and an improved brand experience necessitate altered communication tactics for stakeholders to interact with because of the various lines of communication set up by the co-creation process. Therefore, product storytelling helps to maintain continuous, or at least consistent, communication between various stakeholders, primarily in the form of narrative.

The exact process is used by the consumers, which results in better engagement with the organizations' brands. The consumers are directly involved in the design of the co-created products in the context of the business value proposition in the current scenario. There is rich literature valuing the participation of the consumers in the creation of the products along with the brands (Cowan & Ketron, 2019). Co-creation is an organization-led mechanism between brands and consumers who are actively involved in innovation. The emphasis on consumer co-creation increases and improves the customization capacity of the organization. Advertising, product innovation, promotional activities, merchandising, etc., lead to better

engagement and better experience with the brands (Tajvidi, Wang, Hajli, & Love, 2021). Consumers play a crucial role in the realm of business communication. Various aspects of organizational communication literature impact the depth and effectiveness of these interactions. This phenomenon presents a fresh and valuable avenue for evaluating product development initiatives. Additionally, it facilitates the seamless exchange of need-specific information between consumers and organizations. Consequently, establishing meaningful connections with consumers is paramount for the advancement of both products and brands.

The stakeholder-centric approach redefines the traditional boundaries of brand creation. It acknowledges that stakeholders are not passive recipients but active contributors to the brand's essence. Their diverse experiences, preferences, and expectations become invaluable raw materials, shaping the brand identity organically. The existing literature on co-creation, stakeholders, and brand identity in B2B markets provides valuable insights into this topic. Stoica et al. (2021) highlight the benefits and risks of place branding co-creation through storytelling, emphasizing the importance of preconditions such as trust and shared values. Alves and Rodrigues (2023) delve into the dilemma faced by companies when engaging customers in brand identity co-creation processes, pointing out that careful management is necessary to avoid diluting or compromising the desired brand image. Hence, this chapter will discuss some strategies and tactics for the co-creation process among stakeholders to build a better brand identity for B2B brands.

Stories in B2B Branding

Storytelling is deeply embedded in the fabric of human expression. It is an inherent part of shared human experience, where narratives have been woven and exchanged since time immemorial. It serves as a means of communication, going beyond mere entertainment to a potent means to convey knowledge, preserve legacies, and transmit values from one generation to another. Stories, as communication tools, possess a unique ability to resonate deeply with audiences, far surpassing the impact of conventional forms of communication. They possess an innate charm,

building emotional connections and relationships with stakeholders effortlessly. When crafted, these narratives enhance the credibility of the communication and render it remarkably memorable. Stories serve as indispensable conduits in the dynamic landscape of organizational interactions, where forging meaningful connections is paramount. One of the remarkable attributes of storytelling lies in its capacity to engage the imagination of listeners. Well-told narratives have the power to evoke a spectrum of emotions, eliciting empathy, joy, sorrow, or inspiration. This immersive quality not only captivates the audience but also involves them actively in the narrative, transforming passive listeners into active participants.

In the realm of organizations, scholars, and researchers, recognizing its inherent power, have probed into storytelling within the context of organizational identity formation. Extensive studies (Coupland et al.; Johansen, 2014) have delineated the role of storytelling in shaping organizations' identity, underscoring its status as a crucial element in the organizational narrative. Furthermore, stories possess an inherent ability to facilitate the construction of a brand's identity and personality. By infusing narratives with the brand's essence, organizations can create compelling, relatable stories that resonate profoundly with consumers. These stories enhance the brand's emotional appeal and forge authentic connections with consumers, leading to brand loyalty and advocacy.

Methodology

A qualitative research approach was adopted to investigate how co-creation with stakeholders contributes to building brand identity in B2B markets using storytelling as a medium. Interviews were conducted with key stakeholders from various industries within the B2B market segment. One of the most effective and efficient ways to gather primary data is through in-depth interviews. In-depth interviews are conducted with the goal of learning as much as possible about the interviewee's experience and view on a particular topic. Because in-depth interviews are more efficient and less structured, they are able to gather more detailed and in-depth data than other data collection

techniques. The interviewer needs to create a comfortable environment for the respondent and ask questions to get the best information from them. The data collection methods followed ethical guidelines and ensured confidentiality while allowing participants to freely express their opinions about their experiences with co-creating brands through storytelling. For the current study, 30 in-depth interviews were conducted with various stakeholders like consumers, mid-level management employees, and suppliers. The interviews were recorded and paraphrased. Afterward, qualitative content analysis was performed to come up with the insights.

One of the many qualitative techniques used to analyze textual data is qualitative content analysis (QCA). QCA is a generic type of data analysis composed of a set of theoretical methods that can be applied to any qualitative investigation where the information in the data is pertinent. QCA analyzes data that result from open-ended methods of data collection focused on detail and depth rather than measurement. QCA is a research technique for making reproducible and relevant inferences from the data to its context. The goal of QA is to obtain a condensed and general description of a phenomenon, with the result of the analysis being a set of concepts or categories that describe the phenomenon. These concepts or categories are typically used to construct a model, conceptual system, or conceptual map, and the researcher decides between the terms 'concept' and 'category' and uses either one or both (Krippendorff, 1980). Hence, for the current research, the concept of brand identity in relation to stakeholder co-creation was explored. The following section will explain the findings of the research.

Findings and Discussion:
The findings from our research indicate that actively involving stakeholders such as suppliers, partners, and employees significantly contributes to building a strong corporate brand identity within B2B markets. Through collaboration and joint value-creation efforts, stakeholders become co-creators of the brand identity. Historically, brand identity creation has been explained as a managerial decision conductor. However, the study has identified that if the brand identity is anchored and seen from a stakeholder perspective, it

resonates better with the customers. In order to do this, it is imperative to have constant communication among the stakeholders. This kind of communication helps the stakeholders understand the market offering phenomenon from end to end. They understand their roles better. The constant communication among the stakeholders also results in emotional connection. Being emotionally connected with each other builds better relationships. The way to have constant communication is to build systems where stakeholders can communicate with each other. The organization mostly creates these systems. It is imperative for the organization to create such systems to have control as well as use the content for identity building.

As the study has already established, it is important to maintain a chain of communication from end to end, encircling all the stakeholders. However, establishing contact is the first step in the phenomenon of brand identity building. The next step is to create a narrative that has a lasting impact on the stakeholders. To accomplish this, the ingredients of the narrative are important (what stakeholders are talking about?). The organization can use this content to build a narrative for itself. To do so, they need to provide nudges and assistance to other stakeholders, like suppliers and consumers, regarding the type of content that is needed. One of the helpful orientations is to discuss about the roles of stakeholders in the value creation chain. Suppliers can talk about how they provide the raw materials and other important components in order to develop the market offering. They can also add their own narrative of their struggles and their journey of overcoming the hurdles, their inspirations, and the outcomes of their work. Similarly, consumers can talk about their decision-making journey and how the final offering is changing their lives. This kind of content will help create a unified brand story for the organization and create a lasting imprint in the minds of the stakeholders. For instance, Iglesias *et al.* (2020) demonstrate how supplier involvement in brand identity co-creation enhances differentiation and customer loyalty.

Findings:

The Role of Storytelling in B2B

In the B2B markets, where transactions are long-drawn and often involve large-scale collaborations, storytelling emerges as an effective tool in building brand identities. Beyond a mere narrative, storytelling is pivotal in enabling businesses to effectively communicate their values, vision, and unique selling propositions. This art of crafting and conveying compelling stories transforms how businesses interact with their stakeholders and shape the brand identity. Research conducted by Ross and Lee (2019) underscores the profound impact of engaging stories in the business sphere. These narratives possess a unique power: they evoke emotions and create memorable stakeholder experiences. Unlike dry statistics or cold facts, stories have the ability to touch hearts and resonate deeply with audiences. They weave human experiences, bridging the gap between the corporate world and all stakeholders. In the context of B2B relationships, where businesses are often seen as transactional and impersonal, storytelling injects a human element. It transforms faceless corporations into relatable entities, fostering better understanding. One of the key strengths of storytelling lies in its ability to simplify complexity. B2B businesses often deal with sophisticated technologies, multifaceted processes, and intricate supply chains. Communicating these complexities to stakeholders, especially those without technical expertise, can be daunting. However, through well-crafted narratives, businesses can break down these complexities into relatable anecdotes. Stories serve as metaphors, helping stakeholders grasp products, services, and partnerships effortlessly.

Further, storytelling acts as a catalyst for brand differentiation. In competitive B2B landscapes where businesses often offer similar products or services, creating a distinct brand identity is challenging yet essential. Through stories, businesses can highlight their unique selling propositions, emphasizing what sets them apart. These narratives, woven around innovation, exceptional customer service, or social responsibility initiatives, showcase the brand's personality and values. They become the foundation upon which stakeholders perceive the brand, creating a lasting impression that transcends traditional

marketing efforts. Storytelling fosters a sense of authenticity and transparency. In an era where stakeholders demand honesty and openness, narratives become vehicles for businesses to showcase their genuine intentions. Through storytelling, businesses can share their challenges, successes, and even failures. This vulnerability humanizes the brand, making it more relatable and trustworthy. Authenticity in storytelling strengthens the bond between businesses and stakeholders, fostering loyalty and long-term relationships.

Discussion

The findings from both aspects of co-creation through stakeholders and storytelling highlight the importance of incorporating these strategies into companies' branding efforts within B2B markets. Co-creation empowers stakeholders by involving them in decision-making processes and fostering a sense of ownership towards the brand identity. It nurtures emotional bonds between stakeholders. When suppliers share their challenges, partners articulate their successes, and employees express their dedication, these stories evoke empathy. Emotionally connected stakeholders do not just engage with the brand; they become advocates, sharing the brand narrative within their own networks.

Simultaneously, storytelling provides a powerful means to communicate brand values and engage stakeholders effectively. At the core of compelling narratives lies authenticity. Authentic storytelling emanates from genuine experiences, beliefs, and values. When businesses engage in co-creation involving stakeholders like suppliers and partners, the resulting narratives are grounded in actual collaborations and shared aspirations. Authentic storytelling resonates with audiences because it expresses truth. It humanizes the brand, making it relatable and trustworthy. Consistency in storytelling provides stability and continuity to the narrative. When stories are communicated consistently across various touchpoints, they reinforce the brand's identity. Suppliers, partners, and employees become storytellers in their own right, echoing the brand's essence. Relevance is another vital element in storytelling for B2B brand identity because it ensures that the narratives connect directly with the target audience's experiences, needs, and

aspirations. In the context of B2B interactions, where businesses cater to specific industries, markets, and client requirements, relevant storytelling becomes instrumental.

The process does not conclude with disseminating narratives; it extends to a continuous feedback loop. Regularly solicited feedback from stakeholders serves as a compass, guiding the recalibration and refinement of co-creation and storytelling strategies. Establishing a robust evaluation framework, including metrics such as engagement levels, emotional resonance, and stakeholder satisfaction, proves indispensable in quantifying the initiatives' effectiveness and illuminating areas of potential improvement.

Practical Implications

Drawing from our research findings, a few practical recommendations emerged, providing invaluable guidance for managers. Robust collaboration with key stakeholders, entailing active engagement with suppliers, partners, employees, and customers throughout the intricate brand identity development process, is imperative. This collaboration serves as the foundation for genuine connections for enduring partnerships. Furthermore, an environment conducive to story sharing encourages stakeholders to participate actively. Managers need to offer platforms for the dissemination of narratives.

In storytelling, the narratives must be developed to align with the organization's mission and values. Personalization and consistency reinforce a coherent brand identity across multifarious communication channels. Additionally, managers may consider diversifying storytelling approaches to incorporate multimedia formats. Using videos, podcasts, interactive presentations, and immersive content experiences can be considered to increase the narrative's reach and resonance. A crucial implication derived from the study emphasizes the necessity of embracing diverse viewpoints in co-creation endeavors and driving meaningful value in co-creation efforts. The inclusion of varied perspectives, including those that may appear contradictory, also holds inherent value. Acknowledging the multifaceted

nature of viewpoints enhances the richness of co-creation processes. Therefore, organizations should prioritize the acceptance of both internal and external perspectives. Creating an environment where opposing opinions are not only acknowledged but also recognized for their potential contributions is conducive. This approach strengthens the depth of co-created initiatives and ensures a holistic exploration of ideas, enriching the overall collaborative experience and the subsequent outcomes.

Limitations

This study, while rich in insights, is not without limitations. One notable constraint lies in its qualitative nature, which might restrict the generalizability of findings across diverse industries or contexts within the B2B markets. Further, the qualitative methodology, reliant on interviews, introduces potential biases or subjectivities in data interpretation. Therefore, a prudent approach is required when extrapolating these findings to distinct business scenarios. Awareness of these limitations serves as a vital reminder, encouraging thoughtful consideration and contextual adaptation when applying the study's conclusions in practical, real-world business contexts. Caution should be implemented when applying these findings to specific business situations.

Conclusion

In conclusion, co-creation with stakeholders, particularly suppliers, coupled with storytelling as a powerful medium, contributes significantly to creating and developing a corporate brand identity within B2B markets. The involvement of stakeholders not only enhances differentiation and customer loyalty but also fosters a sense of ownership of the brand. By incorporating storytelling into branding efforts, businesses can effectively communicate their values and engage stakeholders authentically. Thus, companies operating within B2B markets should embrace co-creation and leverage storytelling as a strategic tool for building strong brand identities that resonate with their stakeholders' needs and aspirations.

References

Aaker, D. A., & Joachimsthaler, E. (2000). The brand relationship spectrum: The key to the brand architecture challenge. California management review, 42(4), 8-23.

Aaker, D. (1996). The brand identity system. Chapter, 3, 68-105.

Abratt, R. and Bick, G. (2003). Valuing Brands and Brand Equity: Methods and Processes. Journal of Applied Management and Entrepreneurship, Vol. 8, No. 1, pp 21-39.

Alves, A. P. C. C., & Rodrigues, F. (2023). Brand identity co-creation dilemma. ReMark - Revista Brasileira de Marketing, 21(5), 1845–1902. https://doi.org/10.5585/remark.v21i5.21874

Balmer, J. M., & Gray, E. R. (2003). Corporate brands: what are they? What of them?. European journal of marketing, 37(7/8), 972-997. Bange 2020

Bange, S., Moisander, J., & Järventie-Thesleff, R. (2020). Brand co-creation in multichannel media environments: A narrative approach. Journal of Media Business Studies, 17(1), 69-86.

Berger, P., & Luckmann, T. (1967). The Social. Construction ofReality, New York: Garden City.

Black, I., & Veloutsou, C. (2017). Working consumers: Co-creation of brand identity, consumer identity and brand community identity. Journal of business research, 70, 416-429.

Çetinkaya, Ö. A. (2019). Brand storytelling and narrative advertising. In Handbook of research on narrative advertising (pp. 281-291). IGI Global.

Chun, R., & Davies, G. (2006). The influence of corporate character on customers and employees: exploring similarities and differences. Journal of the Academy of Marketing Science, 34, 138-146.

Coupland, N., Sarangi, S., & Candlin, C. N. (2014). Sociolinguistics and social theory. Routledge.

Cowan, K., & Ketron, S. (2019). A dual model of product involvement for effective virtual reality: The roles of imagination, co-creation, telepresence, and interactivity. Journal of Business Research, 100, 483-492.

De Chernatony, L., & Cottam, S. (2006). Internal brand factors driving successful financial services brands. European journal of Marketing, 40(5/6), 611-633.

Einwiller, S., & Will, M. (2002). Towards an integrated approach to corporate branding–an empirical study. Corporate Communications: An International Journal, 7(2), 100-109.

Freeman, R. (1984). Strategic management: a stakeholder approach. Pitman, BostonFreeman RE (1994) The politics of stakeholder theory: some future directions. Bus Ethics Q, 4(4), 409421.

Gioia, D. A., Price, K. N., Hamilton, A. L., & Thomas, J. B. (2010). Forging an identity: An insider-outsider study of processes involved in the formation of organizational identity. Administrative science quarterly, 55(1), 1-46.

Gummesson, E. (2006). Service Development: A Many-to-Many Approach. Involving Customers in New Service Development, 11, 77.

Handelman, J. M. (2006). Corporate identity and the societal constituent. Journal of the Academy of Marketing Science, 34, 107-114.

Harris, F., & De Chernatony, L. (2001). Corporate branding and corporate brand performance. European Journal of marketing, 35(3/4), 441-456.

Schultz, M., Hatch, M. J., & Larsen, M. H. (Eds.). (2000). The expressive organization: Linking identity, reputation, and the corporate brand: Linking identity, reputation, and the corporate brand. OUP Oxford.

Iglesias, O., Landgraf, P., Ind, N., Markovic, S., & Koporcic, N. (2020). Corporate brand identity co-creation in business-to-business contexts. Industrial Marketing Management, 85, 32–43. https://doi.org/10.1016/j.indmarman.2019.09.008

Ind, N., Iglesias, O., & Schultz, M. (2013). Building brands together: Emergence and outcomes of co-creation. California Management Review, 55(3), 5-26.

Ind, N., & Coates, N. (2013). The meanings of co-creation. European business review, 25(1), 86-95.

Susanne Johansen, T. (2014). Researching collective identity through stories and antestories. Qualitative Research in Organizations and Management: An International Journal, 9(4), 332-350.

Kapferer, J. N. (2004). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers.

Keller, K. L. (2003). Brand synthesis: The multidimensionality of brand knowledge. Journal of consumer research, 29(4), 595-600.

Krippendorff, K. (1980). Validity in content analysis.

Ross, K., & Lee, Y.-A. (2019). Social Media Era Consumers' Identity Formation: A Symbolic Interactionist Approach to Consumer-Brand Identity Co-creation. Iowa State University. Library. https://doi.org/10.31274/itaa.8790

Schultz, M., & De Chernatony, L. (2002). Introduction: The challenges of corporate branding. Corporate Reputation Review, 5(2-3), 105-105.

Stoica, I., Kavaratzis, M., Schwabenland, C., & Haag, M. (2021). Place Brand Co-Creation through Storytelling: Benefits, Risks and Preconditions. Tourism and Hospitality, 3(1), 15–30. https://doi.org/10.3390/tourhosp3010002

Tajvidi, M., Wang, Y., Hajli, N., & Love, P. E. (2021). Brand value Co-creation in social commerce: The role of interactivity, social support, and relationship quality. Computers in Human Behavior, 115, 105238.

Van Riel, Cees BM, and Anouschka Van den Ban. "The added value of corporate logos-An empirical study." European journal of marketing 35, no. 3/4 (2001): 428-440.

Vallaster, C., & Von Wallpach, S. (2013). An online discursive inquiry into the social dynamics of multi-stakeholder brand meaning co-creation. Journal of Business Research, 66(9), 1505-1515.

Von Wallpach, S., Voyer, B., Kastanakis, M., & Mühlbacher, H. (2017). Co-creating stakeholder and brand identities: Introduction to the special section. Journal of Business Research, 70, 395-398.

Chapter-8

BRAND EQUITY AND INVESTOR PERCEPTION IN MUTUAL FUND INVESTING

Niket Thakker

PhD Student

School of Business Management

SVKM's Narsee Monjee Institute of Management Studies, Mumbai

SVKM's Narsee Monjee Institute of Management Studies

(NMIMS) Deemed-to-be University, Mumbai-400056, India

Dr. Hitesh Kalro

Assistant Professor, Marketing

School of Business Management

SVKM's Narsee Monjee Institute of Management Studies, Mumbai

SVKM's Narsee Monjee Institute of Management Studies

(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

The mutual fund industry across the world has been growing exponentially over the last few decades. The asset under management as on end of Q2 of 2023 globally is 65 trillion USD. (ICI, September 2023). The global mutual fund industry is expected to touch 100 trillion USD by end of 2027 (Mishra et al., 2023).

The mutual fund industry in India started with the formation of Unit Trust of India in 1963 under the guidance Government of India and the Reserve Bank of India. Over the last few years there has been steady growth in the Assets

Under Management (AUM) and investors investing in mutual funds. There are 42 mutual fund companies in India, as on 30th September 2023. Top 3 companies' basis their AUM in India are SBI Mutual Fund, ICICI Prudential Mutual Fund and HDFC Mutual Fund. (AMFI Website – AUM Data,2023).
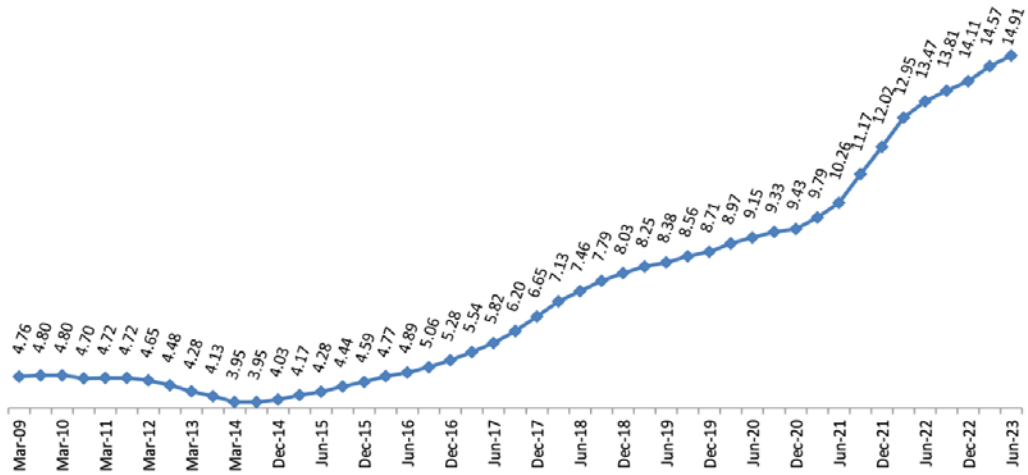
Source – (AMFI Website – Folio and Ticket Size, 2023)

As we can notice in the graph above, there has been a steady growth in investor accounts from December 2014, 4.03 crores to 14.91 crores in June 2023. After December 2020 we can see a steep rise in the number of investors investing in mutual funds.

The mutual fund market in India is very competitive. 42 companies provide similar products and services leads to an industry where the products, that are mutual fund schemes which are similar to each other. Product homogeneity is a popular trait in the Indian mutual fund market. Even then, AUM of the Indian Mutual fund industry has grown from Rs. 39.88 trillion in September 2022 to Rs. 47.79 trillion in September 2023, a 19.84% growth from September 2022. Individual investors hold a high share of 58.8% share of the industry assets, i.e. Rs. 28.10 trillion as on September 2023. (AMFI Website – Industry Trends, 2023)

Securities and Exchange Board of India (SEBI) has a strong governing control over the mutual fund houses. These rules form the foundation stones for working of the companies. Rules in terms of operational framework, legal, investor communication and financial management and so on. When a mutual fund house in India wishes to advertise or market their products, the marketing managers are also supposed to keep in the mind SEBI guidelines and frame the campaign. For instance – SEBI allowing celebrity endorsement only at an industry level only to increase awareness about mutual fund as a financial product; mutual fund houses cannot use celebrities to promote their brand or a particular scheme (SEBI Circular, 2017).

The growth of Asset Under Management (AUM) of the mutual fund industry can be attribute to several financial factors and non-financial factors. Factors such as growth in the equity markets and bond markets, economic conditions across countries and industries, awareness amongst investors, investor preferences, marketing efforts by the companies, government regulations etc.

Marketing plays a crucial role in the growth of mutual fund industry. O'Loughlin et al. (2004) in their study mention that all financial services are similar to each other, therefore marketers need to use effective marketing communication. In an industry where the products are very similar to each other, differentiating each brand from the other becomes imperative for every marketer. Information communication from the company to the investor can be through multiple channels. As per Dey et al. (2015) advertising plays a crucial role in influencing mutual fund investments. The communication can either be informational communication or emotional communication. Informational communication can be about the product, scheme or service based information and emotional communication can be value or emotion driven, these are generic in nature.

Several Asset Management Companies (AMCs') are increasingly becoming aware of the importance of building a strong and positive brand name for their company. Establishing a brand image is the first step in building a brand. Brand Equity is explained as "assets and liabilities linked to a brand, its name,

and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customer" (Aaker, 1991).Taylor et al. (2007) explains that financial services companies can improve customer loyalty, word-of-mouth, cross-selling and retention with high brand equity.

A company generates variety of advantages from developing a strong brand with high equity, including increased customer loyalty and less susceptibility to aggressive marketing tactics from rival companies. A firm is seen to gain much from developing a strong brand with substantial equity (Keller, 2001). When an investor invests into mutual fund, a lot of it depends on the trust the investor has in the company. Investors take the decision to invest based upon the trust they have with the brand, and this trust is created either because of their past experience with the brand or because of the brand image. Trust is developed when the investor relies on the brand. Chaudhuri and Holbrook (2001) define brand trust as "the willingness of the average consumer to rely on the ability of the brand to perform its stated function". A good brand image helps the company get more attached to the investor. Building trust in the minds of the investor towards the brand is imperative for them to be loyal to the brand. Trustworthiness is an outcome of the experience of the investor and can influence future decisions as well.

An investors decision to invest in a particular mutual fund is not always a rational decision. A fragment of the decision making process is also based on psychological considerations. Psychological considerations such as emotions, past experiences, affect, self-confidence. Investing in mutual funds has always been a high-risk and high-involvement decision. Investment in mutual funds is placing one's money for a stipulated period of time, the returns for the same will be reaped sometime in the future, sometimes even decades from the time of investing. The likelihood that a customer will make an investment is highly influenced by their attitude, perception of the brand, and participation in the decision-making process. The investor will need to feel secure and safe to trust the brand and invest their money with the company. The decision making process in the minds of the investors can not only be based on the financial rationalisation but also on emotional security and sensitivity reasoning.

Building this trust in the investors is a long term process and cannot be done over-night. A marketer needs to understand the investor and needs to build trust overtime.

Literature Review

Financial services institutions concentrate on product performance rather than brand success indicators (Augusto and Torres,2018). Therefore, it becomes important for the customers to evaluate the fund characteristics given the lack of financial literacy and service intangibility associated with the brands (Thakker et. al.,2023). Providing an overload of information in most cases lead to chaos in the minds of the investors as investors have a limited cognitive information processing ability (Turtainen et. at.,2022). Roussanov et. al. (2021) explains that marketing has an impact on investor behaviour. Financial services firms have therefore shifted their marketing efforts to create a credible brand name for the firms (Shams et. al.,2020). Conventional finance theories mention that investors are rational, however behavioural finance theories claim that investors are subject to emotional and cognitive biases when they make investment related decisions (Ponsignon et. al.,2015). Therefore, marketing efforts by companies play in crucial role in generating investments and companies must focus on building long-term connections with the investors and try to build trust in the minds of investors. Investors invest based on trust and comfort in the organisation, not just on past performance (Yang,2020). The degree of consumer awareness, brand loyalty, association, and perceived quality are used to determine a brand's value (Rambocas and Arjoon,2020). Brand equity is maintained by a positive relationship with brand trust and brand loyalty (Delgado and Luis,2005).Keller (1993) has defined customer-based-brand-equity as "the differential effect that brand knowledge has on consumer response to the marketing of a brand". Brand equity essentially is a combination of the marketing efforts of a firm and the mindset of the customers. Companies with a good brand equity have a strong awareness in the minds of their customers, which gives the firm a realistic opportunity of being preferred in consumer decision outcomes (Anabila,2020).

According to Keller (2001), 4 steps to build a strong brand are:

1. "Who are you? (Brand Identity)"
2. "What are you? (Brand meaning)"
3. "What about you? (Brand response)"
4. "What about you and me? (Brand resonance)"
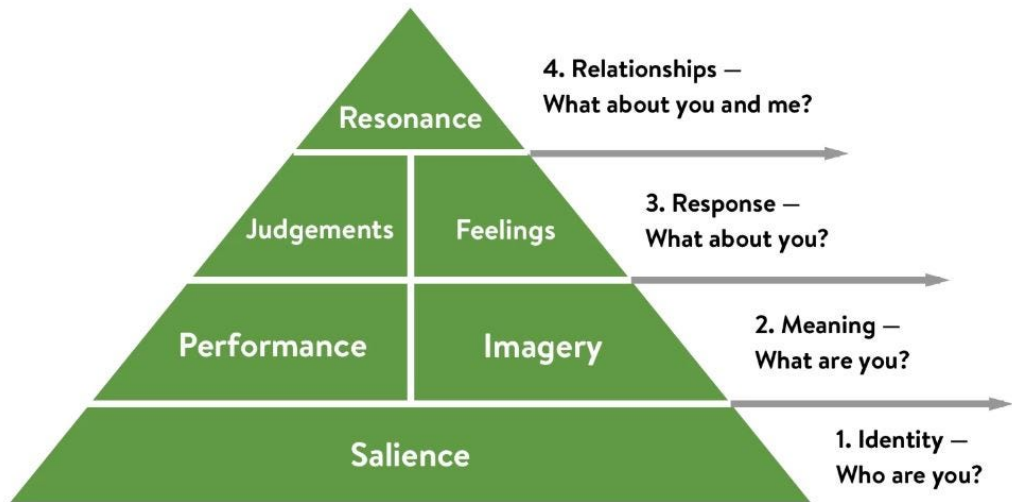
Source – (Hawker,2019)

These steps help a brand create a strong connection with their customers.

Herewith below, let's explore these 4 steps in context of mutual fund investing.

Brand Identity

Brand identity is how a company tries to identity itself to its customers. A company uses its branding strategy to communicate its identity and values to its customers and stakeholders (Nandan,2005). In the context of mutual fund investments, an investor not only considers the risk associated with investments but also how much an investor identifies with the particular brand. Associating and levelling with the scheme in which the investor wishes to invest their money and connecting with the particular brand with which the

investment is made becomes the foundation stone for investment decision making.

Brand Meaning

Creating an identity of the brand is in itself not enough for purchase decisions (Keller,2001). Customers need to make sense of the brand which shapes their decisions (Batey,2008). Brand meaning is made up of 2 categories in the minds of the customers – brand performance and brand imagery (Keller,2001). In the context of mutual fund investing, once the investor is aware of the brand, the investor evaluates the performance of the brand and tries to create a psychological imagery of the brand in their mind. Evaluating the past performance of the schemes of the company, levelling the goals of the investment needs of the investor and of the mutual fund scheme becomes important at this stage. Brand performance is not just past performance of the fund but there is more in terms of creating brand performance. Understanding the underlying risk with the investment and understanding the information about the scheme which is disclosed by the company become an integral part of investment decision making. When the performance of the company is levelled with the brand imagery of the company in the minds of the investor; it helps the investors create a positive perception of the company which in-turn becomes a catalyst for decision making.

Brand Response

Keller (2001) explains brand response as the response of the customer to the brand's marketing efforts and other communication of the brand. Internal feelings of the investor towards the brand is important in investment decision making. Investment in mutual funds is heavily dependent on the trust perception of the investor (Urban et. al.,2000). As the investment in mutual fund is a momentary decision towards an outcome in a future, trust in the brand becomes imperative for an informed investment decision.

Brand Resonance

The apex mode of Keller's model is resonance of the brand with the investor. Keller (2001) explains brand resonance "a completely harmonious relationship between customers and brand". It is a result of the efforts taken by the brand,

which is a result of the judgement of the customer and the feelings towards the product (Duman et. al., 2018). A sense of loyalty which the investors feel that they can consider for future investment decisions. There are multiple considerations for loyalty and repurchase decisions in mutual fund investments. Resonating with the brand and having a sense of connection with the brand plays an important role for decision making.

To summarise, Keller's model states that the first step to create a brand is identity, mutual fund companies these days are trying to connect with their customers and trying to make an image for themselves in the investors' minds. The second stage of creating a meaning about the brand, companies are trying to showcase their brand's performance. Not only the past performance of the schemes but the overarching brand. Through their investor awareness campaigns and marketing efforts the companies are trying to level the company's identity with retail investors. The third step which is response, through the efforts of the company the aim is that the brand's performance leads to judgement and brand imagery leads to an emotion connect between the brand and the investor. Then in the fourth stage the brand needs to resonate with the investor and imbibe a sense of loyalty and belonging with the investor.

Ande et. at. (2017) confirms that a firm's competitive advantage increases if the brand focuses on cultivating feelings, judgement, imagery, performance and salience. Brand equity is sometimes also used a proxy for the performance of the brand (Baldauf et. al.,2003; Kapferer,2005). Creating an integrated marketing communication with leads to a strong equity requires consistency over time (Begonja et. al.,2016; Seric,2017). With growing competition in the market and homogeneity amongst schemes, it becomes important for the marketers to keep the communication relevant with the investors and stay connected. Tong (2018) states that corporate image and an investor's self-confidence impacts the willingness to invest in mutual funds. It becomes important for a company to maintain a good corporate image and for the company to try and understand the mind-set of the consumers and try to target the communication in the same wavelength.

Mishra et al. (2023) in their study claim that attitude of an investor, awareness of the investor and the involvement of the investor in the decision making related to investment have a strong impact on their intention to invest. We understand that the sentiment of the investor plays a crucial role in impacting the expectations of the investor. Keeping the investor's information processing ability in mind, trust perception and attitude of the investor in check marketing efforts of the brand should be framed. In the Indian context where there are stringent rules laid down by SEBI regarding scheme-related information communication and advertising of schemes, it becomes very difficult to marketers to frame their strategies.

Observations

Mutual fund houses in India undertake several Investor Awareness initiatives to build a strong brand name for themselves. Investor Awareness Initiates are efforts taken by mutual fund houses to educate investors about the importance of mutual fund investing and to spread information about mutual fund investing targeted to educate investors about mutual funds. These initiatives are not about promoting or advertising a particular mutual fund scheme, however, these activities are targeted to educate investors about a particular phenomenon or concept in the context of mutual funds investing. For example – The latest campaign of Axis Mutual Fund focuses on Risk Profiling called #sochasamjharisk. Through this campaign Axis Mutual Fund aims to educate investor regarding risk exposure in mutual fund investing (Kulkarni,2023). Another such example is of the campaign by Kotak Mutual fund "Sahi Samay pe SIP karo" which focuses on disciplined investing which helps in goal planning for future. The campaign was conducted in 6 languages – Hindi, Marathi, Gujarati, Kannada, Tamil and Telugu. The campaign was launched in multiple digital platforms to reach a wide audience base and in multiple languages to target multiple strata of society (BrandWagon Online, 2023).

Another such example is a campaign by ICICI Prudential Mutual Fund on multi asset-allocation fund. This campaign does not focus on one particular scheme. Through this campaign the company is trying to educate investor

about an asset class of multi-asset allocation funds. The company partnered with Disney+ Hotstar which is an OTT platform during Cricket Asia Cup 2023 for this campaign. (AFAQS,2023).

These kind of campaigns which are related to investor education and investor awareness are very commonly used by mutual fund companies. They not only help investors grow their knowledge about mutual fund investing, but also help mutual fund companies grow their brand name and make the investors aware about their presence in the market.

These kind of efforts are not only targeted towards investors, but also towards mutual fund distributors as they are an integral channel partner for every mutual fund house. The latest campaign of Aditya Birla Sunlife Mutual Fund, Aapke Sapno Ke Saarthi, the fund house recognises the efforts of the channel partners. (AFAQS Bureau,2023). These kind of efforts helps build a strong brand image of the company in the minds of the distributors and channel partners who are an important sales channel for every mutual fund house. Earlier marketing managers used to focus on promoting a particular scheme's performance to generate new investments and try to play on the Halo effect their firms had on the investors. With a rise in competition in the market and products being similar to each other, mutual fund companies have started to appeal to the emotion side of the investors and try and connect with them by building a strong brand image.
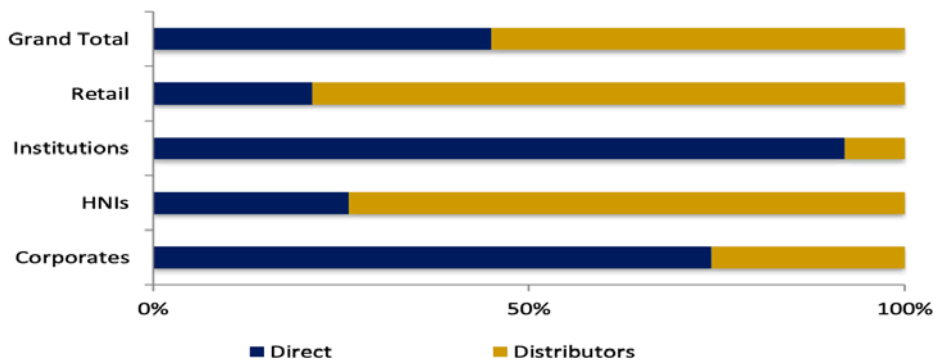
Source – (AMFI Website – T30 v/s B30 ,2023.)

As seen in the graph above, 21% of retail investors invest directly into mutual fund, investments through distributors garner a larger share of retail investing in mutual funds, a whopping 79%.

A mutual fund company cannot tap all potential investors by themselves in a diverse country like India. Distributors then indirectly become the foot soldiers for the company who can make or break the reputation of the company. They are a key element in the information flow for investment advisory to potential retail investors.

Mutual Fund awareness initiatives taken by Association of Mutual Funds in India (AMFI) through its "Mutual Fund Sahi Hai" campaign and multiple advertising campaigns activated by mutual fund companies, there has seen a rise in investor's investing in mutual funds over the last few years. Mutual fund companies spend on digital campaigns, out-of-home media, print media, below-the-line marketing activities and tool and multiple other mediums to promote their brand and schemes.

With the rise in digital proficiency amongst investors, awareness about options for investing, there is a steady increment in digital investments in mutual funds. Mobile applications and e-commerce platforms are increasingly becoming popular amongst retail investors. Simulated platforms and robo-advisory mechanisms have gained trust of investors and has surpassed the intermediary channel of independent distributors. Growing digital medium has also made it easier for mutual fund companies to target retail investors directly. Interactive digital medium keeps the investors connected with real time information about the mutual fund company.

In a diverse sales channel like the Indian Mutual fund industry, the brand image of the mutual fund company plays an important role. The retail investors need to trust the brand, and trust is build overtime and needs constant effort from the mutual fund company. Past experiences of investing and investment experience is a catalyst for the investors build an imagery of the brand and plays a pivotal role in investment decision making. Brands

therefore try to smoothen the on-boarding experience for the investors and try to make the investment journey as comfortable as they can.
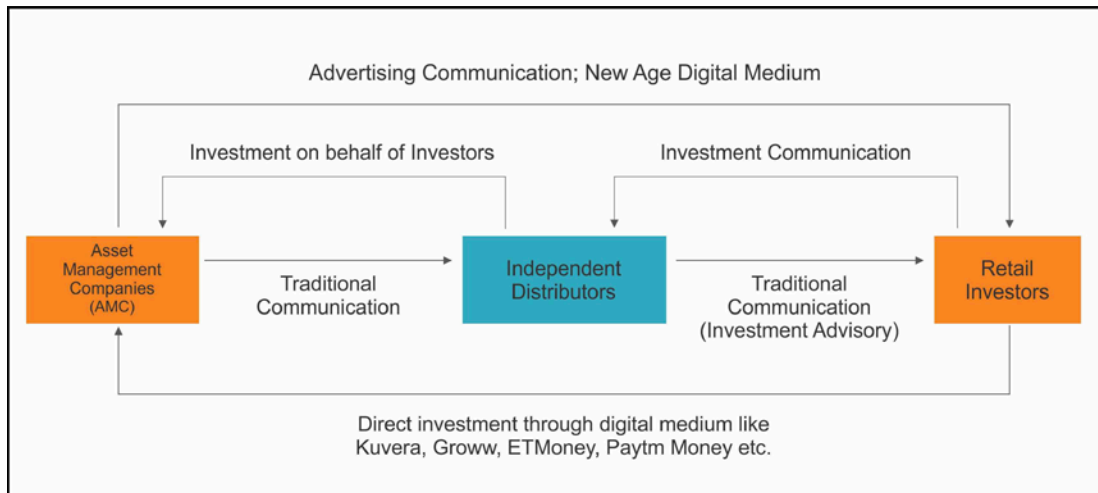
CONCLUSION

Undertaking investor awareness campaigns and fund related marketing communications, marketing managers try to gain attention from investors. Distributors try to garner a share-of-wallet from the investors using their one-to-one relation with the investors. To invest in mutual funds, an investor has multiple options. Even then, brand equity of the company plays an important role. Being an investor in mutual funds, the returns are expected in the future, even if the investor is financially literate, it doesn't guarantee any particular returns. An investor invests anticipating returns and trust in the scheme and the company. Brand building exercises are undertaken at multiple levels by the company. Certain communications are targeted to the investors and certain are targeted to the channel partners. A marketing manager needs to be consciously aware of the kind of communication being carried out and keep in the mind the way in which the communication is conducted. With the rise in digital proficiency amongst investors and channel partner, it has become easy to target and segment the audience for marketing managers. Mutual fund companies use multiple ideations and strategies to catch the interest of the investors and channel partners and strike a connect with them. Though the channel partners earn commission on sale of the schemes, there are restrictions laid down by the regulatory body on the maximum commission which can be

distributed to the channel partners. Therefore, relationship building and connecting with them becomes important for the mutual fund company. The brand image plays a key role in relationship building with the channel partners as they have multiple mutual fund companies who try to target them. The same is true for investors as well; in a market where schemes in the same categories are not vastly different from each other, brand plays a key role for the investors to decide on which scheme to invest in.

Looking Ahead

With the rising awareness about mutual fund investments amongst retail investors and new players entering into the market like Groww and Zerodha who were earlier digital facilitators for mutual fund investors, they too have started their own mutual fund houses. Retail investors have multiple options to choose from. It will be interesting to know how mutual fund industry in the future try to differentiate themselves for each other and how they connect with retail investors in the future and build their brand.

References

Aaker, D.A. (1991), Managing Brand Equity, Free Press, New York, NY.

AFAQS. (2023). https://www.afaqs.com/news/advertising/suno-sabki-karo-multi-is-icici-prudential-mutual-funds-new-campaign-for-cricket-enthusiasts

AFAQS Bureau. (2023). https://www.afaqs.com/news/advertising/aditya-birla-sun-life-mutual-fund-launches-ad-campaign-to-honour-mutual-fund-partners-for-their-support

AMFI Website – Folio and Ticket Size, (2023), https://www.amfiindia.com/Themes/Theme1/downloads/home/FolioandTicketSize.pdf

AMFI Webiste – Industr Trends, (2023), https://www.amfiindia.com/Themes/Theme1/downloads/home/Industry-Trends.pdf

AMFI Website – T30 v/s B30, (2023), https://www.amfiindia.com/Themes/Theme1/downloads/home/B30vsT30.pdf

AMFI Website – AUM data, (2023), https://www.amfiindia.com/research-information/aum-data/average-aum

Anabila, P., (2020). Integrated marketing communications, brand equity, and business performance in micro-finance institutions: An emerging market perspective. *Journal of Marketing Communications*, *26*(3), pp.229-242.

Ande, R.A., Gunasekaran, A., Murugesan, P. and Natarajan, T. (2017), "Brand resonance score for CBBE model: an application in financial services", Benchmarking: An International Journal, Vol. 24 No. 6, pp. 1490-1507.

Augusto, M. and Torres, P. (2018), "Effects of brand attitude and eWOM on consumers' willingness to pay in the banking industry: mediating role of consumer-brand identification and brand equity", Journal of Retailing and Consumer Services, Vol. 42, pp. 1-10.

Baldauf, A., K. . S. Cravens, and G. Binder. (2003). "Performance Consequences of Brand Equity Management: Evidence from Organizations in the Value Chain." Journal of Product and Brand Management 12: 220–236. doi:10.1108/10610420310485032.

Batey, M. (2008). *Brand meaning*. CRC Press.

Begonja, M., F. Cićek, B. Balboni, and A. Gerbin. (2016). "Innovation and Business Performance Determinants of SMEs in the Adriatic Region that Introduced Social Innovation." Economic Research-Ekonomska Istraživanja 29 (1): 1136–1149. doi:10.1080/1331677X.2016.1213651.

BrandWagon Online. (2023). https://www.financialexpress.com/business/brandwagon-kotak-mutual-fund-launches-sahi-samay-pe-sip-karo-campaign-3204699/

Chaudhari Arjun and Holbrook Morris B.(2001), The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand

Loyalty. Journal of Marketing , Apr., 2001, Vol. 65, No. 2 (Apr., 2001), pp. 81-93

Delgado-Ballester, E. and Luis Munuera-Alemán, J. (2005), "Does brand trust matter to brand equity?", Journal of Product & Brand Management, Vol. 14 No. 3, pp. 187-196.

Dey, D. K., Chauhan, Y. K., & Chakraborti, R. (2015). Does advertising strategy matter in influencing mutual fund purchase?. Journal of Financial Services Marketing, 20, 23-33.

Duman, T., Ozbal, O., & Duerod, M. (2018). The role of affective factors on brand resonance: Measuring customer-based brand equity for the Sarajevo brand. *Journal of destination marketing & management*, *8*, 359-372.

Hawker Keaton, 2019. Keller's Brand Equity Model — What It Is & How to Use It. https://medium.com/@keatonhawker/kellers-brand-equity-model-what-it-is-how-to-use-it-84e42d562299

Investment Company Institute. (2023). https://www.ici.org/research/stats/worldwide

Kapferer, J. N. (2005). The New Strategic Brand Management. London: Kogan-Page.

Keller, K. L. (1993). "Conceptualising, Measuring and Managing Customer-Based Brand Equity." Journal of Marketing 57: 1–22. doi:10.1177/002224299305700101.

Keller K. L.(2001),Building Customer-Based Brand Equity: A Blueprint for Creating Strong Brands. Marketing Science Institute. Report Number 01-107.

Kulkarni Shreyas. (2023), AFAQS.COM, https://www.afaqs.com/news/mktg/which-mutual-fund-not-why-axis-mfs-new-campaign-push

Mishra, A.K., Bansal, R., Maurya, P.K., Kar, S.K. and Bakshi, P.K. (2023), "Predicting the antecedents of consumers' intention toward purchase of

mutual funds: a hybrid PLS-SEM-neural network approach", International Journal of Consumer Studies, Vol. 47 No. 2, pp. 563-587.

Nandan, S. (2005). An exploration of the brand identity–brand image linkage: A communications perspective. *Journal of brand management*, *12*, 264-278.

O'Loughlin, D., Szmigin, I. and Turnbull, P. (2004), "From relationships to experiences in retail financial services", International Journal of Bank Marketing, Vol. 22 No. 7, pp. 522-539.

Ponsignon, F., Klaus, P. and Maull, R. (2015), "Experience co-creation in financial services: an empirical exploration", Journal of Service Management, Vol. 26 No. 2, pp. 295-320.

Rambocas, M. and Arjoon, S. (2020), "Brand equity in Caribbean financial services: the moderating role of service providers", *International Journal of Bank Marketing*, Vol. 38 No. 3, pp. 642-670. https://doi.org/10.1108/IJBM-05-2019-0167

Roussanov, N., Ruan, H. and Wei, Y. (2021), "Marketing mutual funds", The Review of Financial Studies, Vol. 34 No. 6, pp. 3045-3094.

SEBI Circular. 2017. CIR/IMD/DF/23/2017. https://www.sebi.gov.in/sebi_data/attachdocs/1489580582241.pdf

Seric, M. 2017. "Relationships between Social Web, IMC and Overall Brand Equity: An Empirical Examination from the Cross-Cultural Perspective." European Journal of Marketing 51 (3): 646–667. doi:10.1108/EJM-08-2015-0613.

Shams, G., Rehman, M.A., Samad, S. and Rather, R.A. (2020), "The impact of the magnitude of service failure and complaint handling on satisfaction and brand credibility in the banking industry", Journal of Financial Services Marketing, Vol. 25, pp. 25-34.

Taylor, S.A., Hunter, G.L. and Lindberg, D.L. (2007), "Understanding customer-based brand equity in financial services", Journal of Services Marketing, Vol. 21 No. 4, pp. 241-252.

Thakker, N., Kalro, H., Joshipura, M., & Mishra, P. (2023). Mutual funds marketing: a hybrid review and framework development. *International Journal of Bank Marketing*.

Tong, S.C. (2018), "Perceived risk and the interplay of expert endorsement, corporate image and investment knowledge in mutual fund advertising", Journal of Financial Services Marketing, Vol. 23 Nos 3-4, pp. 179-189.

Turtiainen, M., Saastamoinen, J., Suhonen, N. and Kainulainen, T. (2022), "Key investor information disclosure regulation and retail mutual fund flows in the Finnish market", International Journal of Bank Marketing, Vol. 40 No. 4, pp. 865-885.

Urban, G.L., Sultan, F., & Qualls, W.J. (2000), Placing trust at the center of your internet strategy, Sloan Management Review. Fall 2000.

Yang, A.S. (2020), "Investors' trust and financial participation: latent difficulty measurement", Asia Pacific Management Review, Vol. 25 No. 2, pp. 87-98.

Chapter-9

DOES ESG SCORES IMPACT BRAND TRUST?

Dr. Mallika Srivastava

Associate Professor. Marketing

School of Business Management

SVKM's Narsee Monjee Institute of Management Studies, Bangalore

SVKM's Narsee Monjee Institute of Management Studies

(NMIMS) Deemed-to-be University, Mumbai-400056, India

Dr. Narayani Ramachandran

Professor, Finance

School of Business Management

SVKM's Narsee Monjee Institute of Management Studies, Bangalore

SVKM's Narsee Monjee Institute of Management Studies

(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

Over the past three decades, businesses have dedicated attention to corporate sustainable development, making it a pivotal organizational determinant. This emphasis has emerged as companies strive for a competitive advantage, aligning sustainability objectives with core business goals to the extent that sustainability becomes a crucial factor influencing profitability in business. Consequently, sustainability has evolved into a principal driver of innovation. In recent years Corporate Social Responsibility (CSR) has attained great significance in academia and business management (Madorran & Garcia 2016). Companies have not only been under great compression to maximize their profitability and productivity but also, they have tremendous pressure

from all the stakeholders to invest in the development of various CSR practices (Kolk & Van Tulder 2010). Thus, organizations are now concerned not only about their economic growth but they are inclined towards taking care of social and environmental impact of their activities (Maas & Reniers 2014). This can be achieved by having good relationship with both society and environment and strong corporate governance practices (Foote et al. 2010). Thus, Environment, Social and Governance score (ESG Score) evolved as one of the strong pillars of CSR for development of sustainable strategies. This has led to profound demand of ESG metrices which are considered as three central theme to measure sustainability and impact of an investment by organization. Although these criteria help in assessing the future performance of the companies, one of the important aspects in understanding its impact from customer's perspective has not been explored. Organizations are now looking for optimizing their value, specifically their intangible value—referred to as brand equity value having many behavioural drivers. The analysis of brand equity determinants in the financial sector has received little attention in the literature. Despite the extensive literature on the relationship between Environmental, Social, and Governance (ESG) factors and financial performance, there is a noticeable gap in the literature concerning the impact of ESG factors on the brand value of financial firms. This study addresses this gap and reveals that ESG factors play a crucial role for stakeholders, contributing to the enhancement of brand value. This, in turn, amplifies the competitive advantage of branded firms compared to their generic counterparts. Hence, this study is an attempt to analyse the ESG scores and its impact on the customer brand equity and their brand trust and further loyalty. Our objective was to bridge this divide by increasing awareness about the positive effects of sustainable investments within the financial sector. Additionally, we sought to emphasize the necessity for a managerial implementation model aimed at constructing a brand value centred around sustainability. Specifically, we conduct this analysis within the financial sector, exploring the potential for revitalizing its image, reputation, and brand value. This revival could be achieved by intensifying focus on social and environmental aspects, particularly as the sector's image experienced a significant decline following the 2008 financial crisis.

Literature Review and Hypothesis Development

A report published by UN Global Compact in 2004 had emphasized on the importance of non- finance parameters for a company to have sustainable growth. The concept of ESG was reported in the same report. However, later the concept has evolved and has been explained by various academicians. Recently, it has been explained as having three broad areas, Environment, Social and Governance. Environmental factors as explained by Park, A, 2022 & Kim, K.; Kim, Y, 2021 refer to activities that benefit the natural ecological environment surrounding the company and are related to climate change and carbon emissions, environmental pollution, environmental regulation, ecosystems and biodiversity, resource and waste management, energy efficiency, responsible purchasing and procurement. Second factor

Society refers to related to customer satisfaction, data protection and privacy, community relations, supply chain management, worker safety, and so on. Therefore, these factors are referred to as the activities performed to meet social obligations as Corporate Social Responsibility (CSR) (Kim, K.; Kim, Y, 2021). The last element of ESG is governance (G), which consists of items related to internal decision-making (Kim, K.; Kim, Y, 2021).

There has been common supposition of positive or negative impact of ESG activities on a firm's financial performance (Clark & Viehs, 2014). However, it was demonstrated that any such activity exceeding the legal minimum binding has affected the organizations financial performance as it adds cost and hence reduces the overall value of the firm (Friedman, 1970). But some recent studies have highlighted that value additions of ESG activities have potential to attract more employees, enhance reputation, strengthen the relationship with organizations stakeholders (Branco & Rodrigues, 2006). But the impact of ESG activities on brand value is still unexplored especially in financial sector. Brand value or equity has been viewed from a variety of perspectives both from consumer and financial perspectives and several methods have emerged in the past for measuring the worth of a brand (Kriegbaum, 1998). The consumer perspective is based on the opinion that studies performed at individual consumer level through survey method,

consumer-based brand equity can be measured (Pappu et al., 2005). The chief advocate of consumer-based brand equity is Keller (1993) has defined customer-based brand equity as the degree of difference between the effects of brand knowledge on consumer response to the marketing of a brand. One of the most protruding brand valuation models, based on consumer perceptions, is the Young and Rubicam BAV (Y&R model). Based on the principles of behavioural science Young and Rubicam, 2000 has been operationalised as brand equity construct. This model measures brand equity as driven by Brand Stature and customer perceived Brand Strength. The four pillars of this Brand Asset Valuator are Relevance, Knowledge, Differentiation and Esteem. Brand strength is a measure of brand distinctiveness that measures how distinctive the is, how well it has created differentiation in the minds of the customers. Brand strength is measured by differentiation and relevance factors. Brand relevance measures whether a brand has any personal relevance for the customers, which denotes the significance and suitability of the brand to the customers. Brand stature, on the other hand, is amalgamation of brand esteem and knowledge. Brand esteem measures whether the brand is held in high regard and considered the best in its class and knowledge measures the awareness and familiarity i.e., knowledge level of the customers about the brand.

It has been acknowledged by earlier researcher's that building and sustaining trust has always been the core element of brand equity for efficacious relationships (Lazelere and Huston, 1980; Morgan and Hunt, 1994). Trust is well-thought-out as a significant factor in developing loyalty as it harvests relationships that are of high value (Chaudhori & Holbrook, 2001; Delgado et al., 2003; Garbarine & Johnson, 1999). A study in banking sector has also confirmed the importance of Brand trust as antecedent of customer's commitment and loyalty. It plays as essential role in building long term association with customers (Lewis and Soureli, 2006; Ndubisi et al., 2007).

Chaudhuri and Holbrook (2001) define brand trust as "the willingness of the average consumer to rely on the ability of the brand to perform its stated function". Delgado in Bastian, 2014 had defined Brand trust with reference to

two dimensions' brand reliability, which comes from consumer confidence, where consumer believes that the product is accomplished of meeting the assured value and secondly, brand intention which is based on consumer confidence that the brand is able to prioritize the interests of the consumer. Two parties binding them under transactional relationship are bound to develop trust among themselves. Thus, Brand trusts have a significant role in upholding virtuous relationships over the long term. Therefore, it is significant for a company to shape consumer confidence through the appropriateness between benefits with product descriptions presented to consumers.

One of the major consequences of brand equity has always been considered as brand loyalty. Nam et al. (2011) had stated brand loyalty as a behavioural construction which relates to intent of repurchase. According to Chaudhuri & Holbrook, 2001, brand loyalty is collectively explained with reference of two extents: repurchase for the brand, and recommendation to others.Previous studies have confirmed the presence of straight relationships between two elements of brand equity and brand trust (Naggar & Bendary (2017). Studies have also confirmed that if brand trust is developed it helps in reducing the consumers perceived risk which further enhances their chances of repurchasing the same products of the same brand. (Dwyer et al.1987).

Recent studies have stated the importance of company's ESG activities having direct impact on their corporate value. Recently, Baek S in 2021 highlighted and verified impact of corporate social contribution activities on corporate trust and brand image. He confirmed that corporate social contribution activities completely affected trust, and trust meaningly affected brand image and intention to pay more. In addition, Huo, Hameed, Zhang, Bin Mohd Ali, & Amri Nik Hashim in 2022 also acknowledged the relationships among CSR (Corporate Social Responsibility), brand trust, and brand loyalty by incorporating the mediating role of brand trust in his study. The study also confirmed that corporate social responsibility significantly affects consumers' long-term purchase intention, and brand trust and loyalty effectively mediate between CSR and sustainable purchase intention and between CSR and green innovation performance. Earlier Lim & Kim in 2006, in context of airlines

industry highlighted the airline's eco-friendly management and social responsibility as a measurement dimension from the ESG perspective. In context of another services industry, golf course companies, recently it was confirmed by Lee in 2022 that ESG activities positively affect the corporate image. With reference to hotel industry Ha 2022 also confirmed positive impact of ESG activities on consumers revisit intentions. Similarly, Tran Van Anh 2022, deliberate the positive impact of ESG activities on consumers' purchase and recommendation intentions. The extensive literature review had highlighted the importance of ESG activities in building trust an loyalty. Trust had been at the centre of studies that aimed to explain loyalty. The relationship between consumer trust and loyalty had been supported in several studies (Morgan and Hunt, 1994: Mayer et al, 1995). Based on the extensive literature review the following hypothesis are proposed for the present study.

H1: Knowledge dimension of Brand Stature has an impact on Brand trust

H2: Esteem dimension of Brand Stature has an impact on Brand trust

H3: Relevance dimension of Brand Strength has an impact on Brand trust

H4: Differentiation dimension of Brand Strength has an impact on Brand trust

H5: 'ESG scores' moderates the relationship between Knowledge dimension of Brand Stature and Brand trust

H6: 'ESG scores' moderates the relationship between Esteem dimension of Brand Stature and Brand trust

H7: 'ESG scores' moderates the relationship between Relevance dimension of Brand Strength and Brand trust

H8: 'ESG scores' moderates the relationship between Differentiation dimension of Brand Strength and Brand trust

H9: Brand Trust has an impact on Brand Loyalty

Proposed Model

Research Methodology
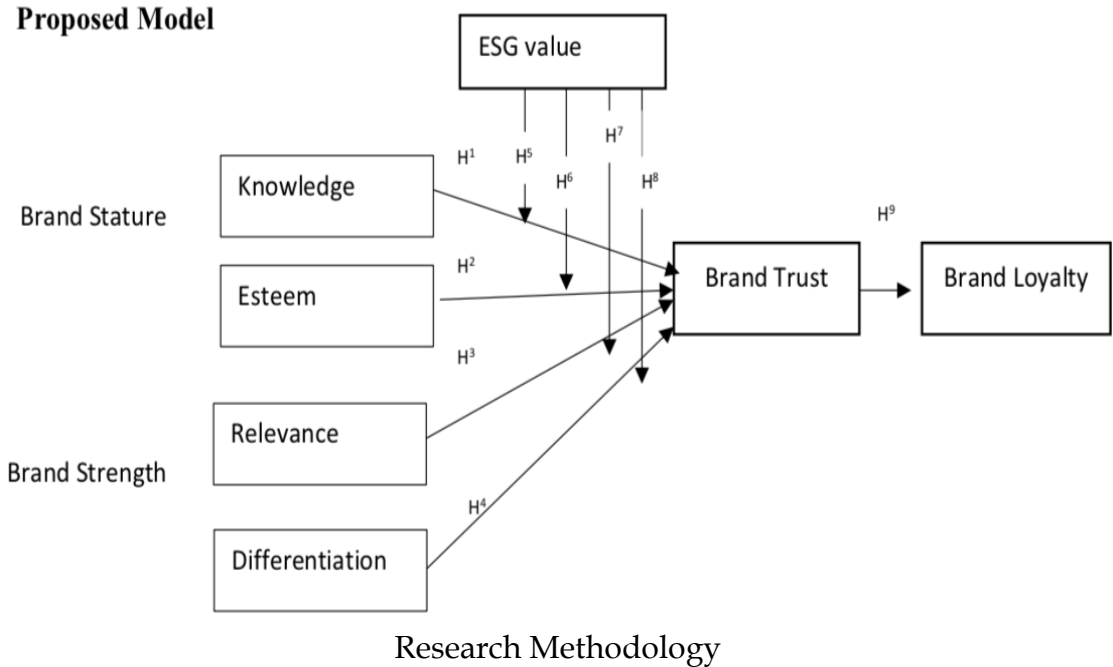
Participants and procedure

This study is intended to analyse the moderating effect of ESG on Brand Value and Brand Trust for Axis Bank in India. Therefore, target population for this study are all citizens of India aged 18 years or above, who have at least one bank account in Axis bank. The qualifying question for the respondents was: Have you done any kind of transactions with Axis Bank? The current study used self-administered questionnaire to collect the data. Data were collected using a questionnaire survey during the period May 5 to June 20, 2022. Since the target population is multilingual, the survey was administered in English. To warrant the precision of the structured survey, the study was preliminary tested with 58 respondents prior to administering the main investigation. Additionally, specialists from the domains of Banking, digital and brand management were invited to appraise and provide judgment towards the reliability of every item. Few alterations were carried out through the pre-testing phase. The web-based form comprised of two parts. The first part involved participant's demographic profile and second part comprised of questions pertaining to all the dependent and independent variables adopted for the study

Research instrument

To measure brand value, many of the items were taken from the academic literature and previous researches which corresponded with the four dimensions of brand value modelled on Young and Rubicam's BAV. Young and Rubicam have measured brand value for two decades and cover over 50,000 brands in 51 countries. The four pillars of the Brand Asset Valuator (BAV) model are Knowledge, Relevance, Esteem and Differentiation. The Y&R model determines the value of a brand based on two major dimensions, viz. brand strength and brand Stature. Knowledge and esteem measures brand stature and Relevance and differentiation measures Brand strength. Principles for Responsible Investments (PRI) and Principles for Responsible Banking (PRB), both a part of the UNEP Finance Initiative have been considered as ESG reporting frameworks that are exclusive to banks and the finance industry. However, it should be noted that ESG reporting is not regulated and the frameworks vary even though they come from the same ideology (Ioannou & Serafeim, 2016). Hence the items to measure ESG scores has been adopted from study by Snæbjarnardóttir, A. (2019).

We derived a three items measure from Delgado-Ballester, Manuera-Aleman,and Yague- Guillen (2003) for brand loyalty and items for brand trust where adapted from Chaudhuri, A., & Holbrook, M. B. (2001).The participants responded to each item by rating themselves on 7- point Likert scale: strongly agree to strongly disagree. All the scales adopted in the current study were adapted from existing prominent published sources. The collected data for both the sample groups was analysed by using Exploratory Factor Analysis (EFA) with principal component method. To test the proposed hypotheses of the study multiple regression analysis was the primary analytical method adopted.

Data analysis and Results

Exploratory Factor Analysis

Table 1: Factor Extraction results: Axis Bank Dataset

			Rotated Component Matrix[a]				
				Component			
	1	2	3	4	5	6	7
Diff1				.797			
Diff2				.760			
Diff3				.857			
Diff4				.911			
Relevance1			.620				
relevance2			.810				
relevance3			.645				
Diff5				.651			
Loyalty1					.955		
Loyalty2					.957		
relevance4			.872				
relevance5			.817				
relevance6			.840				
Brand_trust1						.796	
Brand_trust2						.932	
Brand_trust3						.925	
Loyalty3					.955		
esteem1	.817						
esteem2	.796						
esteem3	.743						
esteem4	.903						
esteem5	.867						
esteem6	.929						
Knowledge1		.888					
Knowledge2		.881					
Knowledge3		.863					
Knowledge4		.909					
Knowledge5		.870					
ESG1							.847
ESG2							.963
ESG3							.944

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

The exploratory factor analysis (EFA) extracted 7 factors the samples as shown in Table 1. In EFA, the KMO value (0.805) more than 0.5 showed that the sample is adequate and acceptable. Hence, suggesting the appropriateness of

the data for factor analysis. With the rotated component matrix, 39 items were rotated using the varimax rotation with Kaiser Normalization. The results showed that these 7 factors explained more than 84.161 per cent of total variance, and there was no cross-loading on any factor. The EFA of the 39 items revealed a 7-factor structure. The nine factors with 6, 5, 6, 5, 3, 3 and 3 items accounted for 15.45, 15.05, 13.43, 13.34, 10.04, 8.6 and 8.2 percent variance, respectively.

Reliability and Validity

To establish the reliability and validity of the model constructs, interitem reliability, composite reliability and convergent validity were observed. For all the constructs the composite reliabilities were found to be well in range (0.64–0.96) as suggested by Bagozzi & Yi, 1988. These values surpassed the recommended value of 0.6 (Bagozzi & Yi, 1988). Cronbach alpha was examined to establish interitem reliability. The values met the suggested reliability value of greater than 0.70 by Nunnally, 1994. The Cronbach value for each construct was in range from 0.897 to 0.993.

In order to establish construct validity; discriminant and convergent validity methodology of Fornell & Larcker (1981) was adopted (Hair et.al., 2008). The convergent validity was observed using the Average Variance Extracted (AVE) value. AVE values were more than 0.5 (ranging from 0.59 to 0.91), which specified that the convergent validity of the constructs was well recognized. Later, for discriminant validity, AVE values of the constructs were related with the square of the correlation estimates. All the constructs had AVE values larger than the squared inter construct correlation estimates (between 0.08 and 0.800), which reinforced the discriminant validity of the constructs. Experts from the fields of marketing, both academicians and executives were contacted to validate the items proposed for the study. The experts confirmed the appropriateness of the items for the study.

Regression Analysis

Further, regression model was run to understand the relationship between dependent variable and independent variable. Simultaneously to understand

the variance expressed by the independent variables R2 was examined. The results of the regression analysis have been highlighted in table 2.

Table 2: Regression Analysis Results

Independent Variable	Dependent Variable	F Value	R2	R value	Sig
Knowledge	Brand Trust				0.503
Esteem	Brand Trust	16.67	0.033	0.182	0.000
Differentiation	Brand Trust	40.251	0.077	0.277	0.000
Relevance	Brand Trust	18.904	0.038	0.194	0.000
Brand Trust	Brand Loyalty	36.127	0.069	0.264	0.000

Moderating effect of "ESG"

Hierarchical multiple regression was adopted to assess effects of a moderating variable, "ESG". To test the moderation effect, we observed the interaction effect between independent variables, Differentiation, Esteem, Knowledge, relevance and ESG (Moderator) and whether or not such an effect is significant in predicting Brand Trust. Table 3 summarizes results of Hierarchical multiple regression.

H[5]: 'ESG scores' moderates the relationship between Knowledge dimension of Brand Stature and Brand trust	Rejected
H[6]: 'ESG scores' moderates the relationship between Esteem dimension of Brand Stature and Brand trust	Accepted
H[7]: 'ESG scores' moderates the relationship between Relevance dimension of Brand Strength and Brand trust	Accepted
H[8]: 'ESG scores' moderates the relationship between Differentiation dimension of Brand Strength and Brand trust	Accepted
H[9]: Brand Trust has an impact on Brand Loyalty	Accepted

Moderator		ESG		
		F	sig	R^2 Change
Differentiation	Model 1 without interaction term	20.567	0.000	0.078
	Model 2 With interaction term	14.159	0.000	0.003
Esteem	Model 1 without interaction term	8.363	0.000	0.033
	Model 2 With interaction term	5.645	0.000	0.000
Relevance	Model 1 without interaction term	9.739	0.000	0.039
	Model 2 With interaction term	6.570	0.000	0.001
Knowledge	Model 1 without interaction term		0.674	
	Model 2 With interaction term		0.548	

Table 3: Results of Hierarchical multiple regression

Hypothesis	Acceptance
H[1]: Knowledge dimension of Brand Stature has an impact on Brand trust	Rejected
H[2]: Esteem dimension of Brand Stature has an impact on Brand trust	Accepted
H[3]: Relevance dimension of Brand Strength has an impact on Brand trust	Accepted
H[4]: Differentiation dimension of Brand Strength has an impact on Brand trust	Accepted

Table 4: Summary of hypothesis acceptance

The analysis of Hierarchical multiple regression showed moderation with Differentiation, Relevance and Esteem. However, with Knowledge dimension it had no moderation effect. Summary of hypothesis acceptance is highlighted in table 4.

Managerial and Theoretical Implications

The study has confirmed the moderating role of ESG score between, all the dimensions of Brand Value except "Knowledge" and brand trust. The study aims to raise the awareness of the positive impact of sustainable investments in the financial sector. As knowledge dimension did not have direct relationship in building Brand trust, it becomes imperative for the management and investors, to collaborate towards a single goal of establishing a distinct image in the consumer's mind with a more sustainable brand. Differentiation is an unavoidable part of brand management, which can be done by efficient positioning and effective marketing communication. The fact that all the stated hypothesis were accepted confirms that if an organization invests in ESG activities customers will not only be aware of the brand but will be able to relate with brand and have high regards for the brand. If leveraged in right direction ESG activities will help in developing brand equity for the brands in financial sector.

The study also has significantly contributed towards theory of brand value model. The association of knowledge dimension in creating brand trust was not established in the study. Which contributes in knowledge creation by highlighting the fact that established brands like Axis bank do not require any assistance in recognition and awareness among customers. Hence, theoretically the definition of Brand value can be reconsidered for established brands. These findings also influence the perspectives of end users, investors,

or fund managers. Higher ESG scores may indicate future long-term increases in brand value that have recently been incorporated into the market and reflected in the price. This dynamic could establish a positive feedback loop wherein companies with environmentally friendly investments attract more capital, enabling them to expand and invest further. Investors demonstrating sustainability metrics in their portfolios can leverage these metrics as additional value, setting them apart from other fund managers.

Moreover, given the interconnectedness between the financial sector and other sectors of the economy, the effects on brand value can extend to other firms. This, in turn, may lead to the adoption of new reporting methods and the emergence of fresh channels for social investments through traditional banking activities of financial intermediaries. The incorporation of the behavioural factors highlighted in this paper is crucial for achieving a green brand.

Conclusion

The analysis suggests that Brand Value has a significant relationship with Brand Trust. Brand Stature and Brand strength also have a significant relationship with Brand trust. The individual dimensions of Brand Value, namely, Esteem, Relevance and Difference individually also had a significant relationship with trust in the multiple regression model. However, Knowledge dimension brand stature did not have significant relationship with brand trust. The findings support the view that marketing activities, which strengthen the customer mind-set within the framework of the Brand Asset Valuator, influence customer trust towards the brand. The moderating relationship of ESG scores was also established with all the dimensions of Brand Value except "Knowledge".

Building and maintaining a trusting and long-lasting relationship with customers are critical to a brand's success in today's highly competitive global market. Because of its importance, Brand trust has drawn increasing attention from both practitioners and researchers in recent years. Moreover, Swan & Nolan (1985) emphasized that brand trust is important in maintaining long-

term consumer relationships in corporate marketing. The impact of moderating role of ESG score on brand value and trust had finally confirmed the importance of ESG activities in having significant contribution towards building brand trust. Incorporating an ecological approach into a brand enhances a preference for hedonic attributes. Consequently, many companies prioritize investments in intangible assets, notably in brands and human capital, to foster the development of a robust and sustainable image. This strategic focus involves the conversion of intangible assets into tangible ones, contributing to the creation of the firm's value and positioning in the market.

Beyond its environmental impact, sustainability establishes a connection between social entrepreneurship and economic profitability. This linkage recognizes the social return on investment, prompting the evolution of business strategies. Firms are urged to develop diverse strategies to attain a competitive advantage, with a specific focus on asset specificity to determine the varied applications and purposes of their assets

Limitations and Future Scope
Our research raises additional questions regarding firms' reporting of environmental and social aspects. Limitations in data availability and the complexity of estimating brand value constrained this study. We examined overarching trends using sustainability indexes and an estimation method, aiming to minimize analyst bias. However, further research is necessary to enhance the robustness of the results, comparing them with new datasets and estimates.

References

Bae, G. K., Lee, S. M., & Luan, B. K. (2023). The Impact of ESG on Brand Trust and Word of Mouth in Food and Beverage Companies: Focusing on Jeju Island Tourists. Sustainability, 15(3), 2348.

Chaudhuri, A., & Holbrook, M. B. (2001). The chain of effects from brand trust and brand affect to brand performance: the role of brand loyalty. Journal of marketing, 65(2), 81-93.

Delgado-Ballester, E., & Manuera-Aleman, J. L. (2000). Brand trust in the context of consumer loyalty. European Journal of Marketing, 35(11/12), 1238-1258.

Dwyer, F.R.; Schurr, P.H.; Oh, S. Developing buyer-seller relationships. J. Mark. 1987, 51, 11–27.

El Naggar, R. A. A., & Bendary, N. (2017). The Impact of Experience and Brand trust on Brand loyalty, while considering the mediating effect of brand Equity dimensions, an empirical study on mobile operator subscribers in Egypt. The Business & Management Review, 9(2), 16-25.

Gefen, D. (2002). Customer loyalty in e-commerce. Journal of the association for information systems, 3(1), 2.

Ha, M. Importance of ESG Management in Budget Hotel Perceived by Budget Hotel Customer Influencing Revisit Intention: Moderating Effect of ESG Recognition level. Master's Thesis, Department of Hospitality & Tourism Management, The Graduate School Sejong University, Seoul, Republic of Korea, 2022

Huo, C., Hameed, J., Zhang, M., Bin Mohd Ali, A. F., & Nik Hashim, N. A. A. (2022). Modeling the impact of corporate social responsibility on sustainable purchase intentions: insights into brand trust and brand loyalty. Economic research-Ekonomska istraživanja, 35(1), 4710-4739.

Ioannou, I., Li, S. X., & Serafeim, G. (2016). The effect of target difficulty on target completion: The case of reducing carbon emissions. The Accounting Review, 91(5), 1467-1492.

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. Journal of marketing, 57(1), 1-22.

Kim, K.; Kim, Y. A Study of the Improvement plans of related to Environmental Factors(E) of ESG—Focused on Information Disclosure and Tax Regulations. Environ. Law and Policy 2021, 27, 55–91.

Kim, S.; Kim, J.; Roh, T. Who eases fiscal downturn from greenhouse gas emissions? Moderating role of corporate governance. Acad. Manag. Annu. Meet. Proc. 2016, 2016, 15812

Kriegbaum, C. (1998). Valuation of Brands-A Critical Comparison of Different Methods (No. 13/98). Dresdner Beiträge zur Betriebswirtschaftslehre

Lim, W. T., & Kim, H. (2006). The Effect of the Environment-friendly Service Quality of the Golf Resort on Visitor's Image, Satisfaction, Word-of-mouth Intentions and the Revisit. Korean J. Phys. Edu, 45, 167-176.

Lutfi, A. A., Idris, K. M., & Mohamad, R. (2016). The influence of technological, organizational and environmental factors on accounting information system usage among Jordanian small and medium-sized enterprises. International Journal of Economics and Financial Issues, 6(7S), 240-24

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. Journal of marketing, 58(3), 20-38.

Nam, J., Ekinci, Y., & Whyatt, G. (2011). Brand equity, brand loyalty and consumer satisfaction. Annals of tourism Research, 38(3), 1009-1030.

Pappu, R., Quester, P. G., & Cooksey, R. W. (2005). Consumer-based brand equity: improving the measurement– empirical evidence. Journal of Product & Brand Management.

Park, A. The Effect of Employees' Perceptions of ESG Activities of Casino Companies on Organizational Commitment and Customer Orientation. Master's Thesis, Department of Tourism Sciences Graduate School, Kyung Hee University, Seoul, Republic of Korea, 2022.

Snæbjarnardóttir, A. (2019). Building brand equity in the banking industry: Analysis of brand attributes that can help banks increase their brand equity (Doctoral dissertation).

Swan, J.E.; Nolan, J.J. Gaining customer trust: A conceptual guide for the salesperson. J. Person. Sell. Sales Manag. 1985

Van Anh, T. The Impact of ESG on Vietnamese Consumers' Intention of Purchase and Recommendation. Master's Thesis,

Graduate School, Kyung Hee University, Seoul, Republic of Korea, 2022. Young, J. O., & Rubicam, R. (2000). Brand Asset Valuator. Young & Rubicam Inc.
Dwyer, F.R.; Schurr, P.H.; Oh, S. Developing buyer-seller relationships. J. Mark. 1987, 51, 11–27.

Chapter-10

NEUROMARKETING: A SCIENTIFIC TECHNIQUE TO COMPREHEND CONSUMER BEHAVIOR

Dr. Anupamaa Chavan

Associate Professor, Marketing
Anil Surendra Modi School of Commerce
SVKM's Narsee Monjee Institute of Management Studies, Mumbai
(NMIMS) Deemed-to-be University, Mumbai-400056, India

Ms. Parisha Sirohia

Student
Anil Surendra Modi School of Commerce
SVKM's Narsee Monjee Institute of Management Studies, Mumbai
(NMIMS) Deemed-to-be University, Mumbai-400056, India

Introduction

The world of marketing has been evolving at an unprecedented pace. While traditional marketing methods remain effective, they are now enhanced by a relatively new concept called Neuromarketing (NM). Neuromarketing is as applying Neuroscience technology in marketing research to analyse and understand consumer behaviour toward marketing stimuli (Alsharif, Salleh, Baharun & Yusoff, 2021). This field of study explores multiple neuroscientific methods to track neural activity and conduct an in-depth analysis of consumer behaviour, further allowing businesses to tailor marketing activities based on how the brain responds. While this concept dates back to 1990, when Harvard scientists began to research it, the term Neuromarketing was coined by Ale

Smidts only in 2002 and in the last decade, this field has picked up a lot of momentum. Everyday a lot more is discovered about the human brain, and this is what makes Neuromarketing the tool that can help businesses gain the ultimate competitive advantage in an increasingly competitive market. Businesses can evaluate the efficacy of their marketing materials by examining brain activity, eye tracking, and physiological reactions. This knowledge results in improved ad designs, content placement, and overarching strategies that are more likely to engage and persuade customers. Neuromarketing also helps with product positioning and pricing. Businesses can decide on pricing strategies and product positioning, ultimately increasing profitability, by monitoring consumer reactions to various price points and product placements. Furthermore, this tool helps to create enduring consumer experiences. Businesses may create surroundings, websites, and interactions that improve customer pleasure and loyalty by utilising insights into the cognitive processes of the human brain.

Neuromarketing utilises multiple tools to gain insights on how the brain responds to marketing stimuli. Ramsoy (2015) classifies these tools categorised into four categories;

(i) *Neuroimaging tools*, which include functional magnetic resonance imaging (fMRI), positron emission tomography (PET), electroencephalography (EEG), magnetoencephalography (MEG), steady-state topography (SST), functional near-infrared spectroscopy (fNIRS), and single photon emission tomography (SPET). These methods shed light on neurological and physiological processes associated with emotional involvement, attention, visual and auditory processing, memory, and decision-making. These findings influence marketing strategies, improving design, engagement, and product development.

(ii) *Physiological techniques* that encompass electrocardiogram (ECG), eye-tracking (ET), electromyography (EMG), and galvanic skin response (GSR). ECG monitors heart rate and can detect emotional reactivity. While eye tracking reveals Visual attention and areas of interest. EMG measures

muscular activity, which indicates emotional response and skin conductance is measured by GSR, that also reflects emotional arousal and engagement. These techniques assist marketers in assessing emotional reactions, attention levels, and engagement with marketing materials.

(iii) *Self Report methods* such as surveys, questionnaires, interviews and focus groups. While such tools can be subject to demand characteristics, they can be standardised to help analyse consumer thinking patterns.

(iv) *Behavioural Association* tools like the Implicit Association Test (IAT). These tools assist marketers in identifying consumers' implicit biases and subconscious reactions to stimuli. This data can then be utilised to forecast customer behaviour, eliminate cognitive dissonance, personalise marketing techniques, and remove negative associations, so increasing overall consumer experiences and brand loyalty while being ethical.

All of the tools mentioned can be put to use collectively or in combinations to understand consumer behaviour and preferences on a deeper level. The stretch of neuromarketing has grown over the last 20 years, (Alsharif, Salleh, Baharun & Yusoff, 2021) which examines how Neuromarketing is being used to gain a deeper insight on consumer behaviour while shedding light on its constraints in the same regard. It focuses on three major constraints. The first being that it provides correlational and not causal data, providing more insights on the consumers' brain rather than consumer behaviour. Secondly, the small sample size in Neuromarketing studies leads to a lack of generalisability and reliability. The last challenge is that of interpreting findings, when a cognitive process occurs, one particular region of the brain is examined, but there might be a reverse inference that is not examined directly.

While there has been a plethora of research in this field in recent years, there still remains large unexplored potential. Reikin *et al.* (2021) recognises how multiple fields, namely; economics, psychology and biology intersect to form the basis for Neuromarketing. The paper also delves into the behavioural theories Neuromarketing relies on. Antoniac (2020) discusses the origin of Neuromarketing, its technology and majorly, its limitations, concluding that

neuroscientific tools should be used with caution, keeping ethics in mind. The article by Ramsoy (2015) demystifies Neuromarketing, talking about three major factors. 1) a distinction between basic, translational and applied research; 2) a conceptual clarification; and 3) a framework for the validation of neuroscience based metrics. These factors, clubbed together, form a base for Neuromarketing. It concludes by providing three steps that make the field of Neuromarketing more coherent and valid. While this field continues on its trajectory, it is imperative for there to be a strong conceptual and theoretical basis. Additionally, the famous case of the Pepsi Paradox, as stated by McClure *et al.* (2004) discusses the uses of neuromarketing. The study finds emotional linkages to the brand that lead to a preference of Coca Cola over Pepsi. This study then went on to inspire multiple others.

Theoretical Foundation of Neuromarketing

Modern neuromarketing is a combination of behavioural economics theoretical and methodological foundations in close collaboration with neurophysiology techniques that are successfully applied in sensory marketing practice. At the same time, the fundamental methodological concept of neuromarketing is restricted rationality in the face of behavioural and informational uncertainty. Neuromarketing finds its roots in Biology, Psychology and Economics as it puts together behavioural economics, behavioural psychology and neurophysiology (Reikin *et al.*, 2021)

As discussed in the article by Reikin *et al.* (2021), Neuromarketing is backed by multiple behavioural theories, including the following:

(i) Principle of bounded rationality: NM challenges the usual economic assumption of rationality in consumer behaviour. It instead follows the notion of limited rationality, which implies that customers do not always make decisions based on comprehensive and rational knowledge. Consumer responses are sometimes driven by irrational factors that arise from the way the brain works and processes information. The work of behavioural economists such as Herbert Simon, Daniel Kahneman, and Richard Thaler inspired this principle.

(ii) Prospect Theory: As developed by Kahneman and Tversky (2013), this theory suggests that people make decisions under uncertainty based on emotions and difficulties in subconscious perception, rather than rational criteria. It challenges the classic economic model of "homo economicus" by reflecting real human behaviour.

(iii) Mental Accounting: R. Thaler's concept of mental accounting emphasises that individuals treat the same amount of income differently based on its source. This theory illustrates how consumers can be irrational in their spending and decision-making, further emphasising the limitations of purely rational economic behaviour.

(iv) Nudge theory: As put forth by Thaler and Sunstein, this theory suggests that individuals can be influenced to make better judgments by subtle, implicit influences known as "nudges." It recognizes that people are not fully logical and that treatments that foster better decision-making can help.

(v) Sensory Marketing: This is a section of neuromarketing in which sensory inputs such as colour, sound, and scent are used to affect consumer behaviour. This concept is based on the assumption that sensory signals can elicit emotions and influence consumer choices.

These theoretical foundations serve as a part of the framework for understanding and applying neuromarketing in the context of consumer behaviour. Highlighting the role of emotions, cognitive biases, and sensory perception in decision making and therefore, the marketing industry.

Benefits and Applications of Neuromarketing
Improved Understanding of Consumer Behavior: Traditional market research methodologies frequently rely on self-reported data, which is prone to prejudice and inaccuracy. Neuromarketing, on the other hand, uses modern neuroimaging techniques to probe into the depths of consumer behaviour, such as functional magnetic resonance imaging (fMRI) and electroencephalography (EEG). The theoretical foundation is based on the idea

that brain responses are more resistant to conscious influence. These methods reveal the brain's true reactions to marketing stimuli, providing unfiltered insights into customer preferences and emotional triggers. For example, fMRI research has shed light on the brain regions connected with reward processing, providing crucial insights into what truly excites customers.

Improved Marketing Effectiveness: Neuromarketing delves into the subconscious mechanisms that govern customer decisions. This is based on the dual-process decision-making hypothesis, which holds that choices can be influenced by both conscious and subconscious variables. Businesses may personalise marketing initiatives to touch on a deeper, more intuitive level by deciphering the cognitive and emotional factors influencing consumer behaviour. Consumers are more likely to respond favourably to communications that correspond with their subconscious inclinations, which can lead to greater sales.

Optimised product design and packaging: Neuromarketing goes beyond advertising to investigate how customers perceive and interact with things. This element is supported by sensory marketing theory, which suggests that sensory experiences have a substantial influence on consumer preferences and choices. Neuromarketers can assess how consumers react to product design and packaging using techniques such as eye-tracking and facial expression analysis. This scientific method enables businesses to produce products that meet the sensory and emotional expectations of their customers.

Data Driven Decision Making: By directly assessing consumer responses, neuromarketing serves as a source of quantitative data. This is consistent with the current trend of data-driven decision-making in the marketing area. The application of neuroscientific methodologies to marketing research serves as the scientific foundation for this profession. It provides businesses with hard data on consumer reactions, allowing them to make informed judgments about marketing strategy, advertisement design, and product features.

Competitive advantage: Embracing neuromarketing provides businesses with a significant competitive advantage by improving their understanding of customers. This advantage stems from the customer-centricity principle, which states that organisations that attend to their customers' needs and emotions outperform competition. Companies that embrace neuromarketing stand out in a crowded market by drawing on numerous psychology and marketing ideas, such as the premise that satisfied and emotionally engaged customers are more loyal and inclined to advocate the brand.

Neuromarketing has brought a paradigm change in understanding and influencing customer behaviour. It gives a holistic approach to marketing that is based on scientific principles and theoretical underpinnings, and it can lead to more effective campaigns, superior product design, data-informed decision-making, and a clear competitive edge. Companies that use the potential of neuromarketing acquire the capacity to establish closer connections with their customers, increase the effect of their brand, and prosper in a fiercely competitive environment.

In general, neuromarketing has been applied to determine consumer preferences in an objective manner. Several useful studies on neuromarketing were mentioned in the reviewed texts, despite the fact that businesses are reluctant to reveal their research on how to enhance their marketing tactics. Numerous studies, such as those by Lee *et al.* (2007) and Fisher *et al.* (2010), dealt with marketing communications. The use of influencers or celebrities in advertisements activates a brain region involved in trust formation and recognition. Thus, the conclusion would be that celebrities or influencers affect consumers' preferences, which then influences the decision to buy (Hubert & Kenning, 2008). The reward and happiness centers in the brains of heterosexual men were stimulated by images of attractive women. Similar activation occurs in this area when individuals view images of puppies and children (Hubert & Kenning, 2008). According to Perrachione & Perrachione (2008), messages that are related to the consumer themselves elicit positive reactions from them while those that are unrelated to the product decrease those positive reactions. Another study (Hubert & Kenning, 2008) revealed

that prospects may not buy when expressions of fear and danger are present. These results assist businesses in selecting and altering their ads to incorporate elements that aid in consumer attention retention or help the brand be more easily remembered (Lee *et al.*, 2007; Perrachione & Perrachione, 2008; Eser *et al.*, 2011).

Fugate (2007) claims that neuromarketing aids businesses in identifying components of a television commercial that are neurologically captivating. Companies assess the language, phrases, music, and sound effects to create consumer-focused advertising campaigns (Fugate, 2007). According to Ohme and Matukin (2012), neuromarketing can help with the creation of advertisements in three different ways: (i) referential analysis aims to determine the most effective way to discuss brands and products in commercials; (ii) vertical analysis breaks down advertisements into sounds and images to determine which elements are most effective and what kinds of emotions they evoke in viewers; and (iii) horizontal analysis compares various iterations of the same commercial and their effects. Referential analysis, vertical analysis using images and sounds helps to determine the strongest advertising element and emotion caused by consumers, and horizontal comparison with different versions of the same commercial helps to assess the effects of each one on brain activity of participants Ohme and Matukin (2012). According to Hubert & Kenning (2008), fMRI scans revealed that the brain regions associated with reward system and well-being were activated by products that have become synonymous with statuses, luxury, and social authority. Neuromarketing techniques were found to be effective in determining pricing, sales, and promotion decisions. The determination of prices is a captivating phenomenon. A similar price point can be viewed in two ways by the consumer. A high price tag for a specific product category can lead to ill-will and discourage consumers from purchasing it, as noted by Hubert & Kenning (2008). A high price for a product can be seen as enhancing its value and increasing the likelihood of acquiring it. A study that has been frequently referenced highlights the impact of price on wine product quality. The study included displaying different wine types with distinct prices, and asked to be judged on their suitability for brain activity measured by an fMRI

machine. Those who were thought to be drinking the most expensive wines had more active brain regions associated with their reward system (Perrachione; Garcia & Saad, 2008; Hubert et al., 2008.) Neuromarketing research has been extensively applied to determine branding strategies. The brain regions associated with reward systems are more stimulated by brands that remind consumers of their self-identification (Perrachione & Perrachade (2008). Neuromarketing can also aid in the identification of brand names and logo elements related to brands (Perrachione & Perrachaone, 2008). employed. To understand the mechanisms of consumer loyalty, neuromarketing techniques plays an important role. Using fMRI, consumers were asked to select the retail brands they would like to purchase. The ventromedial prefrontal cortex, responsible for emotional regulation, was activated in consumers who were purchasing a brand that they were loyal to (Hubert and Kenning, 2008). Through an examination of the brain regions activated by various brands and products, researchers can predict the correlation between emotions and emotions.

Limitations of Neuromarketing

Cost and Accessibility: A major constraint of neuromarketing pertains to the expenses connected to the mandatory equipment and expertise. Accessing neuroimaging techniques like fMRI and EEG can be extremely costly, rendering them unaffordable for numerous businesses, especially small enterprises. The financial barrier associated with neuromarketing strategies can impede their widespread adoption, thus confining their applicability solely to companies with substantial funding.

Ecological Validity: Antoniak (2020) discusses a significant concern regarding the ecological validity of neuromarketing research. Numerous studies necessitate individuals to recline in moderately uncomfortable postures, enduring the cacophony emitted by imaging equipment. The controlled laboratory setting may not accurately depict real-life consumer experiences, which could result in findings that may not be fully applicable to everyday marketing scenarios.

Ethical concerns: The rise of neuromarketing has sparked noteworthy ethical concerns, particularly surrounding the issue of privacy. With the increasing power and abundance of neuroimaging technologies, there is a growing potential for invasive data collection. The importance of prioritising ethical considerations in neuromarketing practices cannot be overstated, as this ensures that the rights and privacy of consumers are duly respected. It is imperative to have informed consent and clear data usage policies in place.

Interpreting Neurodata: Dealing with the intricacies of the interpretation of neurodata is a challenging endeavour. Translating brain activation patterns into actionable marketing insights is a task that requires a nuanced approach, even though researchers can identify these patterns. It is essential for researchers to exercise caution when communicating the importance of their discoveries, as neuroimaging data may not offer simple solutions to intricate marketing inquiries.

Individual Variability: Human brains possess unique characteristics, as they are highly personalised. Therefore, what elicits a specific reaction in one individual may not produce the same outcome in another. One frequently encountered difficulty in neuromarketing research is the utilization of small sample sizes, which poses a challenge when attempting to extrapolate findings to a larger population. The need for more extensive and diverse studies to draw robust conclusions is highlighted by this limitation.

Emotional Complexities: The popular case of the 'Pepsi Paradox' McClure et al. (2004) sheds light on the intricate emotions involved in consumer decisions. The ongoing challenge lies in understanding the subtleties of emotional responses revealed by neuromarketing and how these emotions influence consumer choices. Emotions, being deeply personal, exhibit significant variations among individuals.

Long term effects and brand loyalty: While neuromarketing emphasises quick responses to marketing stimuli, its predictive power in determining long-term effects like brand loyalty and customer retention is rather constrained. Brand

loyalty is influenced by numerous factors that extend beyond what neuroimaging studies can uncover. These factors encompass personal experiences and the sway of cultural influences.

Context Dependency: In the field of neuromarketing research, it is common practice to examine individual marketing elements in isolation for detailed analysis. On the other hand, the behaviour of consumers heavily relies on the context in which they are situated. The response of consumers to marketing stimuli can be heavily influenced by factors like their mood, environment, and past experiences. This makes it difficult to apply findings to real-world situations.

Although neuromarketing provides valuable insights into consumer behaviour, it does have certain limitations. It is essential for researchers and businesses who wish to utilise neuromarketing strategies to comprehend these limitations. In order to ensure future success and usefulness in the marketing industry, it is imperative to embrace ethical practices, enhance research methodologies, and gain a profound understanding of the intricacies of human behaviour. The field is ever-evolving, and overcoming these challenges is key.

Conclusion

To conclude, one can see that the existence of neuromarketing as a marketing research tool has evolved in recent years. Brands have realised the significance of neuromarketing in designing better-quality products with right value addition and also understand the appropriate technique to promote and advertise it thus unfolding the complexities in understanding consumer behaviour. It becomes very difficult to know what triggers consumers to behave in a certain manner, thus neuromarketing helps in comprehending the rationality or irrationality in consumption decisions. The better understanding of the brains cognitive mechanism by means of the new technologies discussed in this article has the potential to explain many of the major issues which marketers seek the answers to.

References

Alsharif, A.H., Salleh, N.Z., Baharun, R., & Yusoff, M.E. (2021). Consumer Behaviour Through Neuromarketing Approach. *The Journal of Contemporary Issues in Business and Government, 27.*

Antoniak, M. (2020). Benefits and threats of neuromarketing: theoretical background and practical use. *Scientific Papers of Silesian University of Technology – Organization and Management Series*, 2020(148), 9–25. **https://doi.org/10.29119/1641-3466.2020.148.1**

Eser, Z., Isin, F. B., & Tolon, M. (2011, July). Perceptions of marketing academics, neurologists, and marketing professionals about neuromarketing. *Journal of Marketing Management*, 27(7–8), 854–868. **https://doi.org/10.1080/02672571003719070**

Fugate, D.L. (2007), "Neuromarketing: a layman's look at neuroscience and its potential application to marketing practice", ***Journal of Consumer Marketing***, Vol. 24 No. 7, pp. 385-394. **https://doi.org/10.1108/07363760710834807**

Fisher, C. E., Chin, L. J., & Klitzman, R. (2010, July 1). *Defining Neuromarketing: Practices and Professional Challenges*. Harvard Review of Psychiatry; Lippincott Williams & Wilkins. **https://doi.org/10.3109/10673229.2010.49662**

Garcia, J. R., & Saad, G. (2008, July). Evolutionary neuromarketing: darwinizing the neuroimaging paradigm for consumer behavior. *Journal of Consumer Behaviour*, 7(4–5), 397–414. **https://doi.org/10.1002/cb.259**

Hubert, M., & Kenning, P. (2008, July). A current overview of consumer neuroscience. *Journal of Consumer Behaviour*, 7(4–5), 272–292. **https://doi.org/10.1002/cb.251**

Kenning, P., & Linzmajer, M. (2010, October 22). Consumer neuroscience: an overview of an emerging discipline with implications for consumer policy. *Journal Für Verbraucherschutz Und Lebensmittelsicherheit*, 6(1), 111–125. **https://doi.org/10.1007/s00003-010-0652-5**

Kahneman, D., & Tversky, A. (2013). Prospect theory: An analysis of decision under risk. In *Handbook of the fundamentals of financial decision making: Part I* (pp. 99-127).

Lee, N., Broderick, A. J., & Chamberlain, L. (2007, February). What is 'neuromarketing'? A discussion and agenda for future research. *International Journal of Psychophysiology*, 63(2), 199–204. https://doi.org/10.1016/j.ijpsycho.2006.03.007

McClure, S. M., Li, J., Tomlin, D., Cypert, K. S., Montague, L. M., & Montague, P. R. (2004). Neural correlates of behavioral preference for culturally familiar drinks. *Neuron*, 44(2), 379-387.

Perrachione, T. K., & Perrachione, J. R. (2008, July). Brains and brands: developing mutually informative research in neuroscience and marketing. *Journal of Consumer Behaviour*, 7(4–5), 303–318. https://doi.org/10.1002/cb.253

Plassmann, H., Venkatraman, V., Huettel, S., & Yoon, C. (2015). Consumer Neuroscience: Applications, Challenges, and Possible Solutions. *Journal of Marketing Research*, 52(4), 427-435. https://doi.org/10.1509/jmr.14.0048

R. Ohme and M. Matukin, "A Small Frog That Makes a Big Difference: Brain Wave Testing of TV Advertisements," in *IEEE Pulse*, vol. 3, no. 3, pp. 28-33, May 2012, doi:10.1109/MPUL.2012.2189169.

Reikin, V. S., Voitovych, S. YA., Danyliuk, T. I., Dedeliuk, K. YU., & Lorvi, I. F. (2021). Neuromarketing as interdisciplinary area: Theoretical and methodological analysis. Studies of Applied Economics, 39(6). **https://doi.org/10.25115/eea.v39i6.5164**

Ramsøy, T. Z. (2015). Introduction to Neuromarketing & Consumer Neuroscience. Neurons Inc.

Yoon, C., Gutchess, A. H., Feinberg, F., & Polk, T. A. (2006). A functional magnetic resonance imaging study of neural dissociations between brand and person judgments. *Journal of Consumer Research*, 33(1), 31–40