A Study on the Evaluation of Brand Positioning and Identification of Key Branding Strategies W.R.T. to Moustache in the Kolkata Market

Dr. Sougata Banerjee[1], Ms. Trisha Banerjee[2]

[1]Assistant Professor Dept. Of Fashion Management Studies National Institute of Fashion Technology Ministry of Textiles, Govt. Of India.
Block-LA, Plot No: 3B, Sector-III Salt Lake City, Kolkata – 700098. India
[2]Masters in Fashion Management (2016-2018) Dept. Of Fashion Management Studies National Institute of Fashion Technology Ministry of Textiles, Govt. Of India
Block-LA, Plot No: 3B, Sector-III Salt Lake City, Kolkata – 700098. India

ARTICLE INFO	ABSTRACT
Published Online: 10 July 2018 Corresponding Author: **Ms. Trisha Banerjee**	In this research the researchers tried to study the brand positioning of Moustache, an entry level denim wear brand from Kolkata. Around 22 branding dimensions were studied in a Likert scale with a total of 109 parameters which resulted in extracting out some important factors, through *exploratory factor analysis* which influenced the decisions of the consumers in terms of their brand choice. The factors extracted were, namely, *Brand Loyalty, Brand Satisfaction, Brand Renown-ability, Brand Knowledge, Brand Promise, Brand Performance and Brand Assurance*. All these factors in totality help to shape the position of the brand in the minds of the consumers. These factors collectively explain 60.789% of reasons dictating the branding strategies which affect the purchase behaviour of the consumers of Moustache. A perceptual mapping, through *multi-dimensional scaling*, of the brand along with its competitors, namely, Mufti, Hoffmen and Passport were done in order to determine how the well the brand is perceived by its consumers in its segment. It was seen that among all the consumers, Moustache was perceived as a brand which has very low perception in *Product Innovativeness* and *Product Promotion*. Lastly all the responses of the consumers of the Likert scale was subjected to a *mean score analysis* in order to understand the mean agreement or disagreement of each branding dimension with respect to the Moustache brand in the mind. It was seen that around 7 branding dimensions namely, *Brand Love, Behavioural Commitment, Brand Respect, Action Loyalty, Cognitive Loyalty, Affective Loyalty and Brand Symbolism* were the dimensions which according to the consumers, Moustache was lagging behind as compared to its competitors. This research shall help in a better understanding of the denim jeans brand market and shall help further researchers and organisations based out of Kolkata to work upon these characteristics before launching their brand or product with respect to the brand Moustache.

Introduction

Denim has been playing a dual role in India — serving both as a major fashion trend and helping to break down barriers since jeans are worn by consumers across all of the country's economic strata and in both urban and rural areas. Jeans derive their name from Genoa, Italy, where a variation of the city's famous corduroy fabric caught on with sailors, who spread it throughout Europe. Further experimentation would lead to the development of the rigid cotton fabric today known as denim, for the French city of Nimes. Fashion historians agree that jeans found their way to the U.S. not long after the country declared its independence from Great Britain, giving it an American lifespan as well as an American heritage. (Karr, 2012) The hot and new trend in denim has created a new flow in fashion. Fashion is today incomplete without denim. Denim comes in all forms, matches with any type of fabrics. They are aesthetic and being used in a wide range. (Rabby, 2011)

In India, the demand for the denim jeans has increased manifold. Age, sex and cultural integration of the Indian population have a strong bearing on the consumption profile

as well as the extent of consumption. (Co., Global and Indian Denim Market, 2016)

Men's denim enjoys the largest share and is poised to grow at a high CAGR of 14 per cent over the next decade. Until a few years ago, denim was popular with men in the urban cities only; however, it has now gradually become popular in the semi-urban and rural markets also. Denim is considered the most versatile fabric for men with multiple applications over casual wear, work wear and everyday wear. (32nd IAF World Fashion Convention: Indian Denim sector to become 8 billion dollar industry, 2016)

The jeans market for 2018 is worth US$56.55 bn. Europe accounts for US$19.60bn of the total, and North America for US$19.80 bn. Together they have a combined share of 70.9% of the world total. By 2022, the world jeans market will have grown to be worth US$59.46bn. The future period 2018 to 2022 will deliver world growth of only 5.1%. (Newbery & Wang, 2017)

Indian denim market is on a high growth path with a rate of growth in the range of 8-12%. However, the market is dominated by the non-branded players who take away the major share of the denim market. The branded denim market is estimated to be around $450-$500 million, and is dominated by some international labels though the local brands are also getting prominent. Some of the prominent Indian denim brands include – AN Jeans, Cantabil, DJ&C, Flying Machine, Killer etc. Due to high cotton price denim makers are struggling to survive. Industry insiders think that more than 20 denim fabric manufacturing factories of the country is short of order or are not able take order due to turbulent yarn price. (Rabby, 2011)

Branding is a way of creating an identity for a product like identifying a specific person in a large crowd. A brand is essentially the sum total of the particular satisfaction it delivers to the consumer who buys that specific brand. Therefore consumers relate to brands and the ones that they are familiar with they expect certain performance level from them which in turn shapes their brand loyalty. (Chowdhury P. K., 2001). Branded jeans were perceived to be 'known, expensive, high quality, fashionable, stylish, desirable, comfortable and sex' but the frequency of purchasing un branded jeans was higher than branded jeans there are many aspects in which branded jeans are ahead of unbranded jeans. (Shahaida & Pandya, 2013)

The market denim industry are interested in continuously improving of new design and aesthetics, in parallel with this development of new fabrics, washes and finishes, technical improvements, etc. Having the latest equipment became primary factor, as well applying of qualified workers and design professionals. (Csanák, 2014)

The demographics of Indian consumers are changing fast and so also their propensity to consume, the knowledge about the fashion trends and product availability has provided additional impetus for increased consumption

levels of the denim jeans. The versatility has made its purchase decision convenient suiting all occasions and purposes. The demand for denim has been propelled by the increase in the number of shopping malls and online shopping portals. (Co., Global and Indian Denim Market, 2016).

Literature Review

According to the study (Kim, Lee, & Lee, 2005) a long term consumer *brand relationship* needs to be built and maintained to have a sustainable competitive advantage of one brand over others. Memories related to a brand evoke one's attachment to that brand. *Self-image* or surroundings can also generate attachment to a specific brand. *Affective attachment* is generated when a brand becomes involved in one's *self-concept* and *self-image*. *Commitment* dimension is a matter of the customer's orientation toward a long-term relationship with the brand. Consumers tend to build up commitment when maintaining the relationship yields more benefits to them than terminating it which is termed as *cognitive commitment*, when they simply feel an emotional bond established within the relationship it is called an *affective commitment*, or when they do not want to switch to other alternatives the commitment is termed to be behavioural in nature. The *trust dimension* is based on *honesty* and *benevolence*. The *intimacy dimension* is seen as a deep understanding and knowledge of another; considering it to be the mental closeness of the relationship.

It has been concluded by (Petzer, Mostert, & Kruger) that *brand loyalty* can be viewed as consumers' repetitive and systematic purchase of the same brand again and again. For true brand loyalty to exist, consumers have to form an emotional attachment with it and be committed to the brand for long. It is created by establishing and maintaining consumer-brand relationships.

According to the study of (Muncy, 1996) it was concluded that *perceived brand parity* relates to the perception among consumers that all major alternatives in a product class are similar. Brand Parity has an impact on cognitive *brand loyalty, price sensitivity,* and *perceived utility of marketplace* information. Parity can be called to be the opposite of product differentiation.

In the study (Sprott, Czellar, & Sangerber, 2009) the researcher speaks about *Brand Engagement* scale which deals with how much a consumer is associated with the brand and considers it to be a part and parcel of its daily life and happenings. It deals with the close interpersonal connection a consumer develops with a brand and considers the brand to be a part of themselves. *Brand engagement in self-concept* (BESC) is a generalized view of brands in relation to the self, with consumers varying in their tendency to include important brands as part of their self-concepts.

Brand commitment has been found to be a very important factor in the study of (Breivik & Thorbjornsen, 2008).

According to the study (Erdem & Swait, 2004) it was been concluded that *brand credibility's impact* on consumer utility through perceived risk and information costs saved is larger than its impact through perceived quality under high uncertainty avoidance than under low uncertainty avoidance. It measures the extent to which a brand is able to channelize and mould the attitude of the consumers and in turn deliver the claims it has promised to. It was been found out in the study that *clarity* and *credibility* of brands are signals of product positions which increase *perceived quality*, decrease *consumer perceived risk* and information costs, and thus increase *consumer expected utility*. *Brand credibility* (the credibility of a brand as a signal) is seen to the believability of the product position information contained in a brand, which depends on the willingness and ability of firms to deliver what they promise.

(Cho, 2011) has proposed the importance of a highly charged, emotional relationship between a brand and consumers to build loyalty. Furthermore, it has been concluded that this connection results in a lovemark experience, which supersedes a brand experience. It has been postulated that there are three dimensions of the brand experience, which lead to a lovemark. In the study (Morhart, Malar, Guevremont, Girardin, & Grohmann, 2015) it has been concluded that authentic consumption is relevant for a wide range of consumption objects and activities that hold potential for meaningful creation. Brands play an important role in consumers' identity and consumers rely on brands to express themselves, self-enhance, or self-verify. At the same time, consumers are confronted with increasing commercialization, an overflow of fake claims from brands and an omnipresence of meaningless market offers.

(TaghiPourian & Bakhsh, Loyalty: From Single-Stage Loyalty to Four-Stage Loyalty, 2015) has proposed that loyalty concept is analyzed under different points of view such as brand, customer or store loyalty. Loyalty depicted can thus be divided into four main pillars including – affective, cognitive, conative and action loyalty as depicted by the consumer towards the brands they prefer to use and continue to use in the presence of other brands also. Cognitive loyalty denotes the perceivable qualities and features of a certain brand indicate that it is more advantageous and desirable than its other alternatives. This is also the stage of loyalty based on brand image. Cognition can be based upon previous or second-hand information or recent experience of a brand. Affective Loyalty is a kind of attachment or attitude to the brand that appears and which is based on pleasant experience of using the brand. The consumer's commitment to the brand in this stage is called emotional loyalty, which is impressed as a form of cognition and affection on consumer's mind. While cognition can be affected by new information easily, affections are hard to change. Conative Loyalty is achieved after repeated formation of positive feelings toward a brand. Conation is a

kind of commitment or plan to purchase from a certain brand once again. Consistent with this definition, it is possible to regard conative loyalty as a state of loyalty in which a deep commitment to purchasing from a certain brand exists. In the last stage of Action Loyalty the consumer is ready to overcome possible obstacles for using certain products or services and thus finally reaching their desirable brand.

Research Objectives

The primary objective of the study was to identify the key branding dimensions influencing the brand positioning of Moustache brand in the denim wear market in India in the minds of the consumers. The secondary objectives of the study include identifying the key marketing strategies to be followed and strengthened by the brand in order to have a stronger hold at the market place among its consumer segment. Lastly this study also tried to identify and position the brand with respect to its competitors in order to understand its position and hold in the Men's Denim Wear market in Kolkata.

Research Methodology

The research design adopted in this study is in descriptive in nature. *Descriptive research* includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present (Kothari, 2004). In this research, the researcher has tried to find out the various factors responsible for the buying behaviour of denim wear through surveys and thus this is a descriptive research.

Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behaviour. Research in such a situation is a function of researcher's insights and impressions. (Kothari, 2004). (White & Sabarwal, 2014). In this research, the approach was quasi qualitative in nature. The researchers tried to find out the factors related to the consumer buying behaviour and pattern which has been quantified and analysed qualitatively.

In the study, the researchers tried to use both *primary and secondary data*. Primary Data is originated by the researcher for the specific purpose of addressing the problem at hand (Malhotra & Birks, 2006). Thus primary data are the raw data, which is needed to be further, processed and secondary data are the published data. As a data collecting tool, the researchers have used, *structured non-disguised questionnaire* with both open and close ended questions. A Questionnaire is called a scheduled interview form or measuring instrument including formalized set of questions for obtaining information from respondents (Malhotra & Birks, 2006). Non-disguised approach is a direct approach in which purpose of the project is disclosed to the respondents or is otherwise obvious to them from the questions asked. The reason for asking structured questions is to improve the

consistency of the wording used in doing the study at different places which increases the reliability of the study by ensuring that every respondent is asked the same question (Nargundkar, 2004) and the survey instrument was used to collect data through personal interviews.

A Likert scale was formed on 109 statements based on 22 different dimensions, namely, *Brand Love, Behavioural Commitment, Brand Respect, Action Loyalty, Cognitive Loyalty, Affective Loyalty, Brand Symbolism, Emotional Intimacy, Brand Loyalty, Brand Integrity, Brand Arousal, Satisfaction, Trust, Brand Attitude, Brand Credibility, Self Connective Attachment, Brand Parity, Conative Loyalty, Brand Engagement, Brand Commitment, Brand Pleasure, and Brand Dominance*. All the attributes were scanned through literature review specific to the Denim Wear Market. It was a five point Likert Scale with a rating of 1-5 where 5 is strong agreement with the statement, 4 is agreement with the statement, 3 is neither agreement nor disagreement, 2 is disagreement and 1 is strong disagreement with the statements were formed on the factors and the respondents were asked for their opinion and responses.

The first step in developing any sample design is to clearly define the set of objects, technically called the Universe, to be studied. In this research, all the men wearing denim jeans in Kolkata comprised the population of this study. The researcher has used *non-probabilistic* sampling technique, along with *convenience sampling*. In a non-probabilistic sampling technique all the individual samples do not have the equal chances of being selected by the researcher. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. (Kothari, 2004)

A decision was taken concerning a sampling unit before selecting sample for this study. (Kothari, 2004). In this research, the researcher has chosen all its respondents from Kolkata who wear Moustache denim jeans. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfils the requirements of efficiency, representativeness, reliability and flexibility. (Kothari, 2004) In this research, the researcher has kept the sample size to *150 respondents*.

There are several ways of collecting the appropriate data which differ considerably in context of money costs, time and other resources at the disposal of the researcher. Through *personal interview*, the researchers followed a rigid procedure and seek answers to a set of pre-conceived questions through personal interviews. This method of collecting data is usually carried out in a structured way where output depends upon the ability of the interviewer to a large extent (Malhotra & Birks, 2006). In this research, the researcher has undertaken the personal interviews of the various people in the sample population to undertake the research. This research has been conducted in the time span ranging from *January to April 2018*.

Findings and Analysis

Factor Analysis attempts to identify underlying variables or factors that explain the pattern of correlations within a set of observed variables. Used in data reduction to identify a small number of factors that explains most of the variance observed in a much large number of manifest variables.

A Likert scale was formed on 109 statements based on 22 different dimensions, namely, *Brand Love, Behavioural Commitment, Brand Respect, Action Loyalty, Cognitive Loyalty, Affective Loyalty, Brand Symbolism, Emotional Intimacy, Brand Loyalty, Brand Integrity, Brand Arousal, Satisfaction, Trust, Brand Attitude, Brand Credibility, Self Connective Attachment, Brand Parity, Conative Loyalty, Brand Engagement, Brand Commitment, Brand Pleasure,* and *Brand Dominance*. All the attributes were scanned through literature review specific to the Denim Wear Market. It was a five point Likert Scale with a rating of 1-5 where 5 is strong agreement with the statement, 4 is agreement with the statement, 3 is neither agreement nor disagreement, 2 is disagreement and 1 is strong disagreement with the statements were formed on the factors and the respondents were asked for their opinion and responses.

Considerations in Factor Analysis

In the study a sample size of 150 respondents were taken and was checked if it was adequate for the study. It was checked using Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity as shown in the Table below. KMO value more than 0.5 shows that the sample size was adequate. KMO Value between 0.5 to 0.7 shows a Mediocre sample size, greater than 0.7 shows a Good Sample Size and value greater than 0.8 shows a great Sample Size (Hassan, et al., 2006). As the value KMO is 0.895 in this study, which indicates that the sample adequacy is good. As the Significance Value is lesser than 0.05, the data is sufficient for factor analysis as per the Sufficiency Test.

Table 1 - KMO for Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	273.087
	Df	136
	Sig.	.000

Initially the factor analysis was done using all the 109 statements of the Likert scale. The analysis resulted in the extraction of 28 different components. 28 being a large

number in studying the number of factors governing the branding strategies, the correlation values of factors were checked. The pair of statement with values having correlations greater than or equal to 0.8, was studied and among them one was dropped and one was kept (as because the two statements have high correlation) for performing a second round of factor analysis.

The researcher was finally left with 17 statements which were subjected to a second round of factor analysis. From the table of Total Variance Explained given below, it can be seen that 7 factors have been extracted in the second round, which in total explains 60.789% of reasons dictating the branding strategies which affect the purchase behaviour of the consumers of Moustache.

Table 2 - Total Variance Explained for Factor Analysis

Total Variance Explained									
		Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings	
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.885	11.087	11.087	1.885	11.087	11.087	1.632	9.597	9.597
2	1.724	10.144	21.231	1.724	10.144	21.231	1.563	9.197	18.794
3	1.644	9.670	30.901	1.644	9.670	30.901	1.498	8.809	27.604
4	1.460	8.585	39.486	1.460	8.585	39.486	1.473	8.662	36.265
5	1.268	7.456	46.943	1.268	7.456	46.943	1.450	8.532	44.797
6	1.240	7.293	54.235	1.240	7.293	54.235	1.363	8.016	52.813
7	1.114	6.553	60.789	1.114	6.553	60.789	1.356	7.976	60.789
8	.995	5.853	66.642						

16	.476	2.801	98.005						
17	.339	1.995	100.000						
Extraction Method: Principal Component Analysis.									

Within each factor (to the extent possible) the items are sorted from the one with the highest factor weight or loading for that factor to the one with the lowest loading on the first factor. Loadings resulted from the orthogonal rotation are correlation coefficients of each item with the factor, so they range from -1.0 through 0 to +1.0. A negative loading just means the question needs to be interpreted in the opposite direction from the way it is written for that factor, but here no negative loading was extracted. Usually factor loadings less than 0.30 are considered low, which is why we suppressed loadings less than 0.30. On the other hand,

loadings of 0.40 or greater are typically considered high. Using the Rotated Component Matrix, the following 7 factors were extracted. All the factors from the Likert scale with factor loading value above 0.4 have been taken in order to extract the various 8 individual components. Factor loadings above 0.4 values were considered strong in terms of analysis of factor importance. (Erdem & Swait, 2004). The table below shows the rotated component matrix followed by the extracted factors with their factor loadings and explanations.

Table 3 - Rotated Component Matrix for Factor Analysis

Rotated Component Matrix[a]							
	Component						
	1	2	3	4	5	6	7
I like this brand because it makes me feel more special than other people	-.257	-.202	-.110	.154	.355	.337	.451
This brand is exactly what I want	-.140	.404	.339	-.389	.199	.336	-.160
The performance of this brand is better than I expected	.213	.087	.105	-.017	-.037	-.040	.709
I really enjoy using this brand	.020	.652	.000	.061	-.062	.162	-.085
I don't have to consider other brands because I have this one	-.132	.064	-.083	-.132	.715	.170	.125
This brand always cares about the consumer's needs	.315	.508	.336	.102	.165	-.263	.212

This brand keeps its promises	-.048	.097	-.053	-.200	-.799	.179	.165
This brand fits me naturally	.055	.022	.070	.785	.143	.121	-.167
This brand makes me feel comfortable	.000	-.043	.787	-.147	-.033	.052	.294
I consider myself loyal to this brand	-.638	-.055	-.020	-.044	.050	-.079	-.067
If a brand of denim other than the one I usually purchase was on sale, I would probably buy it	-.067	.734	-.252	.023	-.046	-.102	.130
The brand's product claims are believable	.333	.081	-.168	.225	.036	.468	-.475
The quality of this brand is very high.	.027	.027	-.008	.080	-.008	.806	.014
I pay attention to what is going on with this brand	.276	-.166	.145	-.547	.077	-.045	-.344
I am very committed to this brand	.715	-.138	-.271	-.206	-.009	-.107	.003
This brand communicates well with me	-.176	-.203	.563	.206	-.057	-.213	-.222
I think this company has the best offers in the present	.487	.125	.330	.379	-.257	.133	.003

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 21 iterations.

Factors Extracted:

Table 4 - Factor Extraction

Indicator	Factor Loading	Explanation
Component 01 – Brand Loyalty		
I consider myself loyal to this brand	0.638	Brand loyalty related to repeat purchase with the brand in a particular product category affects and shapes the purchase behaviour of the consumers. The brand should be able to well communicate itself to its consumers in order to make sure they purchase this brand whenever they have to purchase a particular product category. The preference of consumers should be topped by the brand in order to increase the brand loyalty. Their tendency towards purchase shall be dictated by a particular brand. Moustache should well communicate with its existing consumers in order to make them repeat their purchase in the next round of purchases. (Bhat, 1998)
This brand communicates well with me	0.715	
I prefer to buy this brand instead of other brands	0.487	
Component 02 – Brand Satisfaction		
This brand is exactly what I want	0.404	When a brand is able to deliver as per the wishes of the consumer rather than its own product wishes, the brand is able to satisfy its consumers well. It should meet the needs of its consumers rather than the needs of its own company. The consumer is then able to rejoice its purchase. This explains the reason behind holding research about the consumers and the needs of the market before launching a collection. Moustache should focus on strengthening its Research and Development team. (Chowdhury U. , Does Price Reflect Emotional, Structural or Performance Quality?, 2002)
I really enjoy using this brand	0.652	
This brand always cares about the consumer's needs	0.508	
If a brand of denim other than the one I usually purchase was on sale, I would probably buy it	0.734	
Component 03 – Brand Renown-ability		
This brand makes me feel comfortable	0.787	Consumers should be able to feel proud after adorning the brand. He should be able to relate and feel the pride of comfort and ownership. Moustache should focus on delivering comfortable products of denim jeans, jeans being an everyday casual wear product. This shall also lead to word of mouth popularity and recognition. (Breivik & Thorbjornsen, 2008)
This brand has a good reputation	0.563	
Component 04 – Brand Knowledge		
This brand fits me naturally	0.785	Consumers are driven by brands which they feel will suit their body type also having the knowledge about the various collections and product lines of the brand. On having a good amount of knowledge of the same, it is seen a consumer is driven towards purchase from a particular brand. Thus Moustache should communicate well with its consumers about its product line and product portfolio. (Cho, 2011)
I pay attention to what is going on with this brand	0.547	

Component 05 – Brand Promise		
I don't have to consider other brands because I have this one	0.715	The various product and purchase claims made by a brand should be fulfilled by the brand in order to make sure customers return back to the brand for purchase. Thus Moustache should be able to deliver all its promises made to its consumers in order to have a good repute and also shape the purchase intention of its shoppers. (Co., Global and Indian Denim Market, 2016)
This brand keeps its promises	0.799	
Component 06 – Brand Assurance		
The brand's product claims are believable	0.468	A consumer always appreciates honesty and thus would appreciate a brand, which would have reasonable product claims owing to its product and price lines. The assurance of quality and performance is mainly what a consumer looks out for. Moustache should never compromise on the quality level and its deliverables associated with the product. (White & Sabarwal, 2014)
The quality of this brand is very high.	0.806	
Component 07 – Brand Performance		
I like this brand because it makes me feel more special than other people	0.451	Denim Jeans being a product subjected to high longevity, the performance of a brand in this product category is of utmost importance. The brand should be able to perform and deliver better than the other brands which shall make the consumers purchase from a particular brand only. Moustache should focus on having high performance products and also means of checking the performance once again after the purchase is made. This shall help the brand to occupy a special place among its consumers. (Upadhyay & Ambavale, 2013)
The performance of this brand is better than I expected	0.709	

Multi Dimensional Scaling

Multidimensional scaling (MDS) is a series of techniques that helps the analyst to identify key dimensions underlying respondents' evaluations of objects. It is often used in Marketing to identify key dimensions underlying customer evaluations of products, services or companies. The purpose of MDS is to transform consumer judgments of similarity or preference (Eg.: preference for stores or brands) into distances represented in multidimensional space. The resulting perceptual maps show the relative positioning of all objects. Multidimensional scaling is based on the comparison of objects. Any object (product, service, image, etc.) can be thought of as having both perceived and objective dimensions. It is a set of data analysis techniques for analysis of similarity or dissimilarity data. It is used to represent (dis)similarity data between objects by a variety of distance models. (Blake, Schulze, & Hughes, 2003) From the Stress and Fit Measures table below, it show that the stress levels are equal to 0.000 and the Dispersion and Tucker's Coefficient is equal to 1.000. This is considered to be the best possible stress and fit measures for ideal perceptual mapping (Karr, 2012). The lower the stress value the better it is for the perceptual mapping. It shows that it is more validated. The distance of each individual weight from the origin indicates its level of fit with the solution, with better fits shown by farther distances from the origin. The lower the stress value and higher the Dispersion and Congruence Coefficient value, the more it is considered significant for PROXSCAL Multi Dimensional Scaling. Lower the stress values, better it is for perceptual mapping. It shows that it is more validated. Lower the stress and higher the dispersion value and the congruence of coefficient value, the more significant it is. The distance of

each individual weight from the origin indicates its level of fit with the solution; better fit is shown by further distances. (Blake, Schulze, & Hughes, 2003)

Table 5 - Stress and Fit Measures for Multi Dimensional Scaling

| Stress and Fit Measures	
Normalized Raw Stress	.00000
Stress-I	.00000[a]
Stress-II	.00000[a]
S-Stress	.00000[b]
Dispersion Accounted For (D.A.F.)	1.00000
Tucker's Coefficient of Congruence	1.00000
PROXSCAL minimizes Normalized Raw Stress.	
a. Optimal scaling factor = 1.000.	
b. Optimal scaling factor = 1.000.	

The table below shows the final coordinates for the perceptual mapping of the four competitor brands. Hoffmen, Passport and Mufti are perceived as competitors to Moustache with respect to their price points of their products as well as their country of origin, both originating from the eastern zone and thus having the same target market. The styles and variety offered is also the same and is usually sold through the same multi brand outlets as well as the large retail formats. (Co., Global and Indian Denim Market, 2016). As per the coordinates the brands have been mapped on a two dimensional perceptual map.

Table 6 - Final Coordinates for Perceptual Mapping

Final Coordinates		
	Dimension	
	1	2
Moustache	-.457	-.452
Hoffmen	.810	-.086
Passport	-.241	.591
Mufti	-.112	-.053

As per the output, the researcher has named the dimensions as follows:

- Dimension 01 (On the XX' Axis) – *Product Promotion*
- Dimension 02 (On the YY' Axis) – *Product Innovation*

Object Points
Common Space
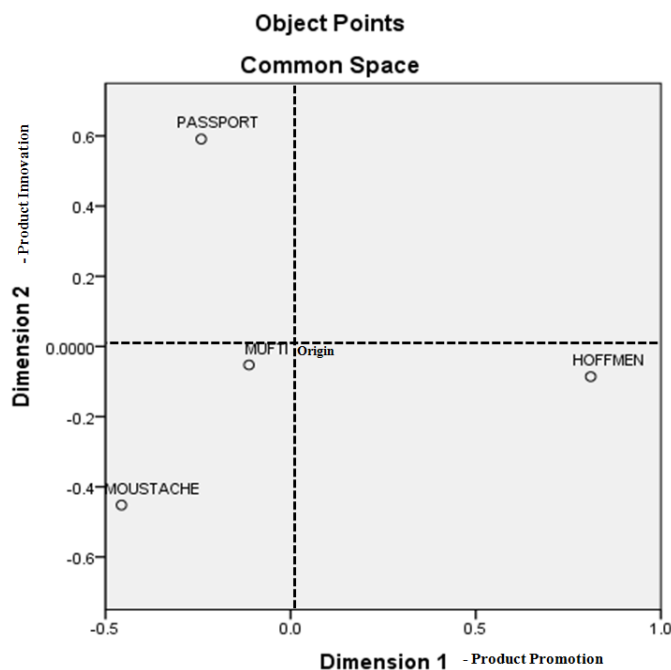
Inference:

- *Moustache:* Perceived by consumers to have a low product innovation in denim wear as well as low product advertising. It can be said that although Moustache has new collections every year, due to lack of advertising and information in the media, consumers perceive this brand not to have product innovations and thus poorly perceive based on these dimensions.
- *Passport:* Consumers perceive this brand to have a good amount of product innovativeness compared to other brands but it has low product advertising. When they visit a store they are aware of the new products but are not dragged into the stores due to advertisements of the products.
- *Hoffmen:* This brand has moderate product innovation but compared to all the four it is high in

product advertising. Whatever collections are launched in denimwear is well advertised to capture the interest of the consumers, which draws them into the stores.

- *Mufti:* It is low in product advertising and also product innovations but better perceived compared to the other brands. Although this brand and Moustache fall in the same quadrant, it is perceived in a better way compared to Moustache.

To counter the current situation of low product innovativeness and product promotion, Moustache should focus on introducing new styles and having them physically demonstrated and explained to their target market in their exclusive brand outlets. Unless the customers are convinced about the new features and also informed about them, the brand shouldn't expect an increase in their sales. Currently the brand only believes in word of mouth promotion, which certainly is not enough to withstand the current competitors and to find a unique place in the minds of the customers. They should begin with print advertisements which shall draw the customer base to the store highlighting their new products and existing product lines.

Mean Score Analysis

The mean of the agreement or disagreement of all the statements of the Likert scale was calculated which were then calculated to find the mean of the dimension. The Likert scale was formed on 109 statements based on 22 different dimensions, namely, *Brand Love, Behavioural Commitment, Brand Respect, Action Loyalty, Cognitive Loyalty, Affective Loyalty, Brand Symbolism, Emotional Intimacy, Brand Loyalty, Brand Integrity, Brand Arousal, Satisfaction, Trust, Brand Attitude, Brand Credibility, Self Connective Attachment, Brand Parity, Conative Loyalty, Brand Engagement, Brand Commitment, Brand Pleasure*, and *Brand Dominance*. All the attributes were scanned through literature review specific to the Denim Wear Market. It was a five point Likert Scale with a rating of 1-5 where 5 is strong agreement with the statement, 4 is agreement with the statement, 3 is neither agreement nor disagreement, 2 is disagreement and 1 is strong disagreement with the statements were formed on the factors and the respondents were asked for their opinion and responses.

The following table shows all the dimensions along with their mean value of agreement or disagreement. The mean of all the dimensions have them been ranked to see which dimensions play a strong, moderate or weak role in determining the branding strategies for the brand Moustache.

Table 7 - Mean Scores of Parameters

Sl. No	Dimensions and Parameters	Mean of Parameters	Mean of Dimensions
	Self Connective Attachment		3.224
1	I am intrigued by this brand because it shows who I want to be	3.726	
2	This brand goes well with my lifestyle that I would feel empty without it	2.946	
3	I like this brand because it makes me feel more special than other people	3.00	
	Satisfaction		3.532
4	This brand is exactly what I want	3.160	
5	I don't regret choosing this brand	4.030	
6	Using this brand is a good experience for me	4.112	
7	The performance of this brand is better than I expected	2.750	
8	I really enjoy using this brand	3.610	
	Behavioural Commitment		3.148
9	I don't have to consider other brands because I have this one	1.80	
10	I want to keep using this brand	3.526	
11	I want to maintain a long term relationship with this brand, so I keep buying it	4.120	
	Trust		3.300
12	This brand always cares about the consumer's needs	3.273	
13	This brand keeps its promises	2.916	
14	Whatever happens I believe this brand would help me	3.466	
15	This brand works hard for my well being	3.546	
	Emotional Intimacy		3.722
16	I am familiar with this brand	3.726	
17	This brand fits me naturally	3.333	
18	This brand makes me feel comfortable	4.107	
	Brand Pleasure		3.858
19	I love this brand	3.546	
20	Using this brand gives me great pleasure	3.526	
21	I am really happy that this brand is available	4.002	
22	The brand rarely disappoints me	4.360	
	Brand Arousal		3.566
23	I am attracted to this brand	3.546	
24	I desire this brand	3.560	
25	I want this brand	3.600	
26	I look forward to using this brand	3.560	
	Brand Dominance		3.836
27	My daydreams often include this brand	3.600	
28	This brand often dominates my thoughts	3.806	
29	Sometimes I feel I cannot control my thoughts as they are obsessively focussed on this brand	4.103	
	Brand Loyalty		3.674
30	I consider myself loyal to this brand	3.746	
31	I buy this brand whenever I can	4.110	
32	I buy as much of this brand of this product I need	4.006	
33	This is the one brand I would prefer to buy or use	3.580	
34	If this brand was unavailable, it would be difficult if I had to use another brand	3.000	
35	I would go out of the way to buy this brand	3.603	
	Brand Parity – Price Sensitivity		3.186
36	I would be willing to pay more to buy my regular Moustache denim rather than any other buy another brand	3.221	
37	If I had a coupon for a denim brand other than Moustache I would probably use it	3.566	

38	I generally buy the least expensive brand of denim I usually fund	2.965	
39	If a brand of denim other than the one I usually purchase was on sale, I would probably buy it	2.994	
	Brand Engagement		3.911
40	I have a special bond with the brands I like	3.433	
41	I consider my favourite brands to be a part of myself	4.165	
42	I often feel a personal connection between my brands and me	4.006	
43	Part of me is defined by important brands in my life	4.321	
44	I feel as if I have a close personal connection with the brands I most prefer	3.956	
45	I can identify with important brands in my life	4.00	
46	There are links between the brands that I prefer and how I view myself	3.66	
47	My favourite brands are an important indication of who I am	3.753	
	Brand Commitment		3.870
48	I will stay with this brand through good times and bad	3.613	
49	I am willing to make small sacrifices in order to keep using this brand	4.000	
50	I have made a pledge of sorts to stick with this brand	3.998	
	Brand Attitude		3.300
51	This brand delivers what it promises	3.846	
52	The brand's product claims are believable	4.130	
53	Over time my experiences with this brand have led me to expect it to keep its promises, no more no less	4.066	
54	This brand has a name you can trust	3.887	
55	This brand doesn't pretend to be something it isn't	4.002	
56	This brand is committed to delivering on its claims, no more no less	4.065	
57	This brand has the ability to deliver what it promises	3.986	
58	The quality of this brand is very high.	2.113	
59	Knowing what I'm going to get from this brand saves me time shopping around.	3.920	
60	This brand gives me what I want, which saves me time and effort trying to do better.	4.006	
61	I need lots more information about this brand before I'd buy it.	1.946	
62	To figure out what this brand is like, I'd have to try it several times.	3.880	
63	I never know how good this brand will be before I buy it.	4.520	
64	This brand is more expensive than the average brand in this category.	1.946	
65	Compared to other brands, this brand is more expensive.	1.946	
66	I would never buy this brand.	1.926	
67	I would seriously consider purchasing this brand.	1.923	
	Brand Love		3.108
68	I am passionate about this brand	3.946	
69	I love this brand	2.566	
70	I am very attached to this brand	1.245	
71	This brand is a pure delight	3.336	
72	This brand is totally awesome	3.341	
73	This brand makes me feel good	4.001	
74	This is a wonderful brand	3.321	
	Brand Respect		2.971
75	I approve of this brand's performance	3.726	
76	I pay attention to what is going on with this brand	3.793	
77	I respect this brand	3.001	
78	I am very committed to this brand	3.945	
79	This brand communicates well with me	3.445	
80	This brand has a good reputation	1.866	
81	This brand is honest to me	2.980	

82	This brand is responsible to me	2.226	
83	This brand is responsible to the society	3.106	
84	This brand is very faithful	2.556	
85	This brand leads fashion trend season to season	2.116	
	Brand Credibility		3.226
86	This brand will not betray	2.560	
87	This brand accomplishes its value promised	3.114	
88	This brand is an honest brand	4.005	
	Brand Integrity		3.594
89	This brand gives back to its consumers	4.116	
90	This brand has moral principles	3.332	
91	This brand is true to a set of moral values	2.933	
92	This brand cares about its consumers	3.996	
	Brand Symbolism		2.169
93	This brand adds meaning to people's lives	1.965	
94	This brand reflects important value people care about	1.562	
95	This brand connects people with their real selves	2.956	
96	This brand that connects people with what is really important	2.195	
	Cognitive Loyalty		2.678
97	I prefer to use the products of this company	2.156	
98	I think this company has the best offers in the present	3.332	
99	I prefer to buy this brand instead of other brands	2.546	
	Affective Loyalty		2.621
100	I bought this brand because I really like it	2.224	
101	I am pleased to buy this brand instead of other brands	1.956	
102	I like this denim brand more than other brands	3.366	
103	I feel more attached to this brand than to other brands	3.546	
104	I am more interested in this brand than other brands	2.014	
	Conative Loyalty		4.334
105	I intend to buy this brand in the future, too	4.156	
106	I intend to buy other products from this brand	4.512	
	Action Loyalty		2.750
107	I recommend this brand those who ask my advice	2.145	
108	I say positive things about this brand to other persons	2.559	
109	I consider this company my first choice when I want to buy denim products	3.546	

Dimensions above the mean rating of 3.8 (Rabby, 2011) were considered to be in the strong hold of the Moustache brand, a rating of 3.181-3.799 was considered to be in the moderate hold and those dimensions with a mean rating equal to or below 3.180 was considered to be in the weak hold of the brand. The following table ranks all the 22 dimensions in descending order of their mean of agreement and disagreement statements:

Table 8 - Dimension ranking with their Mean Scores

Dimension Rank	Dimension	Mean
Strong Hold of Moustache		
1	Conative Loyalty	4.334
2	Brand Engagement	3.911
3	Brand Commitment	3.870
4	Brand Pleasure	3.858

5	Brand Dominance	3.836
Moderate Hold of Moustache		
6	Emotional Intimacy	3.722
7	Brand Loyalty	3.674
8	Brand Integrity	3.594
9	Brand Arousal	3.566
10	Satisfaction	3.532
11	Trust	3.300
12	Brand Attitude	3.300
13	Brand Credibility	3.226
14	Self Connective Attachment	3.224
15	Brand Parity-Price Sensitivity	3.186

Weak Hold of Moustache		
16	Brand Love	3.180
17	Behavioural Commitment	3.148
18	Brand Respect	2.971
19	Action Loyalty	2.750
20	Cognitive Loyalty	2.678
21	Affective Loyalty	2.621
22	Brand Symbolism	2.169

The following dimensions were seen to be poorly performing with respect to the Moustache brand. The researchers have tried to lay pathways in order to improve upon these dimensions by the brand and to have a stronger hold in the market place in denim jeans wear:

Brand Love (3.180): Brand love is a rich concept recently emerged in the field of consumer behaviour. If the consumers love a brand, then sales volume of the brand will increase, as the brand love gets transformed into brand loyalty. So, the marketers should formulate appropriate strategy so that the brand has a strong emotional appeal and target customers fall in love with the brand. This study has focused on identifying the antecedents and consequences of brand love rooting itself in the psychology and marketing literature. Identification of antecedents and consequences of brand love will help the managers to focus on appropriate variables while formulating strategies intended to make the consumers love the brand. Consumer psychology is very complex. It is therefore highly important to identify the complex psychological variables which impact a consumer's feeling for a brand. Managers should develop appropriate strategies to enhance the target customers brand love. Brand love will result in increased loyalty, intention to pay premium price and positive word-of-mouth. Strategy formulation intended to develop brand love should be done based on the antecedent variables identified. (Barbara, 2006) With a moderate score of 3.180, tending more towards disagreement, Moustache needs to work upon in improving this dimension. The following are the suggestive measures as given by the researchers for the brand:

- *Know The Brand* – The brand should be well known not just by the store employees but it should be well communicated to all the customers as well. This is not being done to its optimum by the brand and thus it is lacking in this portion. To well communicate it, the brand should develop self descriptive in store advertisements and demonstrations.
- *Meet Memorably* – Customers should be remembered and well greeted upon when making a repeat purchase so that they feel the brand to be more homely and more connected with the brand. The store employees should be well trained in this along with training them in interactions and etiquettes to be at par with other considerable big brands.
- *Deepen the Connection* – To deepen a particular connection, the connection needs to be strongly established first in order to deepen it largely and in turn maintain it too. For this there needs to more interactions with the customers and also take in their feedbacks and suggestions for product improvements. When they see that their recommendations are being taken care of they shall themselves feel to be a part of the brand.

Behavioural Commitment (3.148): This dimension solely focuses on the behaviour depicted by the customers in terms of purchase and usage. It mainly talks about a customer's intent to remain and keep purchasing the brand irrespective of more options. Customers keep trying other brand and don't restrict themselves to this brand only. (Verheijen, 2014)

Moustache is losing onto a large customer base due to this switching. The following suggestions have been laid down by the researcher in order to improve the behavioural commitment towards the brand:

- *Continual Improvement:* Mostly brands are receptive and reactive to consumer trends and their audiences' evolving needs. The ideal customers' biggest, hairiest problem might stay the same, but the ways in which they prefer to interact and receive services are certain to change. The brand should look ahead; anticipate these shifts and be ready to respond in ways that demonstrate your brand's agility and willingness to revolutionise its processes. This can be achieved by building a strong Research and Development team which shall look into the consumer buying behaviour and in turn alter their methods which are currently affecting the work flow.
- *Benefits:* Every consumer needs to know what's in it for them. Consumers are busy, attempting at every turn to trim time and effort from their shopping and problem-solving missions. If the brand makes the benefits it's offering to them clear, from the very first point of contact, then it will be seen that customers are coming back to this brand whenever they need to make a purchase in this product category. The benefits offered should be well communicated which is currently lacking in the brand. A considerable amount of time, effort, money and thoughts need to be invested in order to be well understood by the customers when delivering value to them.

Brand Respect (2.971): This dimension is largely associated with the brand reputation and image it has on a consumer's mind. This is built over time with usage and interactions with the brand and in turn shapes the

behavioural patterns of the individuals with the brand. With a score as low as 2.971, that is tending largely towards disagreement, here are a few measures suggested by the researcher in order to build, maintain and increase the brand respect from its current position for the brand Moustache:

- *Emotion:* This is what consumers crave. We hear lots of talk about price, service, products, etc, however, in the end, when it's all boiled down, consumers want to *feel* and they want connections with brands that will continue to make them *feel*. With Moustache denim brand, customers should feel comfortable in turn being a durable product.

- *Exceptionalism:* When you solve a problem for your ideal customers that no one else has been able to solve, your brand will be respected. When you solve a problem that fills a gap created by the competition, your brand will be admired. Or when you solve a problem in an innovative manner, that makes lives easier, more fun, more peaceful, more exciting—or whatever your audience members are craving—then your brand will be celebrated. *Being different* is never enough. The brand has to create ways of solving problems faced by the consumer – through better and easy return and buy back policies, better feedback and suggestions drop box policy etc.

- People respect those who contribute value. A particular problem or project can be addressed by the brand which will yield positive benefits for your organisation or a key problem can be solved and the brand will be well on their way to earning the respective of their peers. That can be achieved through ore social activities, better product performances, product variability, easy accessibility and also easy care maintenance.

Action Loyalty (2.750): In this stage of loyalty, the intention created in the conative stage turns into a greater willingness to act. The consumer is ready to overcome possible obstacles for using certain products or services and finally reaching their desirable brand. In this stage, action is considered as the ultimate outcome of a readiness to act and overcome obstacles. The action loyalty is a deep commitment to engage in repurchase. (TaghiPourian & Bakhsh, Loyalty: From Single-Stage Loyalty to Four-Stage, 2015)

With a mean score bending more towards the disagreement, measures need to be vehemently taken in order to strengthen the action loyalty of the brand, Moustache.

This readiness is accompanied by the consumer's willingness to search for the favourite offering despite considerable effort necessary to do so. Competitive offerings are not considered as alternatives. (Blut, Evanschitzky, Vogel, & Ahlert, 2007)

The following measures have been suggested by the researcher in order to develop or improve the action loyalty displayed by the customers:

- To improve the recommendation of this brand, Moustache first needs to occupy a desirable stage in the consumer's mind in order to be spoken out to others. This can be achieved not just by improving the three levels of a product, but through store performance, store personnel's behaviour and in turn improving the overall interaction with the brand at all points.

- Positive feelings need to be generated in order to be radiated. That can be done through proper interactions at the stores which end up being the most important contact point between the customer and the brand. Proper training in terms of behaviour, attitude and etiquette needs to be transmitted to the store employees in order to achieve this bonding between them and the customers and also to remain at par with the competitor brands.

The main vulnerability of this stage being that too much focus can weaken the performance (TaghiPourian & Bakhsh, Loyalty: From Single-Stage Loyalty to Four-Stage, 2015), it needs to be seen how well the brand develops a balance in order to improve not just its products and product performance but also the interactions with the customers. This shall lead to more of word of mouth recommendations which are definitely more beneficial than mere expensive promotional activities as carried by the brand. Moustache needs to be made the first choice in the customer's mind and actions and that can be achieved through a proper balance of its marketing mix which shall lead to the increase in its desirability of the brand.

Cognitive Loyalty (2.678): This loyalty is based on brand image. Cognition can be based upon previous or second-hand information or recent experience of a brand. This stage is simply information based. After all, this form of loyalty is very superficial. When a brand is used routinely which does not cause any satisfaction, the extent of loyalty is nothing more than performance. When the consumer gets satisfaction from using a certain brand, it becomes part of the consumer's experience and takes on emotional or affective manifestations. (TaghiPourian & Bakhsh, Loyalty: From Single-Stage Loyalty to Four-Stage, 2015). The main vulnerability of this brand stands to be the superficial interaction based on information with the brand. It has a mean score tending towards being high in disagreement and thus this loyalty stage for Moustache needs to be given attention and thus improved. There is a lack of information flow to the final customers in terms of products and its features. It was also been observed in the EBOs & MBOs during survey that not just the customers even the store managers and other store personnel of the brand do not have

adequate information regarding the products offered, the features, the additional brand offerings etc.

While displaying cognitive loyalty, consumer loyalty is determined by information relating to the offering, such as price, quality, and so forth. It is the weakest type of loyalty, since it is directed at costs and benefits of an offering and not at the brand itself. Therefore, consumers are likely to switch once they perceive alternative offerings as being superior with respect to the cost-benefit ratio. Cognitive loyalty is influenced largely by the consumer's evaluative response to an experience, in particular to the perceived performance of an offering relative to price (= value). (Blut, Evanschitzky, Vogel, & Ahlert, 2007).

Moustache largely needs to focus on this aspect. To do this, following measures have been suggested by the researcher:

- Strengthen the marketing mix of the brand – with information related largely to the product, price, place and promotion. This information needs to be communicated not just to the end customer but also to all the channel members. In that way the channel members shall be finally able to communicate that to the end customers.
- The brand needs to focus on promotional activities not just out of the store promotions but also in-store promotions like – more descriptive tags, brochures, demonstrations etc. Unless the customer is well aware of all features he won't be able to communicate that to others and also be able to feel the innovativeness offered by the brand.
- With a rise in e-marketing and mobile marketing these days, the brand should also focus on giving importance to these new windows of marketing to keep pace with the competitor brands too.

Affective Loyalty (2.621): This is a kind of attachment or attitude to the brand that appears, which is based on pleasant experience of using the brand. The consumer's commitment to the brand in this stage is called emotional loyalty, which is impressed as a form of cognition and affection on consumer's mind. While cognition can be affected by new information easily, affections are hard to change. Nevertheless, this form of loyalty, just like cognitive loyalty, is vulnerable to shift to other brands. Studies have found out that a great percentage of those who left their selected brands were satisfied with them. As a result, marketers have to try to attract more committed consumers. (TaghiPourian & Bakhsh, Loyalty: From Single-Stage Loyalty to Four-Stage, 2015). The main vulnerability of this stage is the exposure of switching to other brands.

Affective loyalty relates to a favourable attitude towards a specific brand. Attitude itself is a function of cognition (e.g., expectation). Satisfaction is a global affect evaluation or feeling state which can be predicted from perceived performance as the cognitive component of the evaluation. Affective loyalty is also subject to deterioration, caused primarily by an increased attractiveness of competitive offerings (Petzer, Mostert, & Kruger)and an enhanced liking for competitive brands. This can be, for instance, conveyed through imagery and association used in competitive communications. (Blut, Evanschitzky, Vogel, & Ahlert, 2007)

With a poor mean score which tends more towards disagreement, the affective loyalty component of Moustache brand needs to be improved or else it shall lose all its customers to competitive brands with similar offerings and price points. The following measures have been suggested by the researcher:

- To improve the attachment and interest in this brand for its customers, the brand needs to develop strong interpersonal relationships with its customers. This can be done by maintaining after sales relationship with the customers through phone calls, emails and also feedback forms. They need to be felt that their suggestions and thoughts are valued by the brand and also that they are integral in the brand family. Currently Moustache is not seen following this and thus this needs to be inculcated in the brand to reduce brand switching.
- This can also be established through recognition of the customers in the store while making a purchase and close interactions which shall prevent them from leaving the store.
- The brand needs to focus its attention not just onto the customer but also the whole family visiting the store. This shall be a huge impetus in improving the brand attachment and image displayed and shall help in retaining the customers.

Brand Symbolism (2.169): A symbol-intensive brand is a brand adopted not only for its functional benefits, but above all, for the strong symbolism and significance that it is able to transmit, allowing a consumer to express his or her identity, to signal status or manifest a sense of belonging to a group. Symbol-intensive brands are able to maintain a relationship with their clients that goes beyond the usual brand loyalty. Clients tend to become ambassadors, fans, champions, that find the brand fundamental or irreplaceable in their lives. Researchers have noted superior economic and financial performances in brands capable of engaging people or influencing a social context proposing an original point of view. (Bhat, 1998)

With a mean score as low as 2.169 tending largely towards disagreement, the brand needs to focus well upon improving its symbolism towards the customers. The following suggestions have been laid down for the brand in order to improve its symbolism:

- It needs to reflect the real self of the customer. Its products and offerings need to be oriented in such a way that it is able to reflect the true picture of the customer. That can be achieved through a pull

mechanism of product manufacturing rather than pushing the products into the market. For this timely feedbacks and expectations of the customers need to be taken in order to improve and manufacture those products which are relatable by the consumer. Surveys need to be conducted by the Research and Development team in order to understand the constant changing needs of the customer and in turn manufacture its products accordingly. Currently Moustache is not seen following this and thus there is this huge lack in brand symbolism.

- To reflect real values, the brand has to focus on conveying its values to the end customers which shall be appreciated by them and largely end up in respecting the brand for portraying such high values. The social activities followed by the brand, its honest ways of product manufacturing needs to be well displayed and communicated to the external world. This can be achieved through campaigns and advertisements not just expressing about the product and its benefits but also talking about the values of the brand.

Strong Hold of Moustache

Conative Loyalty (4.334): This stage is achieved after repeated formation of positive feelings toward a brand. Conation is defined as a kind of commitment or plan to purchase from a certain brand again. Consistent with this definition, it is possible to regard conative loyalty as a state of loyalty in which a deep commitment to purchasing from a certain brand exists. (TaghiPourian & Bakhsh, 2015). With a mean tending to be high in Agreement, it can be said that respondents are interested to purchase from this brand in future too. This largely explains the strong and large customer base of loyal repeat customers that the brand has. To maintain this brand loyalty, Moustache needs to be upfront in all its product deliverables. Any kind of failure in that can lead to tarnishing this loyalty as described by the respondents. All three levels of the product – core, actual and augmented needs to be taken care of in terms of quality, availability, design variability etc to the customers. It is rightly said that, repeated delivery failures are a particularly strong factor in diminishing conative loyalty. Consumers are more likely to try alternative offerings if they experience frequent service failures. Even though the consumer is conatively loyal, he has not developed the resolve to avoid considering alternative offerings. (Blut, Evanschitzky, Vogel, & Ahlert, 2007). The respondents do agree that the brand takes care of their conative loyalty, yet this too can be improved to make the brand more desirable. To improve future purchases of the brand, Moustache can offer the following which is currently not being offered by the brand:

- *Incentives for future purchase* – discounts, product bundle offers, discounts over complementary products etc.
- *Easy availability and accessibility* – being present more largely in EBOs, MBOs and LFRS formats of distribution.
- *Recognition of regular customers and repeat purchasers* – feedback forms, birthday or anniversary discounts etc.

All these measures are subjected to strengthen the current position of the brand. It is not in an alarming condition yet, this position needs to be maintained with new ideas and definitely new policies imbibed. The basic vulnerability of this loyalty stage is that plans of purchase may not lead to action, thus to strengthen the plans of purchase of a customer, more number of incentives as well as more attractive opportunities as offered by the brand needs to be placed in front of the customer.

Brand Engagement (3.911): Brand engagement is the process of forming an emotional or rational attachment between a consumer and a brand. Consumers are given a reason to want to take time out of their busy days to engage with the brand. Ultimately, one wants their consumers to engage with the brand again and again — and tell their friends and family to engage with the brand, too. (Verheijen, 2014)

With a moderate high score tending towards agreement, 3.911, it can be said Moustache has a high brand engagement dimension related to their brand. However this position needs to be well maintained and nurtured over time. The following have been suggested by the researcher in order to develop and maintain brand engagement of the customers with the brand:

- *Perception* – The customers need to perceive the brand rightly as per the promises lay out by the brand and in turn act upon it accordingly. This can be achieved through a strong network of word of mouth marketing, brand belief and also the trust perceived and maintained over time. The advertisements, promotions should be well directed in order to fulfil and cater to this perceived image of the brand in the minds of the consumers.
- *Communication* – The message of the brand in terms of its products, prices, offerings, offers, discounts etc should be rightly communicated in an unadulterated way to the consumers. This can be achieved not just through promotions but also through well trained employees at the store front who shall guide and help the customers over time.
- *Experience* – This largely influences brand engagement. If a customer has a poor experience with the brand in terms of store interactions, deliverables, product quality etc, the customer shall not return back to the brand. In turn the brand shall

lose onto a customer who shall then be approached by the competitor brand. The store layout, store employee interactions, product satisfaction should be well taken care of. If needed the store employees can go through a training period before actually facing real time consumers.

- *Promise* – The initial promise as laid down by the brand should be followed throughout and the quality of the deliverables should not reduce with time. This shall lead to develop a poor image of the brand and then followed with the customers engaging themselves with other brands instead of Moustache.

Brand Commitment (3.870): Brand commitment is an important concept that marketing academics have researched for some time, but the way it is approached has changed through the years. Early work on brand commitment focused on how the construct helps to explain the relationship between behaviour and attitude and emphasised how commitment simplifies consumer's decision-making process. Later research explored the relationship between the level of consumer commitment and brand selection, considering its implications for market segmentation and advertising strategy. (Osuna Ramírez, Veloutsou, & Thomas, 2003)

Although the mean score for this dimension with respect to Moustache brand is high, 3.870, few steps the brand should always take in order strengthen it further. The following are been suggested by the researchers:

- Focus on the best customers
- Understand and listen to what customers are saying
- Understand why the brand is being chosen
- Serve the best
- Surprise the customers with delivering more than what is expected
- Deliver Brand's Promise

Brand Pleasure (3.858): This dimension speaks about how rarely the brand fails to deliver and ends up disappointing the customer. Moustache consumers believe that their brand are delivering whatever they want and in turn providing them with a high pleasure. Not just restricted to wanting the brand, this dimension speaks about how much the brand has become desirable for the consumer.

With a moderately high score in this dimension, few steps can be followed by the brand in order to deliver its best continually:

- Deliver a unique point of purchase experience
- Innovation can be a key to drive brand pleasure among the customers
- Convenience in availability and accessibility at all times of purchase
- New offerings keeping up with the trends followed
- Product quality maintained across all the products over time.

Brand Dominance (3.836): This dimension talks about how the brand, holding a dominant top of the mind positioning in the consumer's mind. Whenever there is a need to purchase a particular product category, the customers are reminded of a particular brand only. That way the brand holds a strong position in the lives of the consumers and has its presence in their everyday life.

With a moderately high average mean score of 3.836, Moustache is seen to hold a top of the mind positioning when it comes to purchase of denim wear in the market. The following are some of the various suggestive measures given by the researcher in order to understand the brand better and help it maintain its top of the mind positioning in the minds of the consumers:

- *Pro-activity* – The brand should always be ready to face the changing market trends and conditions and be able to alter it accordingly. When the customers are able to see their favourite brand responding to market conditions pro actively way ahead than other brands they shall be able to keep it on top of their mind and be able to recollect the brand whenever they need to make a purchase in this product category.
- *Planning with the end in mind* – The brand should always plan what it wants to achieve and accordingly share that with their customers. They shall then be able to keep their presence dominant in their mind and not let any other brand occupy that particular place occupied by this brand.
- *Knowing the target market* – The most important task is to know and understand the needs, wants and demands of the target group to be aligned to what they want and thus serve them accordingly. Once customers see that they are served exactly what they are asking for, they shall be able to remember and associate themselves with the brand whenever they have to make a purchase in this category.
- Maintaining close relationships with the customers

Conclusion

In this study the researchers tried to cover the present scenario of the denim wear market in Kolkata and the various reasons responsible in determining the brand positioning of the denim wear brands with respect to Moustache International Private Limited brand. Around 22 branding strategies were studied in a Likert scale with a total of 109 statements which resulted in bringing out the following factors after *exploratory factor analysis* which help in positioning the brand in the minds of the consumers. The factors were, namely, *Brand Loyalty, Brand Satisfaction, Brand Renown-ability, Brand Knowledge, Brand Promise, Brand Performance* and *Brand Assurance*. All these factors in totality help to shape the position of the

brand in the minds of the consumers. These factors collectively explain 60.789% of reasons dictating the branding strategies which affect the purchase behaviour of the consumers of Moustache. These factors derived from the factor analysis help to understand the interplay of the various brands in the Kolkata market and help in shaping their branding strategies in order to make more number of consumers purchase and use their brand. The *perceptual mapping* done through *multi-dimensional scaling* helped to understand the actual position of the brand in the market with respect to its competitors namely, Hoffmen, Passport and Mufti. On the dimensions of *Product Innovativeness* and *Product Promotion* it is seen that Moustache has a very weak hold compared to its counterparts.

It needs to focus on delivering more variety with innovation coupled with proper promotion of the same. The reason of lagging behind in the minds of the consumers was well explained by the perceptual mapping. This shall help the brand and the further researchers to delve and understand the brand positioning in a better and broader aspect. Lastly all the responses of the consumers of the Likert scale was subjected to a *mean score analysis* in order to understand the mean agreement or disagreement of each branding dimension with respect to the Moustache brand in the mind. It was seen that around 7 branding dimensions namely, *Brand Love, Behavioural Commitment, Brand Respect, Action Loyalty, Cognitive Loyalty, Affective Loyalty* and *Brand Symbolism* were the dimensions which according to the consumers Moustache was lagging behind as compared to its competitors. It is seen that Moustache as a brand has strengths in the following dimensions such as *Conative Loyalty, Brand Engagement, Brand Dominance, Brand Commitment* and *Brand Pleasure*. These dimensions make and hold the brand in the market. Keeping these in mind the brand should focus on improving its weaknesses which have been discussed earlier.

This research shall help in a better understanding of the denim jeans brand market and shall help further researchers and organisations based out of Kolkata to work upon these characteristics before launching their brand or product with respect to the brand Moustache International Private Limited.

References

1. 32nd IAF World Fashion Convention: Indian Denim sector to become 8 billion dollar industry. (2016, October). *Colourage , 63* (10), pp. 105-106.
2. Barbara, C. (2006). Brand Love: A Conceptual Framework. *Some Antecedents and Outcomes of Brand Love , 7*, 79-89.
3. Bhat, S. (1998). Symbolic and functional positioning of brands. *Journal of Consumer Marketing , 15* (1), 32-43.
4. Blake, B. F., Schulze, S., & Hughes, J. M. (2003). Perceptual Mapping by Multidimensional Scaling: A Step by Step Primer. *Research Reports in Consumer Behaviour , 7* (1).
5. Blut, M., Evanschitzky, H., Vogel, V., & Ahlert, D. (2007). Switching Barriers in the Four-Stage Loyalty Model. *Advances in Consumer Research , 34*, 726-734.
6. Breivik, E., & Thorbjornsen, H. (2008). Consumer brand relationships: An investigation of two alternative models. *Journal of the academy of marketing science , 36* (4), 443-472.
7. Cho, E. (2011). *Development of a Brand Image Scale and the impact of lovemarks on brand equity.* Iowa State University.
8. Chowdhury, P. K. (2001). *Successful Branding.* University Press.
9. Chowdhury, U. (2002). Does Price Reflect Emotional, Structural or Performance Quality? *International Journal of Consumer Studies , 26* (2), 128-133.
10. Chowdhury, U., & Poynor, D. (2006). Impact of stitch density on seam strength, seam elongation, and seam efficiency. *International Journal of Consumer Studies , 30* (6), 561-568.
11. Co., G. a. (2016, September 2). An Overview of the Global and Indian Denim Market. *The Textile Magazine , 57* (11), pp. 52-58.
12. Co., G. a. (2016, September 2). An Overview of the Global and Indian Denim Market. *An Overview of the Global and Indian Denim Market , 57* (11), pp. 52-58.
13. Coruh, M., Vural, T., & Coruh, E. (2010). A Scale Development Study To Evaluate The Physical Comfort Of Denim Jeans. *Journal of Textile & Apparel , 21* (1), 77-81.
14. Crowther, E. M. (1985). Comfort and Fit in 100% cotton denim jeans. *Journal of the Textile Institute , 76* (5), 323-338.
15. Csanák, E. (2014). *Branding Issues and Creative Product Development in the Denim Industry.* Óbuda University.
16. Erdem, T., & Swait, J. (2004). Brand Credibility, Brand Consideration and Choice. *Journal of consumer research , 70* (1), 191-198.
17. Jin, B., Park, J. Y., & Ryu, J. S. (2010). Comparison of Chinese and Indian consumers' evaluative criteria when selecting denim jeans: A conjoint analysis. *Journal of Fashion Marketing and Management: An International Journal , 14* (1), 180-194.
18. Karr, A. J. (2012). Jeans: From Workwear To Everywhere. *WWD: Women's Wear Daily , 204* (50), pp. 1-12.

19. Kim, H. K., Lee, M., & Lee, Y. W. (2005). Developing a Scale For Measuring Brand Relationship Quality. *Asia Pacific Advances in Consumer Research Volume , 6*, 118-126.

20. Kothari, C. (2004). *Research Methodology - Methods and Techniques* (2 ed.). New Age International Private Limited Publishers.

21. Lall, S., & Mukherjee, S. (2016). Case Study: An Insight into the Buying Behaviour of Urban Consumers towards Casual Wear-An Empirical Evaluation. *Advances in Management , 9* (6), 1-8.

22. Malhotra, N. K., & Birks, D. F. (2006). *Marketing Research - An Applied Approach.* Pearson Education Limited.

23. Morhart, F., Malar, L., Guevremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology , 25* (2), 200-218.

24. Morris, M., & Prato, H. (1981). Consumer Perception of Comfort, Fit and Tactile Characteristics of Denim Jeans. *Tetxile Chemist and Colorist , 13* (3), 24-30.

25. Muncy, J. A. (1996). Measuring Perceived Brand Parity. In J. A. Muncy, *Advances in Consumer Research* (Vol. 23, pp. 411-417).

26. Nayak, P. (2016). Trends & patterns of denim jeans demand in India. *Indian Textile Journal , 120* (8), 18-24.

27. Newbery, M., & Wang, W. (2017). *Global market review of denim and jeanswear – forecasts to 2022.* Malcolm Newbery Consulting Ltd.

28. Petzer, D., Mostert, P., & Kruger, L. M. The dimensions of brand romance as predictors of brand loyalty among cell phone users. *African Online Scientific Information Systems (Pty) Ltd , 17* (4).

29. Rabby, M. F. (2011, May 1). The fashion makers: Global Denim brands & local manufacturers. *Textile Today* , pp. 4-11.

30. Rahman, O. (2011). Understanding Consumer's Perceptions and Behaviours: Implications for Denim Jeans Design. *Journal of Textile, Apparel, Technology and Management , 7* (1).

31. Rahman, O., Fung, B. C., Chen, Z., Chang, W.-L., & Gao, X. (2010). A study of apparel consumer behaviour in China and Taiwan. *International Journal of Fashion Design, Technology and Education , 13* (3), 1-12.

32. Rao, A. (2015, April). Nandan All Set To Become India's Top Denim Maker. *The Textile Magazine , 56* (6), pp. 66-70.

33. Shahaida, P., & Pandya, M. (2013). Branded versus Unbranded Jeans:Opinions and Perceptions of Indian Youth. *Journal of Marketing & Communication , 8* (3), 57-61.

34. Sprott, D., Czellar, S., & Sangerber, E. (2009). The Importance of a General Measure of Brand Engagement on Market Behavior: Development and Validation of a Scale. *Journal of Marketing Research , 46* (1), 92-104.

35. Su, J., & Tong, X. (2016). Brand Personality, Consumer Satisfaction, and Loyalty: A Perspective from Denim Jeans Brands. *Family and Consumer Sciences Research Journal , 44* (n4).

36. TaghiPourian, M. J., & Bakhsh, M. M. (2015). Loyalty: From Single-Stage Loyalty to Four-Stage. *International Journal of New Technology and Research (IJNTR) , 1* (6), 48-51.

37. TaghiPourian, M. J., & Bakhsh, M. M. (2015). Loyalty: From Single-Stage Loyalty to Four-Stage Loyalty. *International Journal of New Technology and Research , 1* (6), 48-51.

38. Upadhyay, D., & Ambavale, R. (2013). International Journal of Management and Social Sciences Research. *A Study on Preference with Reference to Denim Jeans in Female Segment in Ahmedabad city , 2* (4), 153-159.

39. Verheijen, J. (2014). Behavioral Commitment to Change over time. *Organizational Change , 4* (1), 44-54.

40. White, H., & Sabarwal, S. (2014). Quasi Experimental Design and Methods. *Methodologicl Briefs Impact Evaluation , 8*, 1-5.

41. Wu, J., & Delong, M. (2006). Chinese perceptions of western-branded denim jeans: a Shanghai case study. *Journal of Fashion Marketing and Management: An International Journal , 10* (2), 238-250.