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Retail Store Brand Commitment Study of Big Bazaar and Pantaloons

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Abstract- **The study is all about the brand commitment by retail stores in the eyes of customers. The extensive literature review done finds the problem that in this competitive environment where the consumer choices fluctuate due to various reasons, it is getting very challenging for stores to maintain the customer's commitment towards brand at the one end. At the other end to sustain in this war business houses need to hold their customer base, making the customers more loyal. The objectives defined to find the solution for this research problem are to know the level brand commitment of the brands taken in study, to get the comparison of brands commitment and to find the opportunity to expand the brand's business. A structured questionnaire administered among 550 respondents. The data analyzed using SPSS with t- test and paired t- test. The outcome of paired t- test for the 6 pairs shows that there is no significant difference in opinion of respondents for the variables of brand commitment for both the brands big bazaar and pantaloons. The research is contributing to the business understanding as the two brands are competitor to each other and both are trying to expand their business, the research outcome is contributing to the understanding of the business in a comparative way. This contribution of the level of commitment of customers with brand is a better contributor to the understanding of present and can be a guide map for future strategy formulation.**

Keywords- Brand, brand commitment, promise, Big Bazaar, Pantaloons

1.   Introduction

Branding takes our values and vision, passion and purpose, and connects them with the culture and customers. The brand idea is that which differentiates one from others on the basis of brand commitment, or the promise brands make to their customers. One must align both the promise to their customers and how employees experience the company culture. The greater amount of interaction between employees and customers, the greater the need for congruency [13]; although all companies

must strive for a seamless integration. This idea of branding is quite different than practiced in years past. Customers and employees both thirst for a connected experience, one that has some meaning, maybe even some magic to it. At the end we want to be treated with care and respect to have an enjoyable engagement. Life is too fast, too busy and too full of choices for us to settle, as customers, for anything less than a satisfying experience. As a business owner and leader companies must listen to their customers first then look out into the marketplace [18]. According to companies need to create a strong brand among customers, and this can get done only by the management and engagement systems. Customers and people get blamed for problems, though the care should be on the lack in services provided by companies, this can get done by the proactive decision of the company. As per the discussion of the company's special relationship with customers with a word of mouth to spreading the feeling of that relationship among customers for the products and services make a brand [22]. With the growth of the business and size of the organization, the company should make the plan to deal with the customer trust on brand. Sometimes customers feel touched when it is dealt by the owner of the company but at the same time it reduces the brand value as it is connected to an individual, So with the expansion of the business the company must plan to build the brand for the development of the business model by the study [25].

As customers, we constantly take in our experiences and have our own feelings about doing business with others. Everything that a customer feels either validates his connection with the brand or makes him feel disconnected, and possibly interested in other alternatives. The whole world is one mouse click away from hearing the buzz about the business and people talk about their experiences more openly inside these digital communities. Building the brand is now more about creating connective relationships along all points of the customer experience than necessarily creating the brand signals that drive it into people's heads. In our ultra-competitive marketplace, we simply must define our business by the way we do

business that positions us as having a singular, differentiated promise to our customers [15]. Study defines branding as an activity that explains to the customer who you are, moreover what the business is known to customers. This is a way to convey self-made image describing the feeling and must get known to everybody, expecting customers to share with others, while your employees convey those same feelings and receive them back from you too. Branding is the intentional leadership that weaves the whole together, creates the voice and sends the signals out to the world that attract customers to the business [27].

The Brand Commitment Statement describes how a customer should feel while doing business with the brand. The process starts with our personal values which form the basis of the company values. Any brand, and brand promise, needs to spring from your values or it will not feel integrated for you, or for customers. The brand commitment provides the way you do it keeps customer-focused and creates customer commitment is the competitive edge differentiates you and integrates culture and customers [13]. The Power of Your Brand Commitment Statement What does it take to become a company, a business, a brand, that people talk about so enthusiastically, so energetically that others can't help coming in or clicking on your web site? An experience! It is all about their experience all about what they take away that just simply delights them that they can't hold back. Most of the time, a lot of that talk is boring, But give us something to really talk about as customers, give us a feeling that we love to feel and you will create a brand that fuels your referral machine. Give them both that felt experience and a tangible taste of something worth sharing and they will become your raging fans. Your Brand Commitment Statement describes the feeling and experience you want your customer to have in every interaction with your business. The brand commitment statement, and the purpose and passion behind it, provide the why to the way you do business. We remember a few vivid details far better than paragraphs of descriptors researchers [16]. The clarity of your brand commitment provides the foundation for system development. Without a commitment to your brand and the promise it cements with your customers how do you really know what processes to create to orchestrate the customer experience? Without the promise to base it on, the experience ends up being random. Your people are trained to know that every touch point with a customer is where your brand commitment is kept or not. This is when systems make sense to people. They understand why the company needs systems and procedures and a way of doing business that is unique and gives your customer the best experience possible. When your company makes a commitment to the brand together, it fuels mutual ownership as everyone feels pride and purpose in seeking

to create that consistent experience. Your commitment statement is an internal document, not to be broadcast directly to customers. It informs your marketing strategy, sales and engagement systems [19]. You want your customers to see the result of your thinking, not the actual thinking process itself.

2.   Literature Review

Due to many reasons companies change its name and logo, every year one out of fifty companies do this [10]. The reason can be the name of the company, adoption of new strategy by the company or some reorganization, though all logo changes are not embraced by a brand's customers [32]. The observation about the Apple Computer logo change in 2003 shows the power of branding. It was more than 200 signatures within a few hours demanded with old logo by posting online petition when Apple Computer announced about the change of logo as brushed silver hue over changing the old one monochromatically red color [8]. But the experience of 1991 with Pepsi for logo change was different as was accepted by consumers with little resistance [29]. The very basic question comes here that why customer resistance comes on some logo change though not on some. The response of customer on logo redesign for brand has not been studied by researchers [9]. Many researches have proven that customer commitment towards brand is very critical issue that determines the resistance to many activities like competition and attack on brand [4]. The level of commitment towards brand is directly related to the customer resistance [30]. The negative information regarding a brand leads to argue negative information. Defense motivated customers always counter argue negative information; this can get defined as the use of heuristics to protect vested interests, attitudinal commitments, or other preferences [6].

A literature search shows that two basic approaches to commitment theory are evident: behavioral and attitudinal. Behavioral theory focuses on the binding effect of actions, extended through exchange theory and investment models to involve the weighing up of the benefits of staying, against switching costs and the alternatives [21]. By contrast, attitudinal approaches to commitment generally take the organization (a customer's main bank) to be the object of commitment. They tend to measure affective commitment: identification, involvement characterized by a belief in the goals and values of an organization, willingness to exert effort on its behalf, and a strong desire to remain with it. Researchers have used this approach already for channel intermediary commitment and consumer auto repair services [3]. A re-examination with practitioners and synthesis with consumer interviewees has been made of factors said to increase commitment in behavioural and psychological commitment theory [11].

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Especially useful for developing the commitment typology and scale herein was an association with higher commitment of the concept of 'freedom of choice' or 'volition' [31].

Researchers suggested that instead of synthesising the two separate attitudinal and behavioural approaches to commitment, one way forward would be to identify a more specific set of commitment efforts. Study also claims that: "The notion of commitment provides a description of the different bonds which might exist between a customer and a commitment object" [12]. Some factors have variously been called the 'foci' of commitment or relationship 'bonds' in retail banking [2]. They are termed customer-organisational attachment bonds as ten consumer attachments; 'relationship benefits' or 'moorings'. The others were supported conceptually, as 'legal bonds', who proposed that economic and legal bonds, like loan contracts, could "function as high (relationship) exit barriers" [6]. Some customer action or intention and therefore can be viewed as part of the conative, 'behaviour-tendency' component of attitude in an attitudinal approach to commitment [7]. Customer actions, like recommendations or concentration of patronage could be viewed as manifestations of positive commitment or discretionary behaviour beneficial to the service provider [1]. The framework adds knowledge to the only other empirically researched attachment framework in UK by adding the 'binding factors' mentioned above. A qualitative phase of the enquiry nonetheless supports the present study's Hostage ties, with some customers feeling 'powerless' with 'no control, especially when committed to a long-term loan or mortgage'. Some attachment models in the past have proposed that customers should be most attached when larger numbers of bonds are accumulated [23].

Contrastingly, there is evidence in the present study that intensity of overall positive regard toward the bank can be based on a small number of sources of attachment which may sometimes be associated with a high degree of commitment, (expressed as resistance to the notion of changing bank) [15]. Dimensions of each bonding and binding factor are now described more fully, emphasising aspects adding to previous knowledge. The present study shows the positive by adding two binding factors. Before this study, a 'social bond' had been treated as a strong attachment to bank branch, personnel or advisers. This study thus adds dimensions identified [33]. These contributions build on previous research, contending that the social 'bond', rather than being simply about getting closer to customers, concerns how well banks meet customers' varied social closeness or distance preferences. For 'continuous' services like banking, therefore, a further services 'P', for 'Progression' over time, could be added to the three existing services marketing P's: 'Process', 'People' and tangible, 'Physical evidence'. Behaviour

linked with higher degrees of commitment is found to be on a discretionary basis, (rather than being the automatic outcome of high satisfaction/commitment inferred and includes: recommending the bank to at least three others and concentrating more banking services patronage at the same provider (cross purchasing) [17].

As pointed out, a customer may stay with a brand, despite an overall negative attitude toward the bank, because of bonds and exit barriers between the customer and the provider [20]. The prompt customer consideration of moving business to another brand include: changing job, partner or mortgage, moving house, approaching a change in life stage; offers/incentives from competing brands (termed *Influential triggers* and perceived poor treatment, deteriorating performance (errors) or being turned down for a loan (termed *Reactional triggers*) [14]. The prior work connecting various dimensions of company brand image, including bank position and values-congruence with customer commitment or attachment has been well explained. Since, attachment to the organisation, its *image* or *values* has been included as one of three components, frequently cited in relationship, customer satisfaction or attachment models [24]. The concept of shared values was a component) relationship trust and commitment model. This finding has theoretical support from the leisure industry where it is modelled identification as the highest of three levels of commitment: Control (identification), Cohesion (social affiliation) and Continuance (weighing benefits versus costs) [11].

Attachment to the goals and values of a firm was also central to definitions of affective commitment from employee-organisational commitment literature [28]. Research saw employee-organisational commitment as the 'strength of an individual's identification and involvement in a particular organisation' and consistently reports a view of affective commitment that people stay basically because they like and identify with the values of a firm [5]. Although it could not be assumed that dimensions of commitment found in employee-organisational relationships can be transferable to commitment between customers and their banks, the definition lends theoretical support to practitioner interviewee definitions of brand commitment. The study also systematically explored customer identification with another image dimension of branding, 'user image' [19].

3.   Research Problem and Objectives

During the literature review and discussion with many of managers of retail stores the basic problem observed is, In this competitive environment where the consumer choices fluctuate due to various reasons, it is getting very challenging for stores to maintain the customer's commitment towards brand at the one end. At the other end to sustain in this war business houses need to hold

their customer base, making the customers more loyal. The objectives defined to find the solution for this research problem are to know the level brand commitment of the brands taken in study, to get the comparison of brands commitment and to find the opportunity to expand the brand's business.

4. Research Methodology

To find the solution of the research problem and to reach the research objectives, primary data has been collected using structured tested instrument. The instrument selected on the basis of secondary data and literature study. Standard instruments are used to measure the construct enduring importance and brand commitment. For the present study, only the brand commitment dimension is measured using multiple items. The scale used was similar to that used in other researches. The scope of the study is the state Odisha in India with two most popular retail store brands Pantaloons and Big Bazaar. The instrument administered to the respondents by two ways, one way the manually visiting the stores and the other way using the respondents database shared by stores using E- mails. Electronic-mail (e-mail) made the data- collection benefited as speed of response, reduced costs of sending and receiving surveys, possibility of asynchronous communication with respondent(s) and the absence of intermediaries.

The variables taken in the study for Big Bazaar are named as Big Bazaar brand commitment item 1 (BBBCI1), Big Bazaar brand commitment item 2 (BBBCI2), Big Bazaar brand commitment item 3 (BBBCI3), Big Bazaar brand commitment item 4 (BBBCI4), Big Bazaar brand commitment item 5 (BBBCI5), Big Bazaar brand commitment item 6 (BBBCI6). Another set of variables

taken in the study for the Pantaloons as Pantaloons brand commitment item 1 (PBCI1), Pantaloons brand commitment item 2 (PBCI2), Pantaloons brand commitment item 3 (PBCI3), Pantaloons brand commitment item 4 (PBCI4), Pantaloons brand commitment item 5 (PBCI5), Pantaloons brand commitment item 6 (PBCI6). To measure these variables 7 point likert scale has been developed where 1- 7 points are moving with the positive intensity in support of statement. The reliability test of the instrument is performed using SPSS20 taking all the 6 variables on 550 sample of respondents. The value of cronbach's alpha is .764 for Big Bazaar and .802 for Pantaloons.

5. Findings and Result

The data analysis is done using SPSS 20. Firstly the t-test applied on the 550 data collected from the respondents visiting Big Bazaar on the basis of six variables of brand commitment.

The Mean values for BBBCI1, BBBCI2, BBBCI3, BBBCI4, BBBCI5 and BBBCI6 are 4.16, 4.36, 4.90, 4.60, 4.84and 4.82 respectively. The std. deviations are 1.892, 1.719, 1.361, 1.343, 1.256and 1.411 for BBBCI1, BBBCI2, BBBCI3, BBBCI4, BBBCI5 and BBBCI6 respectively. The std. error means are .081, .073, .058, .057, .054 and .060 for BBBCI1, BBBCI2, BBBCI3, BBBCI4, BBBCI5 and BBBCI6 respectively. As shown in the table below.

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
BBBCI1	550	4.16	1.892	.081
BBBCI2	550	4.36	1.719	.073
BBBCI3	550	4.90	1.361	.058
BBBCI4	550	4.60	1.343	.057
BBBCI5	550	4.84	1.256	.054
BBBCI6	550	4.82	1.411	.060

One sample t-test applied on the data collected from the respondents of Big Bazaar on the basis of six variables of brand commitment taking the test value 6 to get the strongest support of respondents for commitment. All the six variables BBBCI1, BBBCI2, BBBCI3, BBBCI4, BBBCI5 and BBBCI6 namely has shown the completely

significant value of .000 with the t values -22.804, -22.371, -18.949, -24.450, -21.661 and -19.611 respectively drawn in the next table shows all the six variables are accepted for the further study.

Secondly the t-test applied on the 550 data collected from the respondents visiting Pantaloons on the basis of six variables of brand commitment. The Mean values for PBCI1, PBCI2, PBCI3, PBCI4, PBCI5 and PBCI6 are 4.35, 4.49, 4.93, 4.59, 4.83 and 4.86 respectively. The std.

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deviations are 1.844, 1.831, 1.462, 1.248, 1.343 and 1.527 for PBCI1, PBCI2, PBCI3, PBCI4, PBCI5 and PBCI6 respectively. The std. error means are .079, .078, .062, .053, .057 and .065 for PCI1, PCI2, PCI3, PCI4, PCI5 and PCI6 respectively. As shown in the table below.

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
PBCI1	550	4.35	1.844	.079
PBCI2	550	4.49	1.831	.078
PBCI3	550	4.93	1.462	.062
PBCI4	550	4.59	1.248	.053
PBCI5	550	4.83	1.343	.057
PBCI6	550	4.86	1.527	.065

One sample t-test applied on the data collected from the respondents of Pantaloons on the basis of six variables of brand commitment taking the test value 6 to get the strongest support of respondents for commitment. All the six variables PCI1, PCI2, PCI3, PCI4, PCI5 and PCI6 namely has shown the completely significant value of .000 means there is a significant difference in opinion of respondents for the variables of brand commitment with the t values -20.995, --19.371, -17.173, -26.544, -20.475 and -17.448 respectively drawn in the next table shows all the six variables are accepted for the further study.

One-Sample Test

	Test Value = 6					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
PBCI1	-20.995	549	.000	-1.651	-1.81	-1.50
PBCI2	-19.371	549	.000	-1.513	-1.67	-1.36
PBCI3	-17.173	549	.000	-1.071	-1.19	-.95
PBCI4	-26.544	549	.000	-1.413	-1.52	-1.31
PBCI5	-20.475	549	.000	-1.173	-1.29	-1.06
PBCI6	-17.448	549	.000	-1.136	-1.26	-1.01

Paired sample t-test applied on the 6 variables of brand commitment on both big bazaar and pantaloons. Six pairs constituted where the Pair 1 is of BBBCI1 and PBCI1, Pair 2 is of BBBCI2 and PBCI2, Pair 3 is of BBBCI3 and PBCI3, Pair 4 is of BBBCI4 and PBCI4, Pair 5 is of BBBCI5 and PBCI5, and the last is the Pair 6 of BBBCI6 and PBCI6 with the mean value 4.16, 4.35, 4.36, 4.49, 4.90, 4.93, 4.60, 4.59, 4.84, 4.83, 4.82 and 4.86 are respectively for all the 12 variables as shown in the table below.

T-Test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	BBBCI1	4.16	550	1.892	.081
	PBCI1	4.35	550	1.844	.079
Pair 2	BBBCI2	4.36	550	1.719	.073
	PBCI2	4.49	550	1.831	.078
Pair 3	BBBCI3	4.90	550	1.361	.058
	PBCI3	4.93	550	1.462	.062
Pair 4	BBBCI4	4.60	550	1.343	.057
	PBCI4	4.59	550	1.248	.053
Pair 5	BBBCI5	4.84	550	1.256	.054
	PBCI5	4.83	550	1.343	.057
Pair 6	BBBCI6	4.82	550	1.411	.060
	PBCI6	4.86	550	1.527	.065

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	BBBCI1 - PBCI1	-.189	2.635	.112	-.410	.032	-1.683	549	.093
Pair 2	BBBCI2 - PBCI2	-.127	2.541	.108	-.340	.086	-1.175	549	.241
Pair 3	BBBCI3 - PBCI3	-.029	1.996	.085	-.196	.138	-.342	549	.733
Pair 4	BBBCI4 - PBCI4	.013	1.805	.077	-.138	.164	.165	549	.869
Pair 5	BBBCI5 - PBCI5	.013	1.809	.077	-.139	.164	.165	549	.869
Pair 6	BBBCI6 - PBCI6	-.044	2.065	.088	-.217	.129	-.496	549	.620

Paired sample t-test applied on the 6 variables of brand commitment on both big bazaar and pantaloons. Six pairs constituted where the Pair 1 is of BBBCI1 and PBCI1, Pair 2 is of BBBCI2 and PBCI2, Pair 3 is of BBBCI3 and PBCI3, Pair 4 is of BBBCI4 and PBCI4, Pair 5 is of BBBCI5 and PBCI5, and the last is the Pair 6 of BBBCI6 and PBCI6 with the p values .093, .241, .733, .869, .869 and .620 respectively for the 6 pairs shows that there is no statistically significant difference in opinion of respondents for the variables of brand commitment for both the brands big bazaar and pantaloons as shown in the table below.

6. Managerial Implication

As the research problem constituted on discussion with managers of retail stores, so the outcome of this study is drawn on the same path considering on priority the needs of managers and can get used by both the brands big bazaar and pantaloons to evaluate their brand value by brand commitment. It is a comparative study in the state of Odisha to measure the level of commitment by the brands can be useful for other brands to understand the market and the variables of commitment needed by brands to compete in the specific market. This study has an extensive literature supported is the backend of the logic driven. So it gets easy to justify the logic and provides a sound support for the acceptance of the result. Furthermore this study can be moved forward for the depth study of the variables of brand commitment by expanding the geographic scope of study.

7. Contribution and Conclusion

After the data analysis and interpretation the result collected has the conclusion that the basic problem observed for the study could get the solution. It concludes that being the environment competitive with varying customer choices and maintaining the brand commitment is really a big challenge but self evaluation process can guide the brands to know their brand commitment and can help them to maintain their business. The research is contributing to the business understanding as the two brands are competitor to each other and both are trying to expand their business, the research outcome is contributing to the understanding of the business in a comparative way. This contribution of the level of commitment of customers with brand is a better contributor to the understanding of present and can be a guide map for future strategy formulation. To overcome with the challenge of holding their customer base by brands is also very important and can get resolved by applying measuring techniques of their brand commitment. The objectives of to know the level brand commitment of the brands taken in study, to get the comparison of brands commitment and to find the opportunity to expand the brand's business could get reached successfully in the findings and managerial Implication.

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