Managing loyalty through brand image, judgement and feelings for leveraging power brands

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Abstract. *Recent developments in the marketing literature highlight the significance of consumer loyalty in driving global brands. In order to provide a clear understanding of the impact of consumer loyalty on power brands, the study explores an integrated framework for managing consumer loyalty attributes: image, judgement and feelings for leveraging power brands. The article utilizes a survey-based empirical study of 600 consumers from FMCG sector. Subsequently, factor analysis has been used to test a series of hypotheses concerning the direct effect of consumer loyalty attributes on power brands. The findings of the study suggest that a firm that pays more attention to manage their consumer loyalty attributes would be significantly benefited from the implementation of power brands and classify clusters of such loyal segments for FMCG sector.*

Keywords: consumer loyalty, brand image, brand judgement, brand feeling, power brand.

Introduction

In this modern consumer-centric era, maintaining consumer loyalty is vital for marketing managers. Loyal consumers provide benefits for the firm by positive word-of-mouth, recommendations, ignoring other sellers' offers, and being less price sensitive (Dick and Basu, 1994). Consequently, firms are interested to adopt power brand as a strategic tool for acquiring, retaining and managing consumer loyalty.

Power brand as per Cambridge English business dictionary is defined as "a product that is very well known in its market and sells in large quantities". The idea behind this strategy is to build global brands which endorse multiple products in various categories. A power brand identifies a company, product or service and has high awareness and recall with customers and is associated with very successful global companies.

Interbrand (2007) assesses power brands through their brand weight which is the influence or dominance that a brand has over its category or market, brand length which is the stretch or extension that the brand has achieved in the past or is likely to achieve in the future (especially outside its original category), brand breadth which is the breadth of franchise that the brand has achieved both in terms of age spread,

consumer types and international appeal, and brand depth which is the degree of commitment that the brand has achieved among its customer base and beyond.

In this paper, we present a conceptual analysis of consumer loyalty and loyalty scale. As with other brand research, the development of a consumer loyalty scale must go hand-in-hand with conceptual development of the construct itself. The study identifies the underlying dimensions of consumer loyalty and develops a scale that can measure the strength which a brand evokes with power brands. To define and further develop the consumer loyalty construct, we begin with a review of consumer loyalty, which examines how loyalty is affected through brand image, brand feelings, brand judgments and other aspects of consumer behavior. Next, we review the marketing literature to explain power brand and develop a consumer loyalty scale for a power brand. We then examine the psychometric properties of the scale and finally, test whether consumer loyalty scale affects the relationship among clusters of consumer which drives their loyalty towards a power brand.

Theoretical background
Power brand
The 1980s witnessed a revolution in the understanding of the inner workings of brands and the distinguishing aspect of modern marketing has been its focus on the creation of differentiated brands. A brand identifies a product and its sources, along with brand extension strategies which are widely employed because of beliefs and brand positioning which enhances awareness and increases profitability.

Sally (2002) showcases the practices of Unilever co-chairmen Fitzgerald who initiated the 'Path of Growth' strategy to increase operational efficiency, to concentrate on the promotional activities on the profitable brands only and to encourage consumers to migrate from smaller brands to the power brand. Essentially it meant concentrating the resources and energy on a group of core brands, which could show the greatest growth and potential to take market share. From an economic standpoint, the higher the number of brands, the higher the investments and greater the difficulty to manage, hence fewer and stronger brands allow for scale and the ability to concentrate and focus resources such as technology, innovation or advertising, and thus will help create competitive advantage by capturing consumer propositions, from functional benefits to emotional and social benefits.

The aim of the power brand strategy is to achieve sustainability with respect to identity and to ensure a consistent image of the brand presence in the competition and the need to systematically control and monitor all investments in the development and management of the brand. Generally, brand control is considered to be linked to judgmental parameters for a brand in all phases of the management process. Since the life span of variants of brands is very short, a strong brand is essential to retain consumer confidence and recognition for gaining share in the market and shows extensive high loyalty.

Consumer loyalty

Consumer loyalty appears to be comprised of two forms: behavioral loyalty and attitudinal loyalty (Jacoby and Chestnet, 1978). Behavioral loyalty represents repeat purchase of a brand over a period of time (Cunningham, 1956). Behavioral loyalty can be established by examining consumer revisit frequency (Ehrenberg, 1964), knowing switching interests of the consumer (Javalgi and Moberg, 1997), consumer spending within specific product category and understanding consumer's sensitivity to the prevailing situational factors (Hart et al., 1999). The understanding of loyalty concept on behavioral dimension does not justify consumer's willingness for repeat purchase. Consumer's repeat purchase can be constrained by several situational, individual and sociocultural factors (Oliver, 1999). The attitudinal aspect of consumer loyalty has been developed for examining the factors that cause repeat purchase.

The attitudinal aspect can be interpreted in terms of strong positive attitude of consumer towards a brand (Amine, 1998). It might be due to the unique value attached with a particular offering (Jacoby and Chestnet, 1978). Consumer's positive attitude is consumer's psychological attachment and advocacy towards a brand (Chaudhuri and Holbrook, 2001). The attitudinal loyalty can be established by measuring consumer's understanding about the exclusive characteristics of a brand (Jacoby and Chestnet, 1978), consumer's perception towards a brand (Fishben and Ajzen, 1975), consumer's willingness for the recommendations and delivery of positive word-of-mouth publicity (Rundle-Thiele, 2005).

Satisfaction refers to an emotional state of mind resulting from consumer's dealings with a firm over time (Crosby et al., 1990). Consumer satisfaction consists of two key dimensions: cognitive and affective (Roest and Peters, 1997). Cognitive satisfaction is based on firm performances on service terms (Danaher and Haddrell, 1996), while the affective base aims at making emotional attachment of consumers with a brand.

The Keller theory (1993) on customer-based brand equity developed six brand building blocks which formed a four steps pyramid with two sides of the pyramid: rational and emotional. First, brand salience considers how frequently and how effortlessly do consumers think about the brand under different circumstances. The second step consists of two blocks: brand performance which considers if the customers' functional needs are met by the product, and brand imagery which describes the properties, including the ways in which customers' psychological and social needs are addressed by the brand. The reason for the second step is to "build up the brand importance by deliberately connecting a large group of substantial and impalpable brand associations"(Kotler, 2013). The part of promoting is urgent at this stage since it shapes the picture of the brand. Creating relationships with the brand that is strong, one of a kind and positive to keep brand focused. For the third level of the pyramid Kotler proposes two blocks: brand judgements and brand feelings. Judgements develop from performance and imagery associations and are focused on personal opinions and evaluations like perceived quality of the brand, credibility, consideration and superiority. Feelings, on the other hand, are the emotional responses and reactions to the brand like social approval, self-respect, excitement, fun. It is vital to get a legitimate positive reaction in the buyer mind as far as judgment and emotions. The last

block of the pyramid is brand resonance which refers to nature of the relationship and psychological bond that customers have with the brand and their level of engagement.

This research builds upon Keller' theory of customer-based brand equity (CBBE) who advocated which various reactions to the branding campaign from consumers who have knowledge of the brand in varying degrees of consumer loyalty. This study determined whether consumer loyalty is influenced by brand image, feelings and judgement towards a power brand. Such research provides insight on the mechanisms behind consumer loyalty towards a power brand.

Brand image

The Keller (1993) model on customer-based brand equity (CBBE) described brand image and brand awareness as the basis and sources of brand equity. Accordingly, positive brand image could be established by connecting the unique and strong brand association with consumers' memories about the brand through marketing campaigns.

Ahearn et al. (2005) held the opinion that brand equity came from the customers' confidence in a brand. The greater the confidence they place in the brand, the more likely they are willing to pay a high price for it. This confidence stems from five important considerations: first, the brand performs its functions as designed; second, the social image is associated with purchasing or owning the brand; third, consumers' recognition and sentimental attachment with brand; fourth, the balance between the brand's value and its functionalities; fifth, consumers trust in the brand.

Brand identification, as indicated by Bergama and Baozi (2000), is shoppers' capacity to distinguish a particular brand in examination with different brands and once purchasers distinguish the brand, they can by one means or another see themselves through the brand. Also, in this manner there is a social and passionate bond between the brand and customers. The passionate bonds happen when purchasers see themselves through the brand; the social bonds happen when customers trust others see them through the brand they utilize or they have a sense of belongingness through using the brand and therefore are reluctant to switch.

According to Keller (2007), a strong brand represents intangible and tangible attributes which are offered to a consumer. Therefore, a strong brand will help a consumer to identify a product with less decision time on account of his aggregated image, brand knowledge (Pelsmacker et al., 2004) will have the capacity to create affiliations and assumptions through brand name, package, label etc. Several ways to classify knowledge have been proposed, including the distinction between declarative versus procedural knowledge. Declarative knowledge involves the facts that are known about a particular domain, whereas procedural knowledge refers to the knowledge of rules to take action.

Yeh (2015) tested brand image norms of service innovation and the relationship of the service concepts delivered with customers' brand image and purchase intention. He further elaborated on innovation, which customers assume the brand develops a feature which is new and unique. Further branding process defines a new way of creating value for the customer. Hence, emphasized on blending of service with uniqueness to create a strong Brand image.

According to Grun and Rossiter (2012), brand image is typically unstable with brand attribute association the low stability means brand image can lead deception or puffing to the extent of being useless. Pina et al. (2010) described how global brands increase their revenues through brand extensions which can weaken existing brand convictions at a worldwide level. The paper focuses on the moderating role of two dimensions of consumer innovativeness which includes hedonist innovativeness and social innovativeness, in their final result cultural orientation of the origin country is depicted as a moderating factor. Aaker (1991) makes another important contribution with his typology on brand image, distinguishing between 11 dimensions: product attributes intangibles, customer benefits, price, use/application, user, celebrity, life style, product class, competitors, and country of origin.

Brand feeling

Travis (2000) argues that products are different from brands, because, unlike products, a brand arouses feelings. Brand aroused feelings have been receiving growing attention in the domain of marketing (Escalas et al., 2004). As described in CBBE model, brand feelings are consumer response and reactions to a specific brand and these feelings can be positive, negative, intense, mild. There are six dimensions of brand feelings: warmth, extent to which brand makes consumer feel calm; fun, extent to which consumer feels amuse; excitement, extent to which consumer feels energized; security, extent to which consumer feels self-assured and comfortable; social approval, extent to which consumer feel positive about reaction of others towards him; self-respect, extent to which consumer feels fulfilled.

Watson and Clark (1992) have clearly delineated personality and feelings as distinct constructs, finding that one of the consequences of personality is its effect on aroused feelings. O'Cass and Grace (2003) indicate that in response to a brand encounter a consumer may experience specifically aroused feelings such as delight, happiness, or inspiration, which are generally associated with positive aroused feelings. Alternatively, in response to a brand, warm feelings may be experienced, such as feeling moved, sentimental or warm-hearted. In other cases, a consumer may have negative feelings aroused, such as being offended, disgusted or sad.

Mooradian (1996) found that brand personality explained 37% of the variance in positive feelings, 36% of the variance in warm feelings and 44% of the variance in uneasy/negative feelings. Wee (2004) suggests that brand personality should arouse feelings. Barone and Miniard (2002) inspected the impact of the state of mind for expansions offered by alluring versus undesirable brands. At the point when a positively assessed center brand was included, positive temperament encouraged expansion assessments to a noteworthy degree for moderate extension than for close and far extension's contrast, mood failed to enhance the evaluations of any type of extension introduced by an undesirable core brand.

Brand judgement

Brand judgement emphasizes customer's personal evaluations and opinions of a given product. It involves grouping together brand image and brand performance. Keller (2013) classified it into four categories: brand quality, the consumer perception of the

product value and satisfaction; brand credibility, the extent to which brand is seen credible in terms of perceived expertise, trust and likability; brand consideration, the extent to which brand is associated to bring purchase and usage; brand superiority, the extent to which a brand is considered unique. Pan and Lehmann (1993) depicted the impact of a new brand entry on consumer brand judgments and the changes of consumer choice in brand preference which are consistent with judgment changes. If new inferior brand is positioned close enough to the existing brand, it may be categorized as in a subgroup with the superior brand and lose in comparison to the existing brand. Moreover, country of origin effect influences product judgments (Liu et al., 2005).

Research methodology
Research problem
Khatibi et al. (2002) argued that the current customer loyalty literature fails to reach consensus regarding the determinants of customer loyalty. Clottey et al. (2008) pointed that though various determinants of customer loyalty have been identified there remains a lack of consensus about the common ones that could be generalized across different industries. This poses a need to bring forth the major antecedents of customer loyalty so that the factors leading to loyalty can be ascertained and used to enforce greater loyalty among customers towards power brands. Assessing and comparing the loyalty status of customers will also bring greater clarity in terms of identifying the company practices and other situational factors that act as major drivers of customer loyalty in FMCG sector.

Research objectives and hypotheses
1. To identify the factors determining customer loyalty formation.
2. To examine the relative importance of factors determining formation of customer loyalty towards a power brand.
3. To establish a predictive model comprised of identified factors responsible for customer loyalty formation for a power brand.
4. To assess customer loyalty of consumers belonging to FMCG segment of India.
   The hypotheses that have been developed from the research objectives of this study which are as follow:
H1(a): Brand image has a positive effect on consumer loyalty.
H1(b): Brand judgement has direct and positive effect on consumer loyalty.
H1(c): Brand feelings has direct and positive effect on consumer loyalty.
H1(d):Brand Image, Judgement and feelings have mediating effects on consumer loyalty.
H2: There exists a relationship among clusters of consumers which drives their loyalty towards a power brand.

Data collection
The data has been collected from retail stores. A field survey has been conducted to choose 600 consumers using random and judgment sampling techniques. A common

questionnaire (including multi-item statements and demographic information) has been designed for the survey of 600 consumers. This consumer survey has been carried out in two major cities (New Delhi, Noida) of Northern India.

The scale has been derived from extensive literature review, which was modified in response to outcomes of a pilot study. In this study, five famous brands of FMCG companies (Godrej, Dabur, Emami, GSK, and Britannia) were chosen to ask the respondents because these brands and their products are very popular and familiar with all respondents. Three constructs were used in the study: brand image, brand feeling and brand judgement. All have been measured with multi-items on a five-point scale (one-strongly disagree to five-strongly agree). In total, 16 items, under 3 constructs were designed in reference to previous studies (Ahearne et al., 2005; Bergami and Bagozzi, 2000; Keller, 2008; Keller, 1993; Joiner, 2006).

Results and interpretation
Demographic segmentation of respondents
Almost 66% of respondents are from the 25-35 age group and the rest, 34 % are 35 years and above. Out of 600 respondents almost 56% of respondents have done a Masters in management, and then almost 36% of respondents' highest qualification was engineering. In the income group, almost 45% of respondents were in income group 50,000-70,000 INR and almost 38% from the income group 30,000- 50,000 INR and 17% were above 70,000 INR. Almost 76% of respondents were in private jobs and the rest in government jobs.

Exploratory factor analysis of consumer loyalty
The study employs first order EFA, then second conformity factor analysis (CFA) and cluster analysis to test the given attributes. A set of variables are considered to be important to know the customer shopping behavior for power brands. These were subjected to principal component analysis, using varimax rotation with Kaiser Normalization in order to reduce the multiplicity of variable into selected factor.

EFA was employed to find out the number of factors that include the variables of consumer loyalty. This study uses the acceptable rates for the criteria of EFA. To reduce the variables that does not satisfy these criteria. After the efforts of limiting inappropriate variables, the final result of EFA shows that these variables are divided into three factors: brand image, consumer judgement, and consumer feeling. These three factors are extracted at the Eigenvalue = 1.0, KMO = 0.893 (sig. = 0.000), the percentage of total variance explained = 56.091%, and factors loadings for all variables are greater than 0.5. These indicators imply the three can explain 56.091% of the variance in the original variables. They also prove that EFA is entirely appropriate for the data of this research. The results of EFA, with using the varix method for rotation, are shown by Table 1, and the results in more details analyzed by SPSS are presented: Through EFA following factors are explicated as components of consumer loyalty:

Table 1. *Result of the exploratory factor analysis*

Dimensions	Component 1	Component 2	Component 3
X1. In my experience this brand is very reliable	.805		
X2. I continue to use this brand because this brand is the best	.744		
X3: This brand is interested in more than just selling me goods and making a profit	.714		
X4: You consider this company as your first choice	.611		
X5: My choice to purchase from this brand is a wise one	.607		
X6: Most of what this brand says about its products is true	.587		
X7: I feel I know what to expect from this brand		.751	
X8: You feel satisfied with the past experience regarding the products/services of this brand.		.723	
X9: I believe this brand makes a claim or promise about its products, it's probably true		.694	
X10: You prefer to buy this brand instead of other brands		.693	
X11: You recommend this brand to those who ask for your advice		.602	
X12 : You would always continue to favor the promotions of this brand instead others			.739
X13:You prefer to use the products of this company			.639
X14: You will always continue to choose the products of this brand instead others			.530
X15: You are willing to pay more for the products/services of this brand.			.514
X16: This brand convinces for your purchase decision			.513

Source: Authors' own research.

Factor C1: Brand image As shown in Table 1, all loadings of item in factor C1 are significantly high. Six variables with positive loading are extracted in factor C 1. The positive loading indicates that these six variables share most of their variances between them and thereby co-vary with each other. This factor exhibits that the customer finds shopping for power brand stimulating, which creates a strong brand image.

Factor C 2: ConsumerjJudgment As shown in Table 1, all loadings of item in factor C2 are significantly high. Four variables with positive loading are extracted in factor C 2. The positive loading indicates that these four variables share most of their variances between them and thereby co-vary with each other. This factor exhibits that the customers create a judgement before any purchase.

Factor C3: Consumer feelings As depicted in Table 1, high positive loading has been observed on some variables. This variable shows that customers give importance to their feelings.

The Exploratory factor analysis of the above authenticates H1 (a), (b), (c).

Confirmatory factor analysis of consumer loyalty
The above results of EFA show that the variables of consumer loyalty are divided into three factors. In this step, CFA is used to confirm if three extracted factors are the most suitable for the data of this study. In CFA, a model of factors and their correlations is built based on the given data. The unsuitable variables for the model fitness are considered to be reduced until the most fitted model is established for the data. The results of CFA done by AMOS are presented:
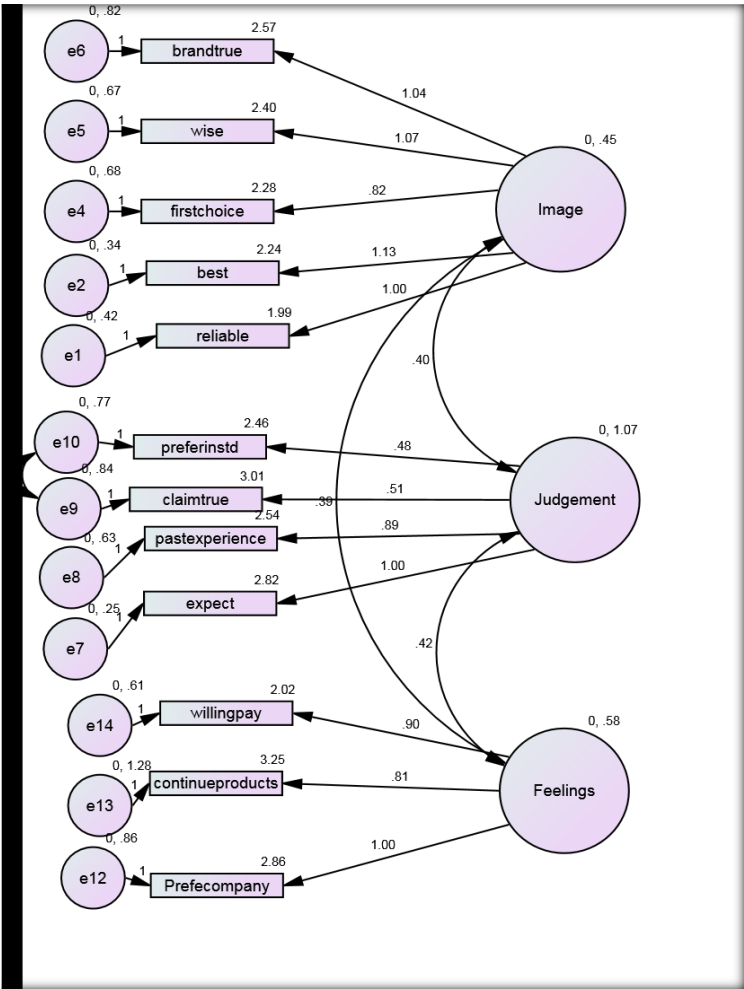
Figure 1. *Results of the confirmatory analysis*

The indexes for the model fit are great with Chi-square = 217.083, CMIN/DF=4.342; TLI (Tucker-Lewis Coefficient) = 0.936; CFI (Comparative Fit Index) = 0.954; RMSEA (Root Mean Square Error of Approximation) = 0.059. These indicators state that the estimates in the model have a strong validity and fitness for the data of

this study. All the loadings of variables on their factors are greater than 0.5 which assure the convergent validity of the measurements. These confirm that five factors are formed suitably for the data and the variables have strong loadings on the factors that they are belong.

The results of CFA show that interest selling, which is remained after EFA, is removed from the factor of brand image after CFA. Similarly, recommend is removed from the dimension of Brand judgement, while none of the variable reduced out of the dimension of brand feeling. Therefore, it is concluded that the variables of consumer loyalty are grouped into three factors: brand image, brand judgement, and brand feeling with their representative variables as in Table 3. These results support the Hypothesis H1 (d) which assumes that the variables of consumer loyalty are divided into three factors of brand image, brand judgement, and brand feelings.

Cluster analysis for market segmentation
Factor analysis, multidimensional scaling and cluster analysis all are interdependence techniques and no distinction between dependent and independent variables is made. Both factor analysis and cluster analysis are data reduction techniques but the major difference is that factor analysis is done by grouping variables whereas cluster analysis is by reducing observations in a smaller number of observations. So in order to identify the market segment towards a given brand loyalty by grouping them in same cluster the study have performed cluster analysis by using (K means) in Table 2.

Table 2. Result of Cluster analysis

Number of Cases in each Cluster

	1	253.000
	2	440.000
Cluster	3	87.000
	4	177.000
	5	6.000
Valid		963.000
Missing		.000

Source: Authors' own research

Interpretation of Cluster 1: Brand psychological choosers
On the basis of the opinion of the population towards power brands, consumers belonging to this group are highly influence by their power brands. They connect with their power brand via brand feelings. They strongly believe that power brands reflect their personality and they do not mind paying a high price for them.
Profile: Brand psychological choosers are the customers with strong positive notions about a brand, and are loyal customers of these segments of apparels.

Interpretation of Cluster 2: Brands selection seekers
On the basis of the opinion of the population towards power brands, people belonging to this group agree with the fact that power brands demonstrate their judgement on

the quality and durability of the products. Such consumers can be multi brand loyal and can be actually loyal to one or more brands (since these brands belong to low involvement category)

Profile: Brand selection seekers are customers who consider a set a brands before any purchase based on their judgements on these brands

Interpretation of Cluster 3: Brand decision maker

On the basis of the opinion of the population towards power brands here the study observes a neutral statement of neither agree or disagree reflects a switching behavior on the household level which represents different needs or usage purposes by different family members rather than an absence of brand loyalty.

Profile: Brand decision makers are customers who consider opinions from other members in the society before purchasing a product based on brand image, brand feeling and brand judgement from the members.

Interpretation of Cluster 4: Biased customers

Customers belonging to this group believe that their loyalty cannot be based on brand choice or their repeat /successive buying pattern, as incidental bias towards a brand does not guarantee brand loyalty.

Profile: As the name suggests biased customer are highly switchable and can be turned to loyal customers if taken care off.

Interpretation of Cluster 5: Unenthusiastic customers

These set of consumers are not interested to purchase mentioned brands.

Profile: As the name suggests unenthusiastic customers do not show a very high interest in purchasing them.

These results support the Hypothesis H2 that there exists a relationship among clusters of consumer which drives their loyalty towards a power brand.

Conclusion and implications

Despite the empirical and theoretical support for the close connection that exist among brand image, brand judgement, brand feeling and loyalty. This research represents one of only a few empirical examinations of power brand that has tested the linkage between Power brands and consumer loyalty with the theoretically related constructs. More specifically, the main conclusions from our study are related to the two main questions addressed in it.

The first question is related to consumer loyalty conceptualization and measurement. In answer to it, and based on the literature review conducted, we have conceptualized brand image as a Weightage a brand carries to meet consumption expectations.

The second question pertains to consumer loyalty consequence in terms of power brand. The results suggest that consumer loyalty has a significant effect on it, which in turns influences the customer's price tolerance towards the power brand.

We have also demonstrated that consumer loyalty towards a power brand plays different roles in the creation of customer's clusters in the face of situations.

The findings suggest respondents consider Power brands setting a differentiating approach to beat the competition and respondents normally have a positive past experience with the brand associated. This congruent with the findings of Knox and Bickerton (2003) who highlighted the importance of consumer loyalty as a promotional tool for greater business performance and effective branding. Also, the results supported Da Silveira et al. (2013)'s results that consumers' attitudes is influenced towards products positive benefits and influences their willingness to buy a product.

The implications of this research could provide interest to both practitioners and researchers. If the results of this study hold across other samples, managers could be understand more approaches towards customer loyalty that may simultaneously enhance their Brand equity. Researchers should be encouraged at the possibility of exploring other individual and organizational peculiarities that might explain the mechanism through which Power Brands influence stakeholders.

This study has some practical and managerial implications that marketers can use for business purpose to understand the business scenario and consumer buying pattern and also various dimensions which influence a lot on consumer buying behavior. The study findings suggests that consumers consider Brand claim, have faith in brand hence considers it as their wise decision, their expectation towards brand, Brand preference as the most important dimensions for power brand. Marketers need to find and give emphasis to various segments based upon their demographics, psychographics and personal factors as consumers are combination of premium and middle class, urban and rural, self-employed and salaried. It is very important to understand their demographics, psychographics and personal factor, which will affect their buying pattern.

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