

**BRAND POSITIONING OF AUTOMOTIVE LUBRICANTS OF
PSUs FOR FOUR WHEELER SEGMENT**

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(DEPARTMENT OF MARKETING MANAGEMENT)

Submitted



**IN PARTIAL FULFILLMENT OF THE REQUIREMENT OF
THE DEGREE OF DOCTOR OF PHILOSOPHY**

TO

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

DEHRADUN

MAY, 2015

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DEDICATION

This thesis is dedicated to my father Mr. Girijesh Mani Srivastava and my mother Mrs. Lilawati Srivastava for their continuous love, support and encouragement.

ACKNOWLEDGEMENT

It is my proud privilege to acknowledge the invaluable guidance of my research supervisor Dr. Neeraj Anand and Dr. Arvind Kumar Jain. I sincerely express my indebtedness and deep sense of gratitude to them for their guidance and suggestions, without which this research work would not have taken the direction and shape as presented in this thesis. I am very much thankful to both of them for their valuable time, which they spared for me from their extremely busy schedule. Working with them had truly been a privilege and pleasure as I have had many opportunities to learn and imbibe from them each day. Their guidance helped me in all the time of research and writing of thesis.

I am indebted to Dr. Krishna Kant Pandey and Dr. Tarun Dhingra for their fruitful suggestion for improving my work. They always provided me thoughtful suggestions, priceless critical comments and kind understanding through out the doctoral journey.


I would like to thank all the FRC committee members for their valuable inputs and suggestions. I am sincerely indebted to the faculty members of CoMES for their support and constant encouragement.

I would like to thank library, IT department of UPES and all others who directly and indirectly helped me in conducting my research.

I am also thankful to all the respondents' consumers and mechanics of Delhi and New Delhi region without whom I could not realized my study. It is only because of their honest answer and helping nature, this research would have been possible.

Finally I don't have words to thank my father Mr. G.M. Srivastava, mother Mrs. Lilawati Srivastava, brother Mr. Gopal Srivastava, Sister Miss Neha Srivastava, brother in law Mr. Amit Srivastava and sister in law Miss Garima Srivastava for their continuous support and encouragement without which I would have never been able to complete the work on time. Last but not least my niece Anvi Srivastava and my nephew Vyom Srivastava.

Date: 26/05/2015


(Gautam Srivastava)

DECLARATION BY THE SCHOLAR

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgment has been made in the text.

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Date: 27/05/2015

THESIS COMPLETION CERTIFICATE

This is to certify that the thesis on **“Brand Positioning of Automotive Lubricant of PSUs for Four Wheeler Segment”** by **Gautam Srivastava** in Partial completion of the requirements for the award of the Degree of Doctor of Philosophy (Management) is an original work carried out by him under joint supervision and guidance.

It is certified that the work has not been submitted anywhere else for the award of any other diploma or degree of this or any other University.

Guide 
(Dr. Neeraj Anand)

Co-Guide 
(Dr. Arvind Kumar Jain)

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Executive Summary

The demand of automotive lubricant in India is third largest in the world after U.S.A. and China. Indian automotive lubricant markets were dominated by PSU's till the liberalization policy. After liberalization too many private automotive lubricant manufacturers enter into the Indian market. Later on Indian Government dismantled the administered pricing mechanism and free pricing policy allowed in the Indian automotive lubricant market. The deregulation policy of Indian government encouraged so many foreign automotive lubricant manufacturers to expand their business in India. Entry of multinationals companies imposed too much competitors between PSU's and Private brands which benefitted the end consumers. With the helped of literature review researcher found that very limited research have been done to identify the factors of brand positioning of lubricant in other countries but in Indian context it has not been found. By literature review researcher also determined the variables of brand positioning which were based on consumer perception. These variables are brand image, worthiness, novelty, performance, superiority, reliability, advertising, purchasing location, experience, extra benefits, durability and quality. Researcher also identified the variables of brand positioning of automotive lubricants based on the perception of mechanics. These variables are profit margin, price, product training, purchasing location, availability, timely delivery, purchase experience, packet size, communication,

extra benefit, order commitment, quality and brand performance. After this two sets of questionnaire have been prepared, one set for four wheeler segment consumers and second set for four wheeler segment mechanics. Thereafter the researcher collects the responses of the consumers and mechanics. The survey has been carried out in Delhi and New Delhi region which has more number of vehicular populations than the population of three metros namely, Mumbai, Kolkata and Chennai put together (Delhi Government Environment Survey, 2013). Primary data has been collected from two strata four wheeler segment consumers and four wheeler segment mechanics. After collecting data from the consumers and mechanics researcher fitted the raw data into SPSS 20. Researcher applied the factor analysis to determine the important factors based on the perception of consumers and mechanics. Researcher identified the factors Trustworthiness, Quality & Reliability, Promotional Tools, Accessibility and Past Purchase Experience on the basis of consumer's perception. Further researcher identified the factors based on mechanics perception. These factors are Incentives, Accessibility, Channel Relationship and Brand Competitiveness. Reliability test has been done by calculating the Cron Bach's Alpha of the factors. On the basis of identified factors perceptual mapping have been done to determined the differences between brand positioning of PSU's and private automotive lubricant brands. On the basis of consumers perception researcher find that PSU's are lagging behind the private brands on the factors Trustworthiness, Quality & Reliability, Promotional Tools and Past Purchase Experience. Similarly, on the

basis of mechanics perception researcher determined that PSU's are lagging behind the private brands on the factors Incentives, Channel Relationship, and Brand Competitiveness. Further researcher validated the identified result by applying z- test (Hypothesis Testing). At last the identified result has been fitted into the Kevin Lane Keller model of brand positioning. This model represents the factors based on consumers and mechanics perception on which PSU's are lagging behind the private brands for four wheeler segment mechanics. The developed model is the conceptual framework for brand positioning of PSU's automotive lubricants for four wheeler segment.

Abbreviations

PSU: Public Sector Unit

BPCL: Bharat Petroleum Corporation Ltd.

HPCL: Hindustan Petroleum Corporation Ltd.

IOCL: Indian Oil Corporation Ltd.

R & D: Research and Development

KK Model: Kevin Lane Keller Model

POP: Points of Parity

POD: Points of Differences

STP: Segmentation, Targeting and Positioning

IOA: Indian Oil Aviation

GOCL: Gulf Oil Corporation Limited

TWOC: Tide Water Oil Corporation Limited

CIP: Castrol India Pvt. Ltd.

MM: Mental Map

PM: Perceptual Mapping

BP: British Petroleum

SAE: Society of Automotive Engineers

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Chapter 1

Introduction

This chapter consist the introduction of automotive industry. The global and Indian growth trend of automotive industry is mention in this chapter. The impact of automotive industry on lubricant industry is also mention in this chapter. Researcher also discusses the different types of lubricants and the future of automotive lubricant in India. The demand and production of automotive lubricant in India covers in it. The different PSU's and Private automotive lubricant brand is also discusses in this chapter. This chapter also includes the importance of brand positioning for automotive lubricant oil in India. Need for research and organization of the study also discusses in this chapter.

1.1 Automotive Industry: An Overview

1.1.1 Global Automotive Industry

The demand of automotive products is associated with the economic development of the world. The economic growth is one of the most important factors to increase the demand of automotive products. In 2013 there were more than 1.2 billion motor vehicles worldwide. Global motor vehicles ownership is around 148 vehicles per 1000 peoples. Presently the worth of global automotive industry is 80 billion dollar which is expected to grow up to 100 billion dollar by 2020 (Robert Abelard, 2013).

The brand image of automobile is a key factor which differentiates consumers from those of other competitors in the market. Normally a very strong brand image provides a very uniqueness of the product. The global growth of automotive is around 4% annually in year 2014. Brand positioning plays a crucial role in automotive industry to influence the bulk number of consumers. The demand of automotive products ultimately increases the demand of automotive lubricants in India. The growth rate of automotive products in Asia is much higher than the other continents.

Table: 1.1 Total Growth and Compound Annual Growth Rate of Automotive

| Country Name | Total % Growth | CAGR % |
|-----------------------|-----------------------|---------------|
| China | 1259% | 20% |
| India | 469% | 12% |
| United States | 6% | 1% |
| Indonesia | 214% | 8% |
| Brazil | 50% | 3% |
| East Asia & Pacific | 90% | 5% |
| South Korea | 71% | 4% |
| Europe & Central Asia | 33% | 2% |
| United Kingdom | 11% | 1% |

Source: Eco Habitat, Jethro, (2014)

Table: 1.2 Ranking of Countries on the Basis of Population Vs Vehicles.

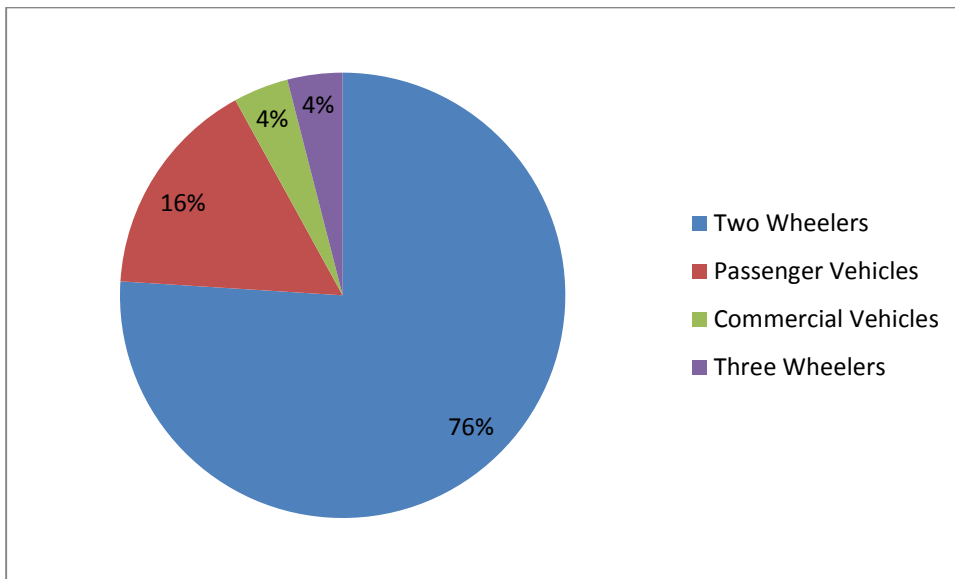
| Country Ranking | % of Global Population | % of World Vehicles |
|------------------------|-------------------------------|----------------------------|
| China | 18.9% | 7.7% |
| India | 17.5% | 2.0% |
| United States | 4.4% | 23.6% |
| Indonesia | 3.6% | 0.9% |
| Brazil | 2.8% | 6.8% |

Source: Eco Habitat, Jethro, (2014)

1.1.2 Indian Automotive Industry

The Economic growth of India is increasing the sales volume of automobile. The demographic of India is one of the major factors responsible for the growth of automobiles. Due to affordability of private vehicles, low cost car penetration and prosperity, the number of automobiles increasing very rapidly in India. Presently there are approximately 40 million vehicles on Indian road. The contribution of Indian automobile industry in its GDP is around 4%. According to World Bank India only 18 peoples per 1000 have car. So there is too much opportunity for car maker in India.

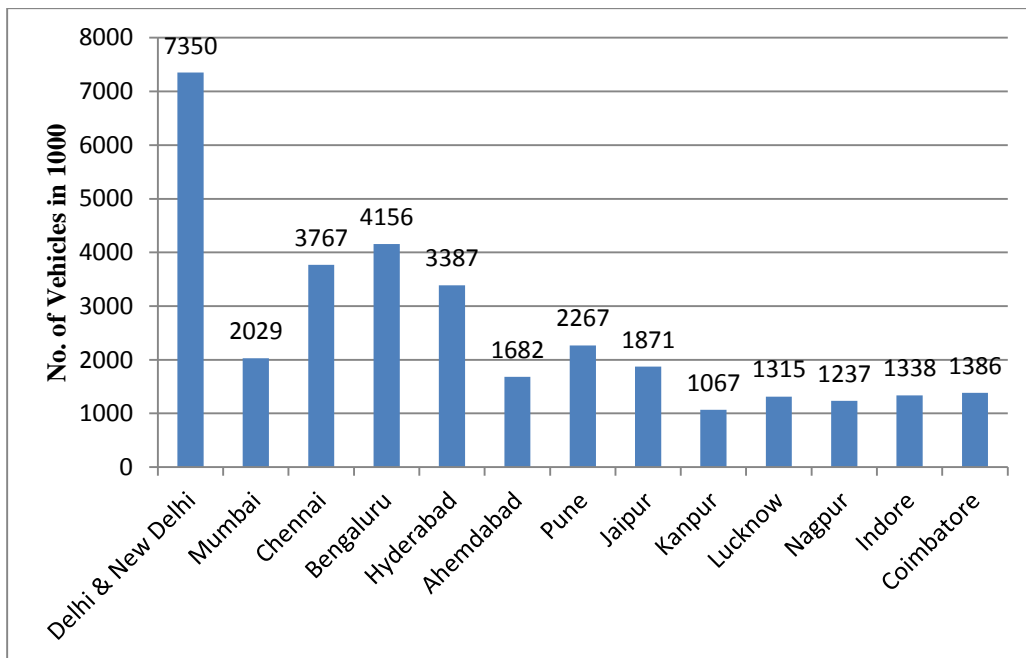
Classification of vehicles in India



Source: International Journal of Marketing Management, Alfred Digosta, (2013)

Fig: 1.1

In recent past Indian economy experienced a continuous growth. The Indian automotive industry is one of the leading industries for Foreign Direct Investment (FDI). According to the statistics of government of India (2013), the automotive sector is the fourth largest sector in India. The Indian automotive industry has tremendous potential. The Indian automotive market is dominated by low cost vehicles. The Indian car market is dominated by small car which is approximately 75% of the total car market.



No. of Vehicles in Major Indian Cities

Source: International Journal of Management, Rohn Schejar, (2014)

Fig: 1.2

The number of vehicles in Delhi is highest in comparison to other metropolitan cities. The number of two wheelers and four wheelers is continuously rising in Delhi.

Table: 1.3 Composition of Vehicle Population in Delhi (% of Total)

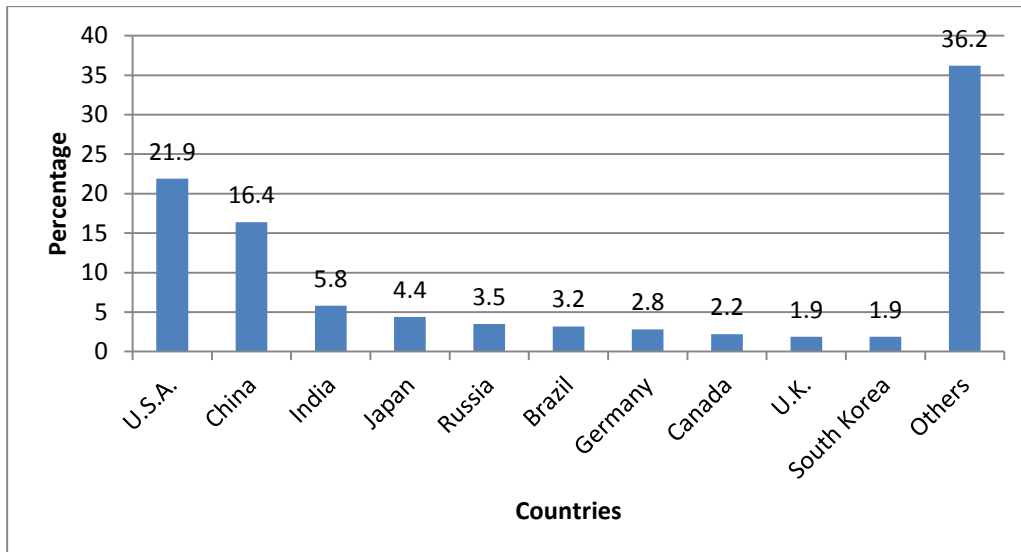
| Year | Two Wheelers | Cars, Jeeps & Taxis | Buses | Goods Vehicle | Other Vehicle |
|-------------|---------------------|--------------------------------|--------------|----------------------|----------------------|
| 2001 | 70.1 | 12.8 | 1.2 | 5.4 | 10.5 |
| 2002 | 70.6 | 12.9 | 1.1 | 5.0 | 10.0 |
| 2003 | 70.9 | 12.8 | 1.1 | 5.2 | 10 |
| 2004 | 71.4 | 13.0 | 1.1 | 5.2 | 10 |
| 2005 | 72.1 | 12.7 | 1.1 | 4.9 | 9.1 |
| 2006 | 72.2 | 12.9 | 1.1 | 4.9 | 8.8 |
| 2007 | 71.5 | 13.1 | 1.4 | 5.3 | 8.7 |
| 2008 | 71.5 | 13.2 | 1.4 | 5.3 | 8.6 |
| 2009 | 71.7 | 13.3 | 1.3 | 5.3 | 8.4 |
| 2010 | 71.7 | 13.5 | 1.1 | 5.0 | 8.6 |
| 2011 | 71.8 | 13.6 | 1.1 | 5.0 | 8.5 |
| 2012 | 72.1 | 13.9 | 1.2 | 5.12 | 8.68 |
| 2013 | 72.43 | 14.05 | 1.23 | 5.23 | 8.7 |

Source: Offices of state Transport Commissioners (2013).

1.2 Lubricant Market: Global Vs India

1.2.1 Global Lubricant Market

Global demand of lubricant oil is approximately 45 million metric tones. Total global demand of automotive lubricant constitutes 53% of total lubricant which is approximately 24 million metric tones. Presently U.S.A. is the largest consumer of lubricant oil in the world. The Position of China and India is second and third respectively. According to John Miller (2012) within 8 – 9 years China will surpass the U.S.A in lube consumption. The reason behind this is that the automobile sector in U.S.A. has reached its saturation point whereas in China and India the demand of automobile is increasing continuously. The total demand of automotive lubricant in India is 60% of the total lubricant which is approximately 1.26 million metric tones.



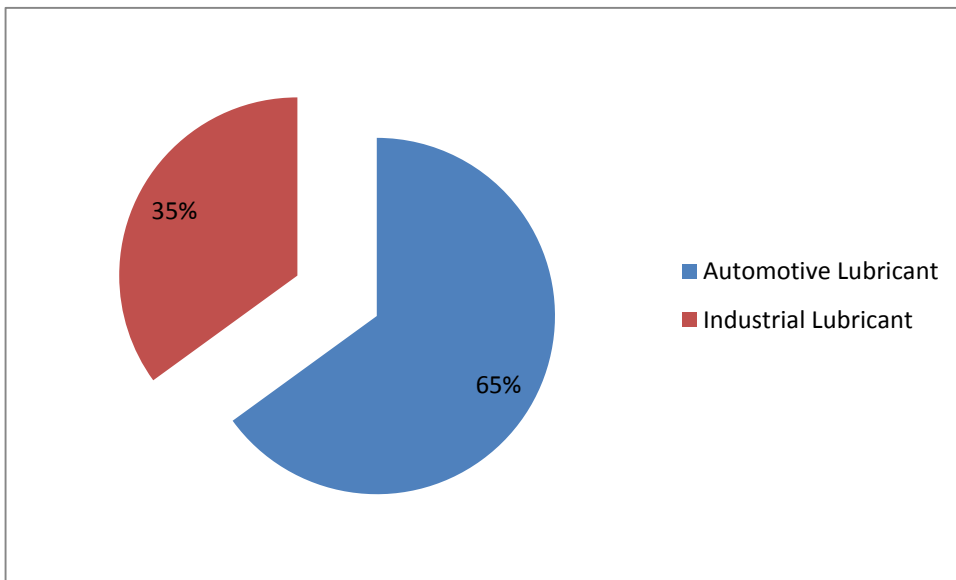
Worldwide Consumption of lubricant oil in 2013

(Source: Kline Blog, Henry Machkova, 2013)

Fig 1.3

1.2.2 Lubricant Market in India

India accounts for 6% of total global lubricant demand which is approximately 2.1 million metric tones (Castrol annual report, 2013). In India the consumption pattern of lubricant industry is similar to the global lubricant industry. The consumption of automotive lubricant in India is more than the industrial lubricant. The consumption of automotive lubricant in India is approximately 65% of the total lube which is 2.1 million metric tones whereas consumption of industrial lubricant is 35%. The major lubricant companies in India are BPCL (MAK Lubricant), IOCL (Servo), HPCL (HP Lube), Castrol, Gulf, Shell and Veedol etc.



Market share of Automotive and Industrial Lubricant in India (In % Volume)

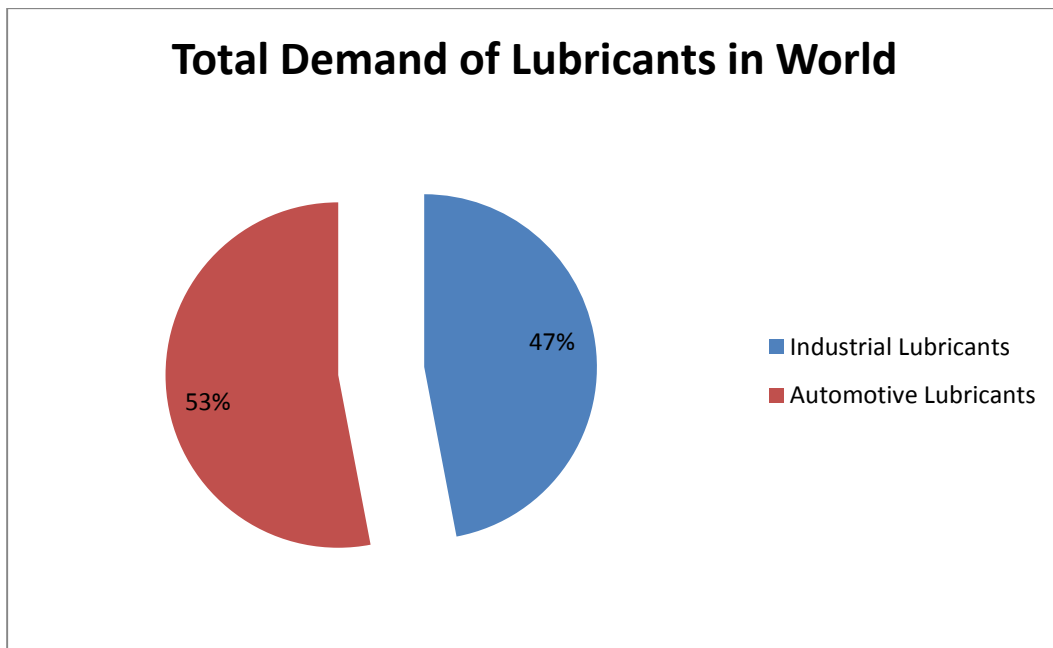
Source: Ken_Research, David Boer, (2013)

Fig 1.4

1.3 Classification of Lube Oils

Lubricants are mainly classified into two parts: Automotive Lubricants and Industrial Lubricants. Total global demand of automotive lubricant constitutes 53% of total lubricant which is approximately 24 million metric tones whereas demand of industrial lubricant is 47% which is approximately 21 million metric tones.

World demands of automotive and industrial lubricants are as follows



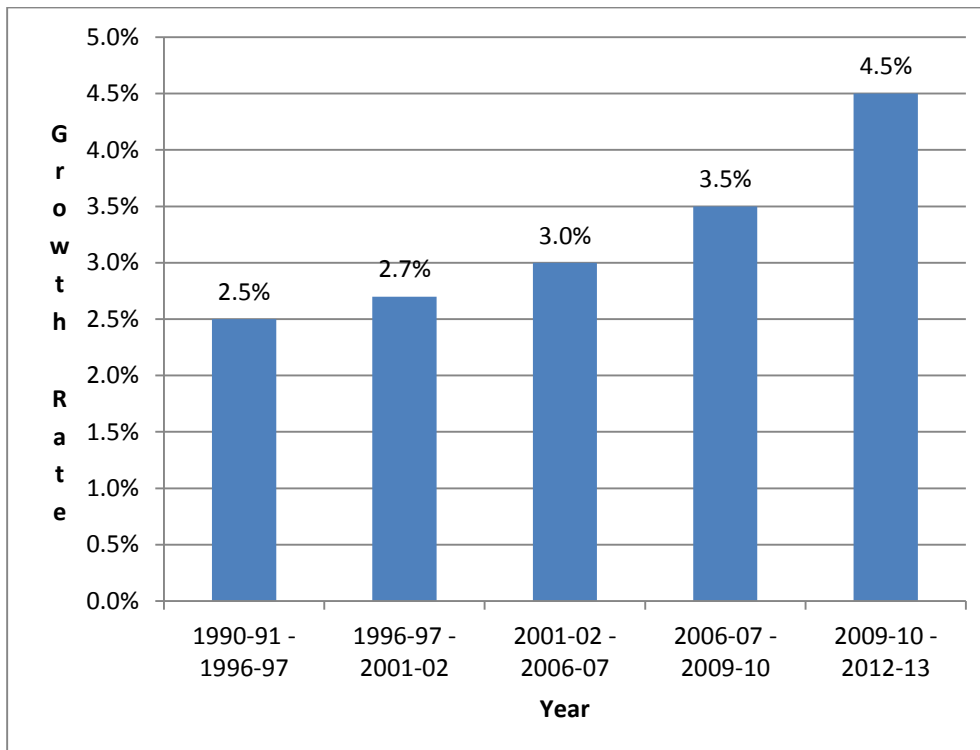
Source: Ken Research, Repo Lindberg, (2013)

Fig 1.5

1.4 Indian Automotive Lube Market

The growth of automotive lubricant in India is driven the demand of automotive lubricant. In India there are three main channels for the sales of automotive lubricant, these are bazaar trade format, petrol pumps and original equipment manufacturers. Automotive lubricants in India are further divided into diesel lubes and petrol lubes. Diesel lubes comprise 60 percent of the market, petrol based lubricants cover 40 percent. In India diesel lubricant are consumed by tractors, heavy commercial vehicles & four wheelers, three wheelers whereas petrol lubricant are consumed by two wheelers, four wheelers etc.

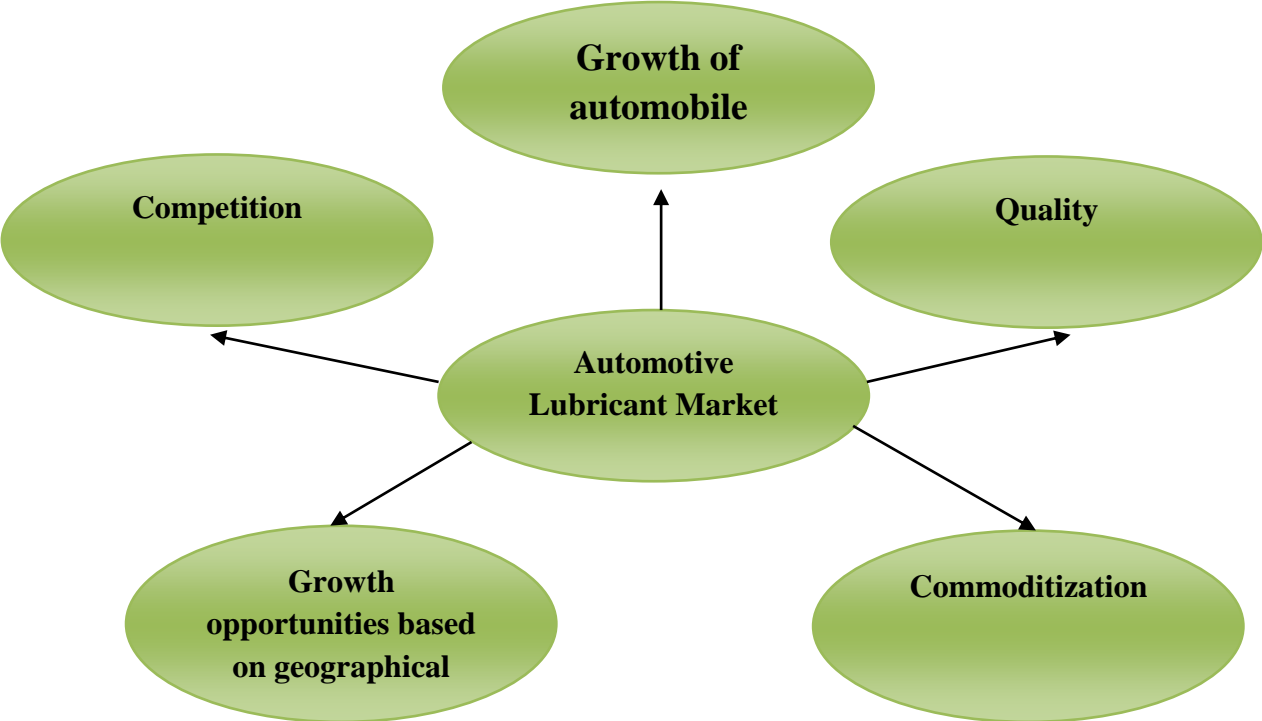
Growth Trend of Indian Automotive Lubricants Market



Source: <http://www.indiastat.com>, Alina Swaen, (2012)

Fig 1.6

Major Driven Factors of Indian Automotive Lubricant Market



Source: Kline Blog, M.T. Ellen, (2013)

Fig 1.7

Liberalization Policy in India Lubricant Industry

The demand of lubricant in India is third largest in the world after U.S.A. and China. Indian lubricant markets were dominated by PSU's (IOCL, BPCL and HPCL) till the liberalization policy. The Indian lubricant market changed after 1992 when liberalization took place. After liberalization too many private lubricant manufacturers enter into the Indian market. Later on Indian Government dismantled the administered pricing mechanism & free pricing policy allowed in the Indian Lubricant market. The deregulation policy of Indian government encouraged so many foreign lubricant manufacturers to expand their business in India. Entry of multinationals companies imposed too much competition between PSU's and Private players which benefitted the end consumers.

1. 5 Automotive Lube Brands in India and Major Players

Table: 1.4 PSU's Automotive Lubricant Brands in India

| Company Name | Brand Name | Products | Grade |
|--------------------------------------|-------------------|---|---|
| Bharat Petroleum Corporation Ltd. | MAK | MAK CH – 4 MAK CG -4 MAK V2 MAK Multigrade MAK Gold Plus MAK Diamond MAK CL-4 | SAE 5W – 40 SAE 15W – 40 SAE 15W – 40 SAE 20W -40 SAE 15W – 40 SAE 15W – 40 SAE 15W – 40 |
| Hindustan Petroleum Corporation Ltd. | HP | HP Extra Super Motor Oil HP Extra Super Engine Oil HP SJX HP Natural Gas Oil | 20 W 40 / 20 W 50 20 W 40 / 20 W 50 15 W 40 L 15 W 40 |
| Indian Oil Corporation Ltd. | SERVO | Servo Futura Synth Servo Super MG Servo Superior XEE | 5W – 50 5W -30/ 10W-30/ 10W – 40/ 20W -40 /20W -50 10W – 30, 10W – 40, 15W – 40, 20W - 50 |

Servo

Servo is the brand name of Indian Oil Corporation Limited. Indian Oil Corporation or IOCL is a state owned oil and gas corporation of India. Its head quarter is in New Delhi, India. According to Fortune Global 500 it is the 88th largest corporation of the world. It is also the largest public sector corporation of India by revenue.

Indian Oil Corporation have 67% share in downstream area, 49% share in petroleum products market and 31% market share in refining capacity. It is controlled by Government of India.

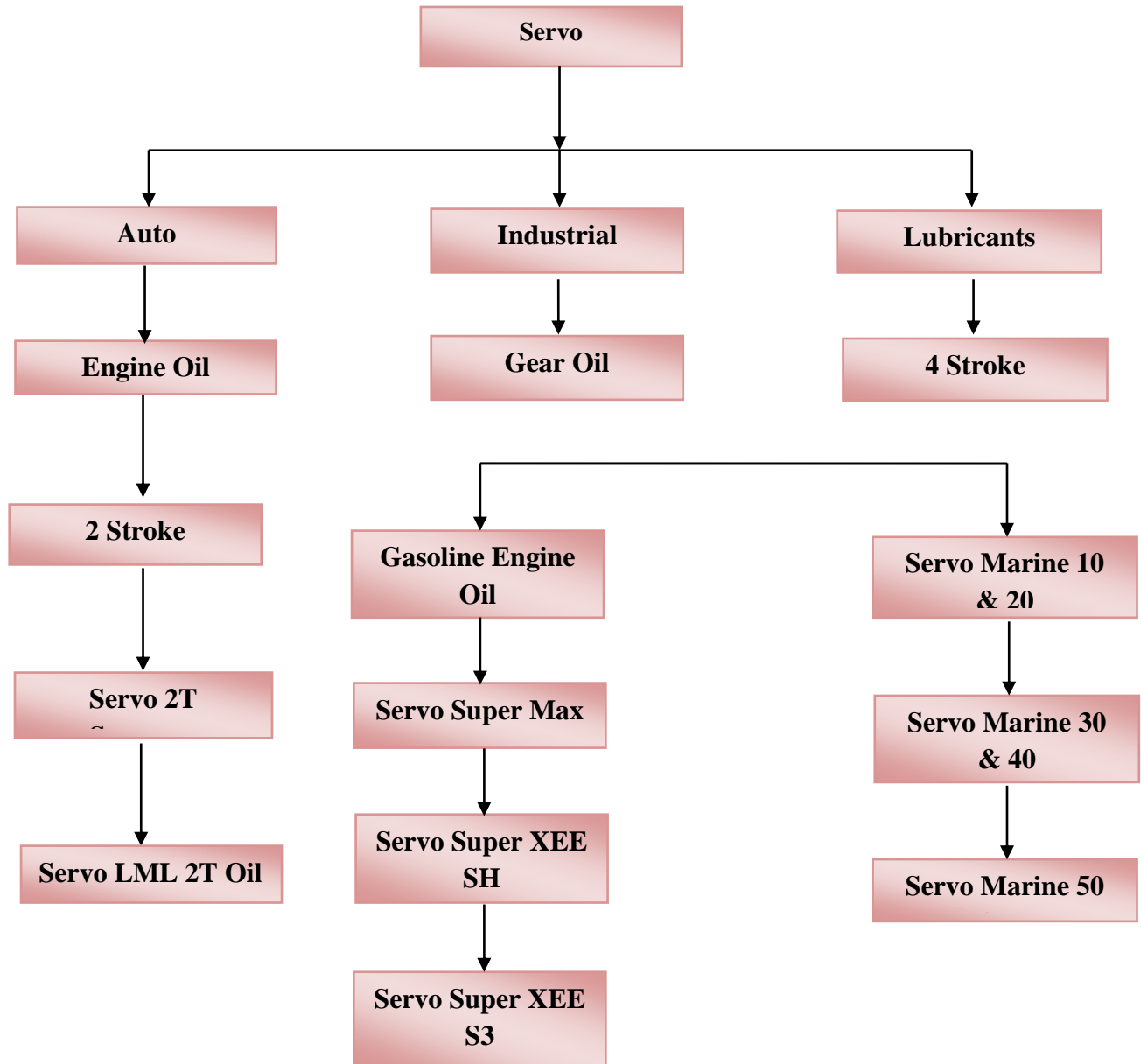
The major products of Indian Oil Corporation are LPG, Diesel, Petrol and Lubricants.

The Brands of Indian Oil Corporation in different sectors are as follows:

- 1- Indane Gas: Industrial and Domestic Gas.
- 2- Xtra Premium: Automotive Natural Gas.
- 3- Auto Gas: Automotive Natural Gas.
- 4- Indian Oil Aviation: Aviation Fuel.
- 5- Servo: Lubricants and Greases.

Servo provides a complete lubricants solution for automotive, industrial and marine segment. Servo sells their lubricants through their petrol pumps and the retail outlets. The products of Servo are available at each part of the country.

Grades of Servo Brand



Source: IOCL Annual Report, 2013

Fig 1.8

MAK Lubricants

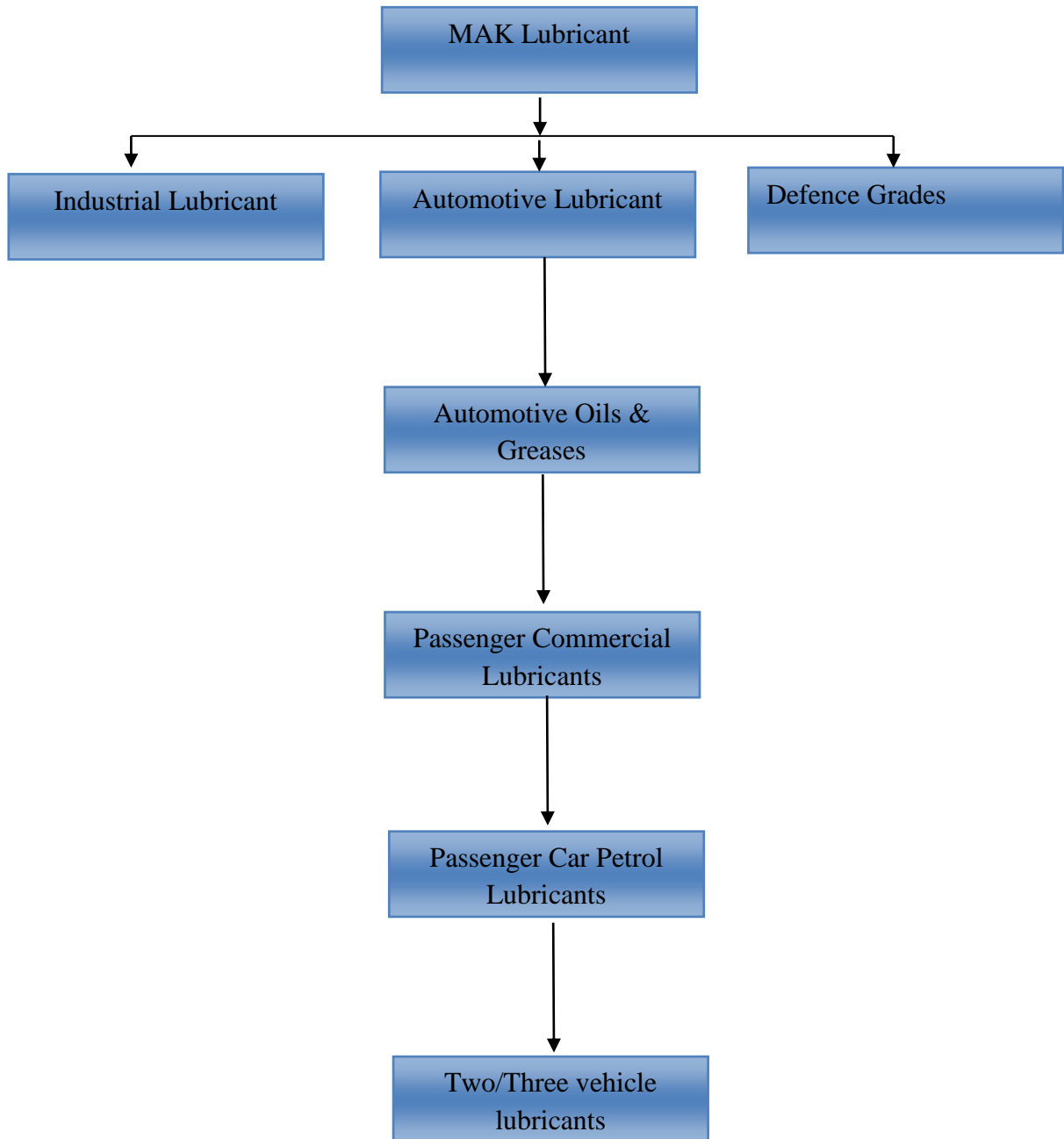
Bharat Petroleum Oil Corporation produces their lubricants under the brand name of MAK Lubricants. The head quarter of MAK Lubricant is in Mumbai. Apart from India MAK market their lubricants in Sri Lanka, Nepal, Bangladesh and Middle East. MAK produces wide variety of lubricants for industrial sector, marine sector, commercial vehicles, passenger car segment, 2 stroke and 4 stroke engine.

Bharat Petroleum Oil Corporation is producing lubricant for the last two decades. In 2003 Bharat Petroleum Oil Corporation brings it all lubricants under the brand name of MAK. The marketing set up of MAK lubricants are divided into four regions East, West, North and South. MAK Lubricants are continuously increasing their market share with the help of brand positioning. MAK Lubricants also associates with bike and car rallies. Indian cricket team captain Mahindra Singh Dhoni was a brand ambassador of MAK Lubricants from 2006 to 2011.

MAK automotive lubricants for four wheeler segment are classified in the following area:

- Automotive Greases
- Automotive Specialties
- Engine Oil
- Gas Engine Oil
- Gear and Transmission Oils

Grades of MAK Lubricant Brand



Source: www.maklube.com , (2014)

Fig 1.9

HP Lube

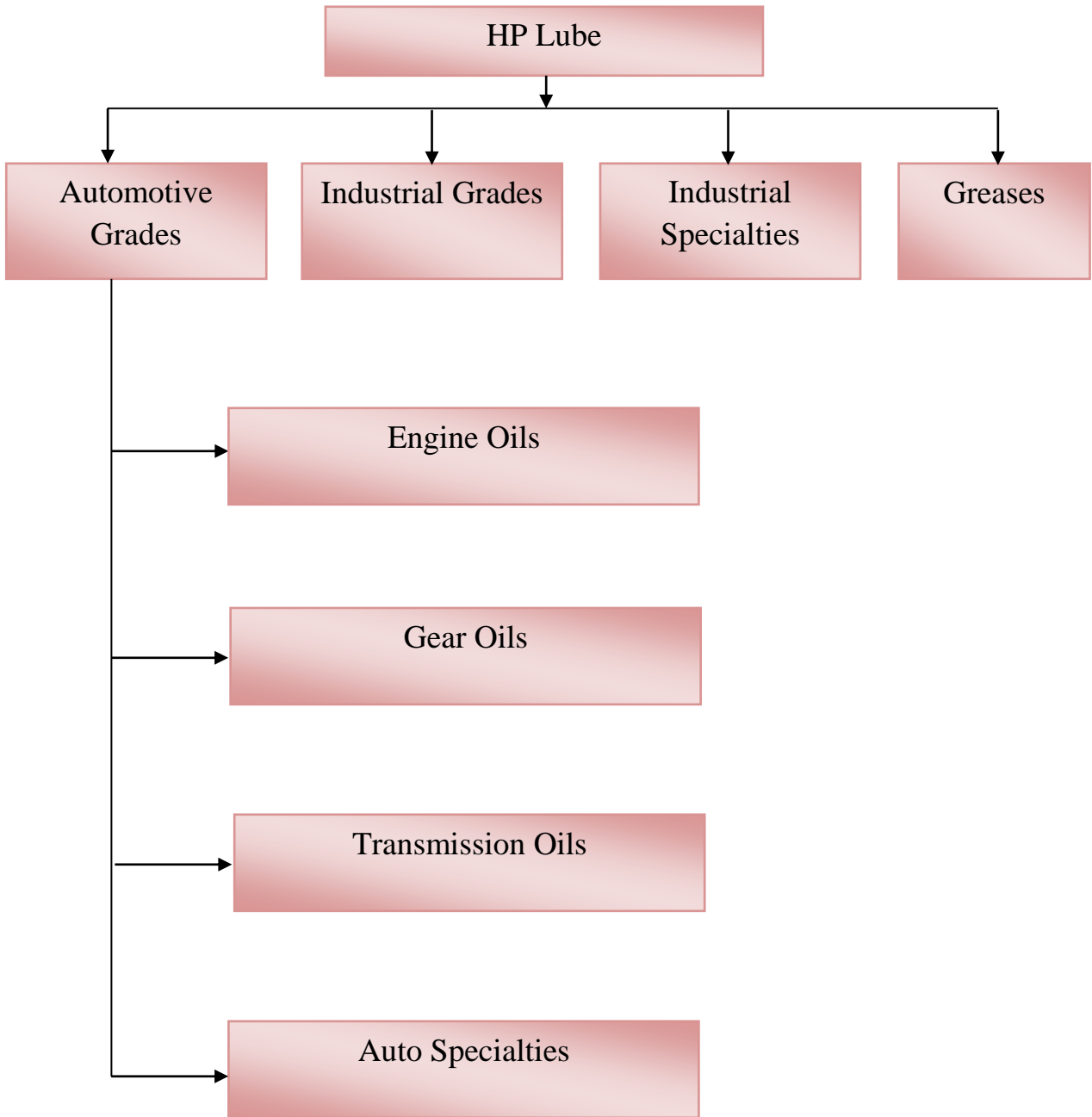
In 1952 it was established by the name of Standard Vacuum Refining. In 1962 the company had changed their name and putted their new name Esso Standard Refining Company of India Limited. In 1974 they again changed their name by Hindustan Petroleum Corporation Limited.

Hindustan Petroleum Corporation Limited producing their lubricants under the brand name of HP Lube. HPCL is an Indian state own oil & gas company. Its head quarter is in Mumbai, Maharashtra. The major products of HPCL are petrol, diesel, LPG, aviation fuel & lubricants. The market share of HP lube is 12% in Indian lubricant market. The major plants of HP lube are in Silvassa, Kolkata, Mumbai and Chennai. HP Lube has also many R & D centres which provide quality products that enhance the performance of automotive.

The major brands of HP Lube are following

- Racer 4
- Koolgard
- Milcy
- Laal Ghoda
- Thanda Raja

Grades of HP Lube Brand



Source: HP Lube Product Data Sheet, (2013)

Fig 1.10

Table: 1.5 Private Automotive Lubricant Brands in India

| Company Name | Brand Name | Products | Grade |
|--------------------------------|-------------------|---|--|
| Castrol India Ltd. | Castrol | Castrol Edge Castrol Magnatec Castrol Magnatec Mangatec Diesel Castrol GTX | 5W – 40 10W - 40 5W - 30 15W – 40 20W - 50 |
| Gulf Oil Corporation Ltd. | Gulf | Gulf Formula GX Gulf TEC Gulf Max Supreme Gulf Max Supreme Gulf Max TD Gulf Mult G Gulf Super Diesel X – 10 | SAE 5W – 40 SAE 10W – 40 5W – 30 20W – 50 SAE 15W – 40 SAE 20W – 50 SAE 15W - 40 |
| Tide Water Oil Corporation Ltd | Veedol | Veedol Blue Blood Veedol Turbostar | SAE 10W – 30 SAE 20W – 50 |

Castrol

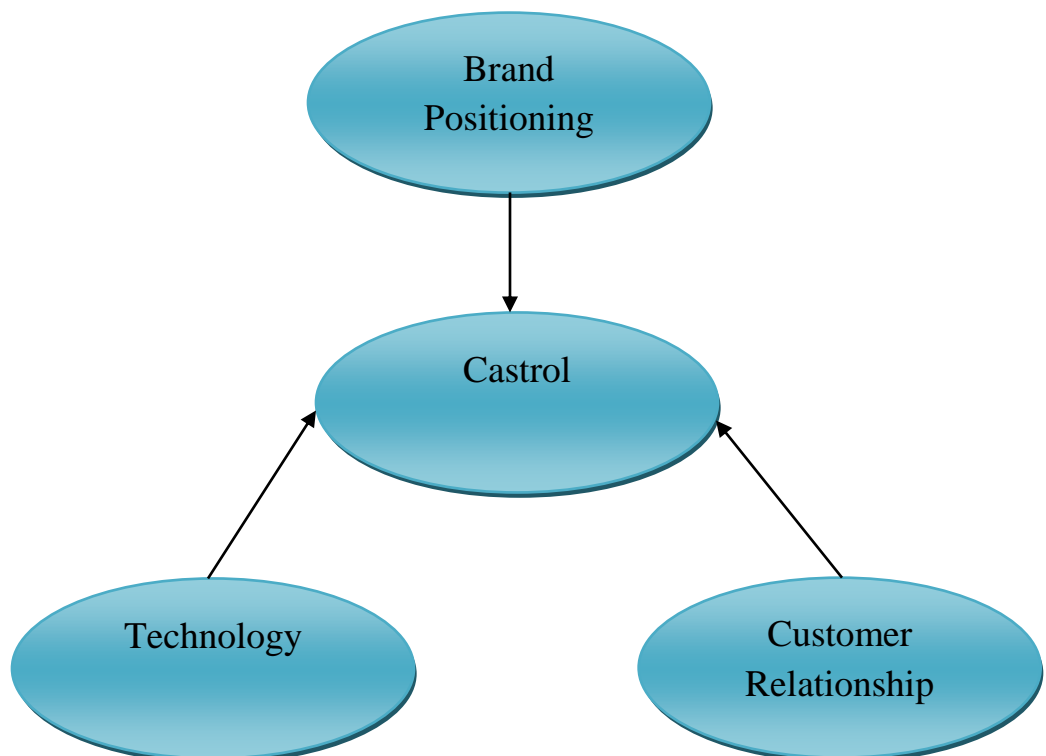
Castrol is British lubricants brands which offer a wide variety of lubricants, greases and oils for different sectors. Castrol produces lubricants for industrial and automotive sectors. In India Castrol is the 2nd largest producer of industrial and automotive lubricants. Castrol has captured around 22% market share of Indian lubricants market. Castrol is a part of British Petroleum Group. British Petroleum holds 70% stake of Castrol India Private Limited. Castrol have nation wide more than 270 distributors and 70,000 retail outlets. Castrol entered into the Indian market in 1979 under the brand name of Indrol Lubricants and Specialities Pvt. Ltd. In 1990 the company changed its name by Castrol India Limited. Castrol India Limited manufactures their products in 5 manufacturing factoring plants across the country. The company have a capacity to produce 2,36,000 tones of lubricants. The company markets their products under two segments automotive and non automotive segments.

Despite the intense competition Castrol are able to maintain their brand. Castrol has created their unique brand positioning.

Castrol maintain their competitiveness by applying following strategies

- Castrol continuously improving quality and technical capabilities of their lubricants.
- Castrol working very closely with the automotive mechanics because they play very essential role in influencing final consumers.
- Castrol continuously increasing their distributors' centres in semi urban and rural areas for future growth.

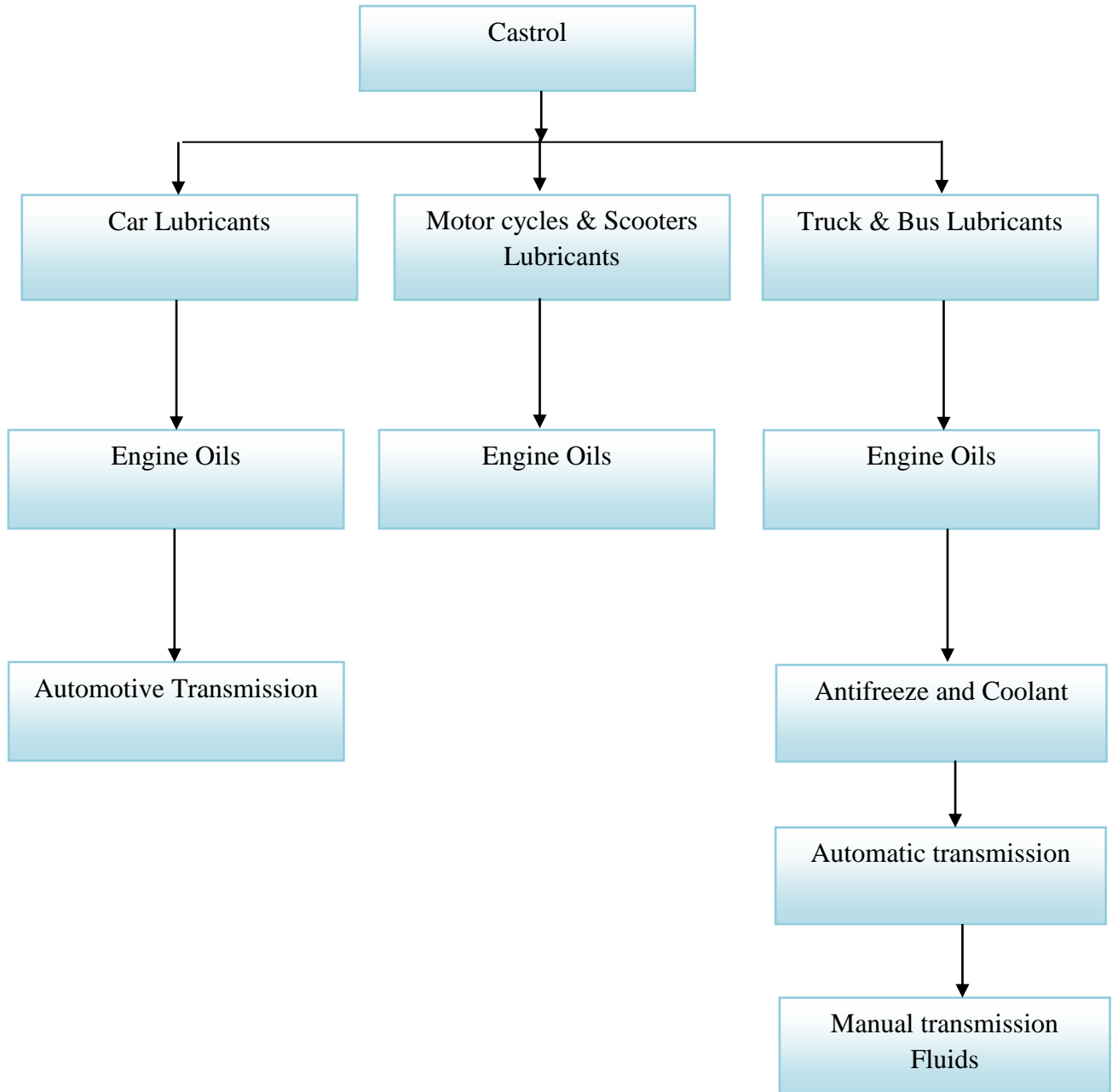
Castrol Three Pronged Strategy



Source: [www. motilaloswal.com](http://www.motilaloswal.com), Ramesh Khare, (2013)

Fig 1.11

Grades of Castrol Brand



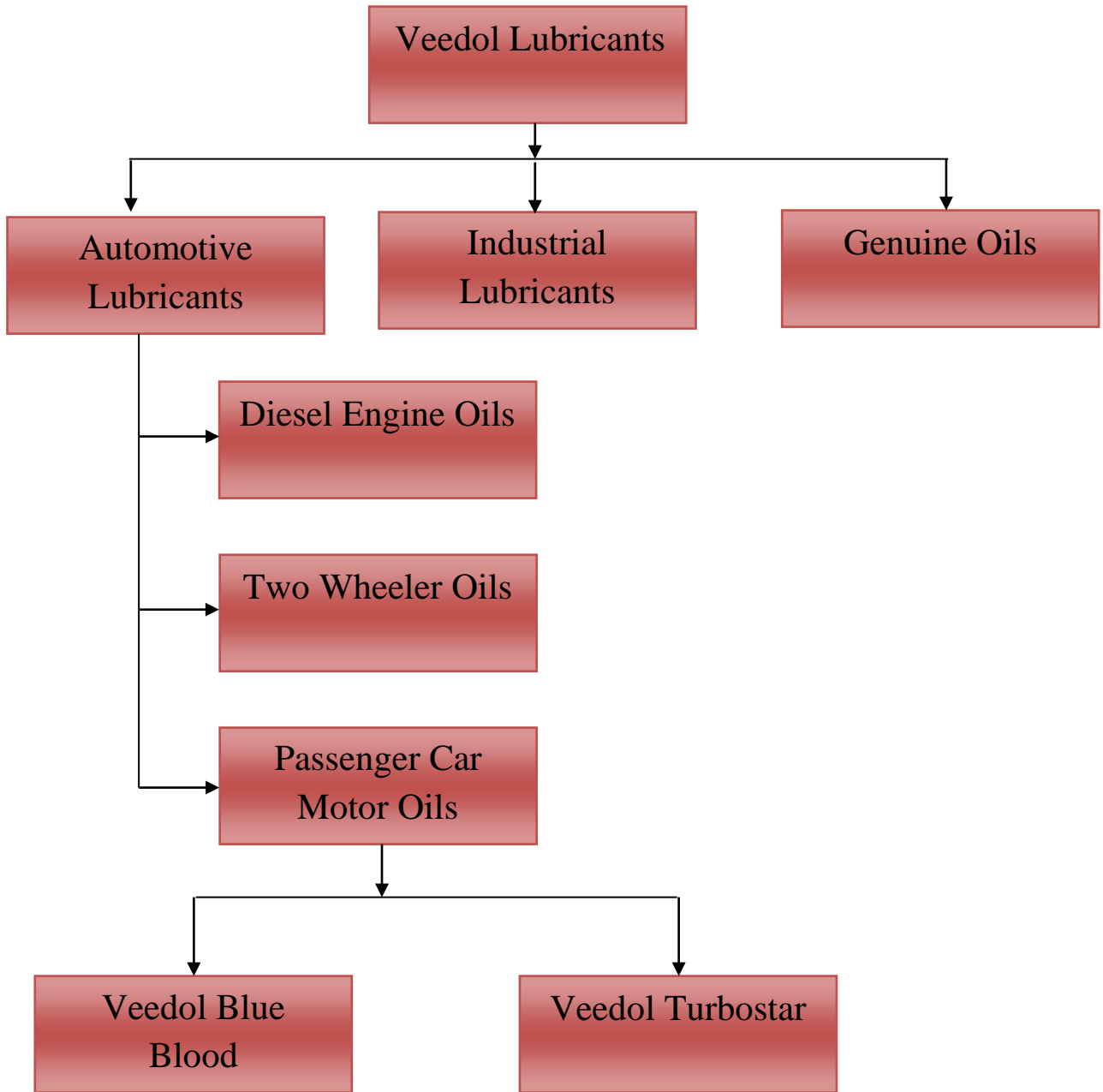
Source: www.motilaloswal.com, Ramesh Khare (2013)

Fig 1.12

Veedol

Tide water Oil Corporation is one of the major leading brands in Indian lubricants market. It was established in 1928. It produces lubricants under the brand name of Veedol. Tide Water Oil Corporation has more than 50 distributors, 650 dealers and 50,000 retail outlets all over the country. It produces lubricants for commercial vehicles, tractors, passenger cars, two/three wheelers and trucks. It produces transmission oils, greases, coolants and gear oils for automobile sector. For industrial sector it produces heat transfer oils, metal working fluids, greases etc. Tide Water specially focuses on quality of their products and continuously upgrades their technology advancement as per the requirement. Tide Water was established in 1887 in New York City. Earlier at that time the company was entered into the gasoline market. They have 5 plants in Silvassa, Howrah, Turbhe, Oragadam and Faridabad.

Grades of Veedol Brand



Source: www.tidewaterindia.com, (2014)

Fig 1.13

Gulf Oil Corporation Limited

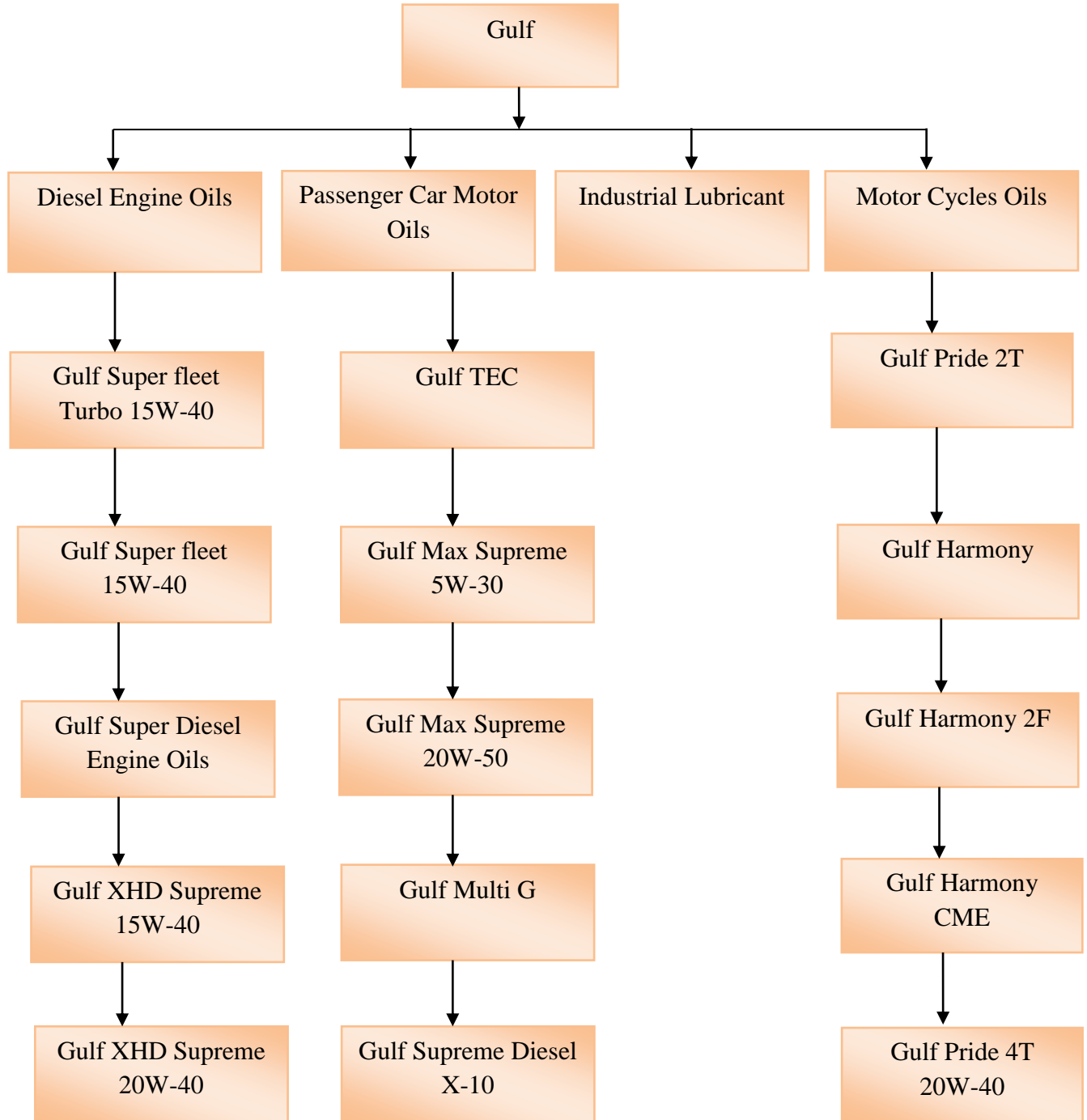
The company was founded in 1901. Gulf Oil Corporation produces its lubricants under the brand name of Gulf. Gulf produces lubricants which are specially designed to satisfy all types of engines. Gulf Oil Corporation is one of the leading manufacturers of lubricants in India. Gulf Oil Corporation belongs to Hinduja Group. Hinduja group established the Gulf Oil Corporation in 1st January 2002 with the merger of IDL industries limited. The merger has enabled the company a large marketing network of lubricants oil. Hinduja group owned Gulf Oil Corporation on April, 2014.

Gulf Oil Corporation innovated the idea of selling branded oil products through pumps and containers in 'Orange Disc' logo. The first innovative step taken by Gulf Oil was establishing service stations in 1911. Gulf Oil is one of the leading brands in the world.

Major Lubricants of Gulf Oil Corporation Limited for Four Wheeler Segment is following:

- Gulf Formula GX
- Gulf TEC
- Gulf Max Supreme 20W – 50
- Gulf Max TD
- Gulf Multi G
- Gulf Super Diesel X - 10

Grades of Gulf Brand



Source: Gulf Annual Report, (2012-13)

Fig 1.14

1.6 Brand Positioning: It's Importance in Automotive Lube Segment

Brand positioning of lubricant is a combination of high perceived prestige and price premiums in order to attract middle class (Philip J. Kitchen, 2008). Brand positioning of automotive lubricant create the awareness among the consumers. The brand positioning of automotive lubricant plays a very crucial role because it helps the lubricant brand to create there distinct image in comparison to other competitors. Private automotive lubricant brands in India are continuously increasing their market share by doing effective brand positioning. Several studies had been conducted in U.S.A., China and Italy and had identified that brand positioning play a very crucial role in lubricant industry (Wengo Duo, J.R. Rober). Brand positioning creates awareness among the consumers towards the lubricant brands. Private automotive lubricant brand in India investing huge amount on brand positioning to gain more market share. Castrol have created their distinct image among the consumers by aggressive brand positioning.

Brand Positioning is one of the most important things in marketing. Brand Positioning means to create a distinct image in the mind of the consumers in comparison to other brands (Kevin Lane Keller). It is the way to make a particular brand relevant to the target market. Brand Positioning help the product to go to the top of the mind of the consumers. The brand positioning varies according to the sector. It is important for each and every sector. Brand Positioning is one of the most important tools which make the brand and the product higher and bring a lot of publicity to the brand. Publicity play a very crucial role in brand positioning

as it creates awareness among the consumers. Brand Positioning is the first step of strategic brand management (Strategic brand management 2013). The main components of brand positioning are as follows:

Mental map

Competitive frame of reference

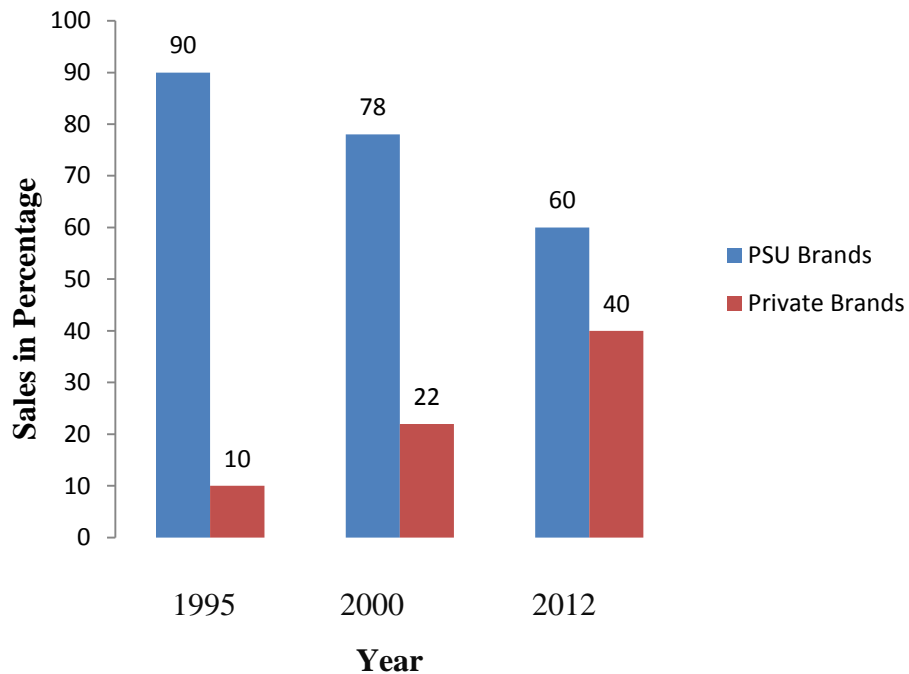
Points of parity and points of difference

Core brand association

Brand mantra

1.7 PSU's Automotive Lube Brands: Issues and Challenges

The automotive lubricants markets in India are highly price sensitive. The demands of automotive lubricants in India are continuously increasing due to increase in sales of automobiles. Till the decade of nineties the PSU's brands were dominating the Indian automotive lubricant market. But after 1993 when liberalization policy took place the market share of PSU's automotive lubricant brands starts decreasing. In 1990 the market shares of PSU's automotive lubricant brands were 90 percent which reduces up to 60 percent in 2012 (Annual report of PSU's 1990-2012). Private automotive lubricant brand are continuously capturing the market share of PSU's automotive lubricant brands. Private automotive lubricant brand are using brand positioning as an effective tool to increase their market share.



Source: Annual report of IOCL, BPCL, HPCL and Castrol

Fig 1.15

1.8 Motivation for Research

India is the third largest lubricant market in the world. Demand of Automotive lubricant oil in Indian market is increasing continuously. Since the last two decades the demand of automobile in India is continuously increasing due to which the demand of auto motive lubricant is also increasing. But the market shares of PSU's automotive lubricant brands are continuously decreasing. Private automotive lubricant brands are continuously increasing their market share by aggressive brand positioning whereas PSU's brands are lagging behind them.

1.9 Organization of the Study

The whole study has been organized into five chapters. The first chapter consists of introduction of the Indian automotive lubricant market and the various companies which are in to the business of lubricant oil. This chapter also consists of an introduction of PSU's and private automotive lubricant brands in India. This covers the importance of brand positioning for automotive lubricant market in India. All these things will help in a giving a clear idea about the subjects under study. The second chapter consists of literature review. This has been done to have an insight into the automotive lubricant brands in India and their brand positioning. Thematic and theoretic literature has been mention. The third chapter research methodology consist the different statistical tools and techniques which has been used in this research. The fourth chapter is data analysis in which comparative analysis between brand positioning of PSU's and Private Brands for four wheeler segment have been done. In this chapter researcher also identified the factors on which PSU's brand are lagging behind the Private brand for four wheeler segment and fit the obtained result into Kevin Lane Keller model of brand positioning. In last fifth chapter researcher mention the conclusion and recommendation of the research. Researcher is also suggesting the direction for future study in this chapter.

1.10 Conclusion Remarks

In this chapter researcher concluded that economic growth is one of the most important factors to increase the demand of automotive products. Researcher found that the brand image of automobile is key factor which differentiates consumers from those of other competitors in the market. The Economic growth of India is increasing the sales volume of automobile. Presently there are approximately 40 million vehicles on Indian road. The contribution of Indian automobile industry in its GDP is around 4%. India accounts for 6% of total global lubricant demand which is approximately 2.1 million metric tones (Castrol annual report, 2013). The growth of automotive lubricant in India is driven the demand of automotive lubricant. In India the consumption pattern of automotive lubricant industry is similar to the global automotive lubricant industry. The major lubricant companies in India are BPCL (MAK Lubricant), IOCL (Servo), HPCL (HP Lube), Castrol, Gulf, Shell and Veedol etc. Since in the last two decades the demand of automobile in India in continuously increasing due to which the demand of automotive lubricant is also increasing but the market shares of PSU's automotive lubricant brands are continuously decreasing. In this chapter researcher has been find that the Indian automotive lubricant market is very tough and PSU's are lagging behind the private brands on brand positioning of automotive lubricant.

Chapter 2

Literature Review

The chapter begins with the studies in the field of the brand positioning and automotive lubricant brands in India. This chapter also includes the review of various studies in the field of brand positioning. Review of past studies is also discusses to explore the emergence of brand positioning of different sectors in India. Brand Positioning of lubricant oil in different countries also mention in this chapter. Researcher also discusses the role of brand positioning on the basis of the perception of four wheeler segment consumers and four wheeler segment mechanics. It also covers the different model of brand positioning like Perceptual mapping, Mental map and Kevin Lane Keller model of brand positioning. The models of brand positioning also mentioned in this chapter.

2.1 Brand Positioning: A Theoretical Prospective

According to Philip Kotler Brand Positioning is defined as an act of designing the company's offering so that it occupies a distinct and valued place in the mind of the target customers.

According to David Aaker Brand Positioning is defined as the part of Brand identity and proposition of value that is communicated to the target customers.

Bovee et al defined Brand Positioning as the process of creating a mental impression in the mind of the consumers in comparison to the competitors.

The Position of a Brand in a market represent where a specific Brand is located. It also shows the differentiation and relationships between different competitors.

The Brand Positioning can be mainly determined to answer the following four questions:

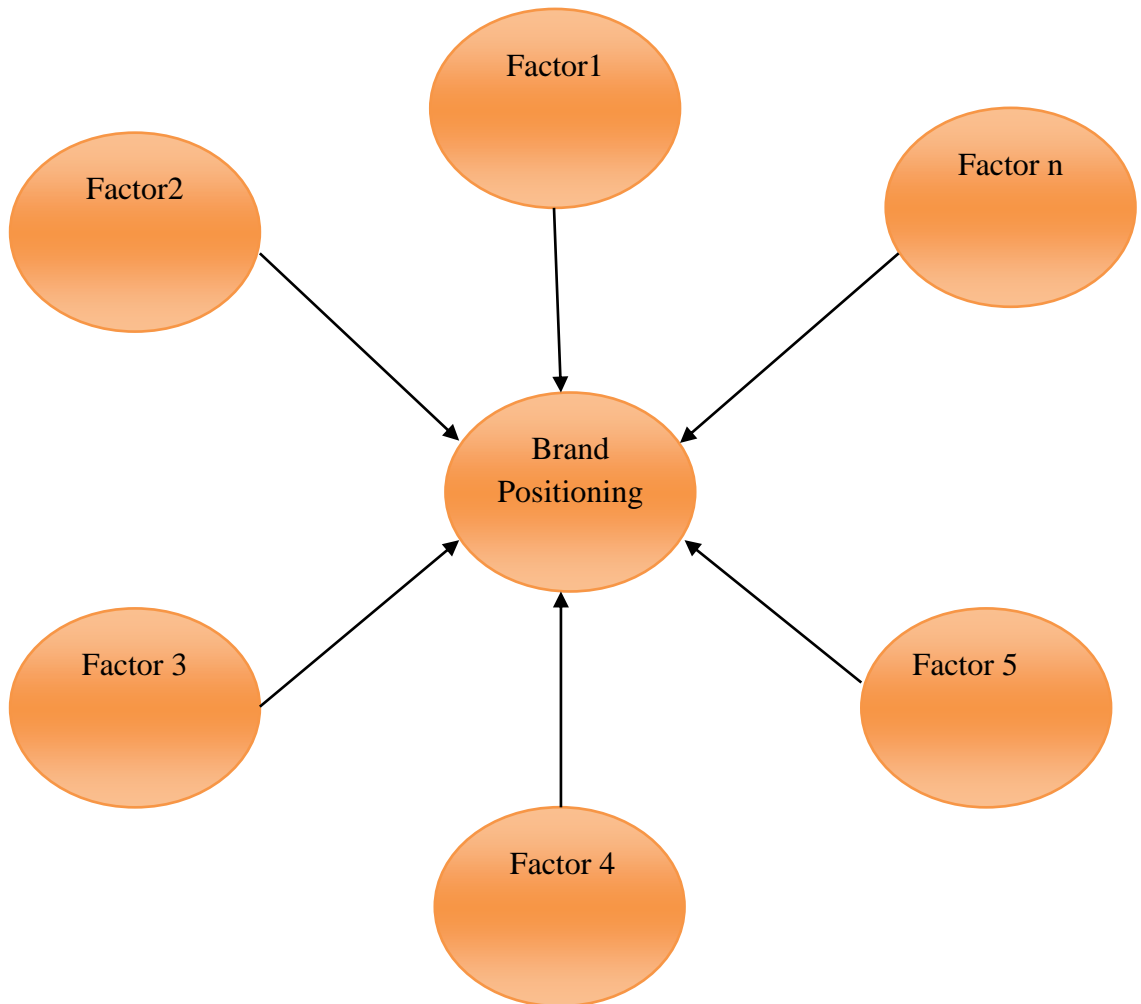
- 1- Why (What extra benefits consumers will get in the new brand?).
- 2- When (Determine the correct opportunity time for the new brand?).
- 3- For Whom (Identifying the target customers).
- 4- Against Whom (Identifying the competitors in the market).

Brand Positioning of a particular product is a very important strategy to achieve advantages of differentiation over competitors.

The Brand Positioning of a particular product represents a place which product occupies in the market or in the mind of the customers/consumers.

Differentiated advantages over competitors and benefits of consumers are a success of a positioning.

Brand positioning of the products depends upon combination of the important factors. This factor also represents points of parity and points of differences.



Brand Positioning is a combination of factors

Source: Brand Management J.N. Kapeerer, fifth edition (2012)

Fig 2.1

Each and Every product has some strategy of Brand Positioning. The effectiveness of Brand Positioning can be measure by the perception of the consumers.

Now there is a too much competition in a market so each and every product now a day's focus on multi attributes of Brand Positioning. Brand Positioning is a combination of multiple variables (John Arton, 2006).

Brand Positioning is based on segmented target consumers. Unique Brand Positioning can not be applying for all the consumers groups. Different Brand Positioning strategy should be adopted for different segment of peoples (Shweta Johri, 2006).

For determining a place of a particular brand in the market place it is essential to inform the target audience about the benefits and advantages of your brand in comparison to other competitors. Whenever a new brand launched in the market consumers starts collecting information about that brand. After getting information consumer's starts collecting information that what extra benefits and advantages, they will get in a particular brand in comparison to other competitors, on the basis of that information consumer create a perception towards a brand is a sufficient output of brand positioning strategies. The consumers must prefer that brand (Randy Taylor, 2010).

For achieving the benefits of brand positioning it is essential to do the depth research in the market. Mapping of brand positioning can be done to create the effective profile of a particular brand positioning and to do the comparative

analysis with other competitive brand. It is not necessary that consumers consider the entire brand as an option; it depends on the need of the consumers. It may be possible that out of ten brands consumer consider only 5 brands as a purchasing choice. It is also possible that consumer may have some negative experience towards a particular brand and should not purchase that brand again (H Simon, 1999).

According to Reimann Visinki, 2005 every brand should not be treated as competitors. All the brand in the market place should be classify according to the need and expectations of the consumers.

Definition of Brand Positioning

Brand Positioning is one of the most complex concepts of marketing mix. (Bhat and Reddy, 1998). However there is no any universal accepted definition of brand positioning. The definition of brand positioning given by various authors is as follows:

| Brand Positioning | |
|--|---|
| Day (1981), Brand Management | “Product positioning refers to the customer’s perceptions of the place a product or brand occupies in a given market.” |
| Lodish (1986), Digital Branding | “The process of trying to improve the perception of your product by a market segment” |
| Quelch (1991), Essential Elements for Brand Equity | “Positioning is the place which a product occupies in a given market as perceived by the product’s targeted consumers.” |
| Myers (1996), | “It [positioning] is what happens in a customer’s mind, how |

| | |
|---|--|
| Brand Management | customers view competing product entries”. |
| Perreault and McCarthy (1996), The Brand Gym | “Brand Positioning shows how customers locate proposed and/or present brands in a market.” |
| Trout and Rivkin (1996), Brand Equity | “Brand Positioning is simply concentrating on an idea – or even a word – that defines the company in the minds of consumers.” |
| Wilson and Gilligan (1997), Brand Together | “The processes of designing an image and value so that the customer within the target segment understands what the company or brand stand for in relation to its competitors.” |
| Antonides and van Raaij (1998),IJRM | “Brand Positioning refers to the consumer’s perception of a brand amongst other brands. Positioning mainly results from marketing communication regarding brands, social communication and personal experience.” |
| Jain (2000), IJEM | “Placing a brand in that part of the market where it will receive a favorable perception compared to competing products.” |
| Keller (2003), Strategic Brand Management, Brand Management | “Brand Positioning is all about identifying the optimal location of a brand and its competitors in the minds of consumers to maximize potential benefit to the firm.” |
| Kotler (2003), Marketing Management | “Brand Positioning is the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market. The end result of positioning is the successful creation of a customer-focused value proposition, a cogent reason why the target market should buy the product.” |

| | |
|---|---|
| Lilien and Rangaswamy (2003), IJRM | “Brand Positioning refers to the set of strategies that firms develop and implement to ensure that these differences occupy a distinct and important position in the minds of customers.” |
| Kapferer (2004), Strategic Brand Management | “Brand Positioning a brand means emphasizing the distinctive characteristics that make it different from its competitors and appealing to the public.” |
| Winer (2004), IJM | “Considering the alternative differentiation possibilities and determining what differential advantages are to be emphasized and communicated to the target customers.” |
| Blythe (2005), IJPBM | “The grouping of similar product types together in the consumer’s perceptual map.” |
| Solomon, Marshall, and Stewart (2006), IJRM | “Developing a marketing strategy aimed at influencing how a particular market segment perceives a good or service in comparison to competition.” |
| Kerin, Hartley, and Rudelius (2007), Brand Together | “Product positioning refers to the place an offering occupies in consumers’ minds on important attributes relative to competitive offerings.” |
| Schiffman and Kanuk (2007), Brand Management | “Brand Positioning conveys the meaning of a good or service in terms of how it fulfills needs of consumers.” |

From all the above definitions it is clear that brand positioning is basically an activity of management that try to focus on creating a perception about the product in the mind of the consumers. (Kotler 2003) defined Brand Positioning as

an act of designing the companies offering and image in the mind of the target consumers. The final result of the brand positioning gives a cogent reason to the target consumers that why should they buy the product. All the activities of marketing come under the creation of associations in the mind of the target consumers which finally fall under the concept of Brand Positioning (Marshall and Solomon 2006). According to Al Ries and Jack Trout (1986) brand positioning is the process of manipulating the perceptions of the consumers about a certain goods and services through effective communication. Some authors define brand positioning as an activity that happens in the mind of the consumers. According to Roper Day (1981) Brand Positioning is based on the concept of consumers rather than concept of management.

Brand Positioning is something that takes place in the mind of the consumers about a particular Brand. Brand Positioning is based on company versus consumers' perspective. A literature review has been done to identify that whether a brand positioning is consumer perspective or a market perspective (Kalafatis & Blankson 2004). From the company perspective point of view brand positioning is the process of identifying target consumers and creates a positive perception of the brand in the mind of the consumers. The company desire is to create a association in the mind of the consumers. From consumers point of view brand positioning is a process that how consumer perceive to a particular Brand. The brand positioning is a complex combination of feelings, thoughts, Impressions and beliefs that consumers map in their mind (Hostley, Kerin and Ellson 2004).

According to Aaker, Meyers and Batra (1992) perceived positioning is a set of association that consumers feel about the brand. A brand positioning is a concept of relatively in consumers mind that target consumers assess that have a particular brand is similar or different from the other competitors. Imagine that every consumer have a mental map of the different category of the products. The location of a particular brand in the mental map of the consumers relative to the competitors represent the position of that particular brand and the position of all the other brands in the mental map of the consumers represent the associations of the brand to the consumers. The perceived positioning is dependent on the perception of each and individual target consumers because consumers interpret same information in a different way. The associations of consumers to a brand can also be effected by some external functions. Some external are media, promotion activity, competitors, word of mouth etc. Brand Positioning is based on the perceptions of the consumers.

Relationship between intended brand, active brand and perceived brand positioning .



Source: Brand Management, Ajay Kumar, first edition, 2005

Fig 2.2

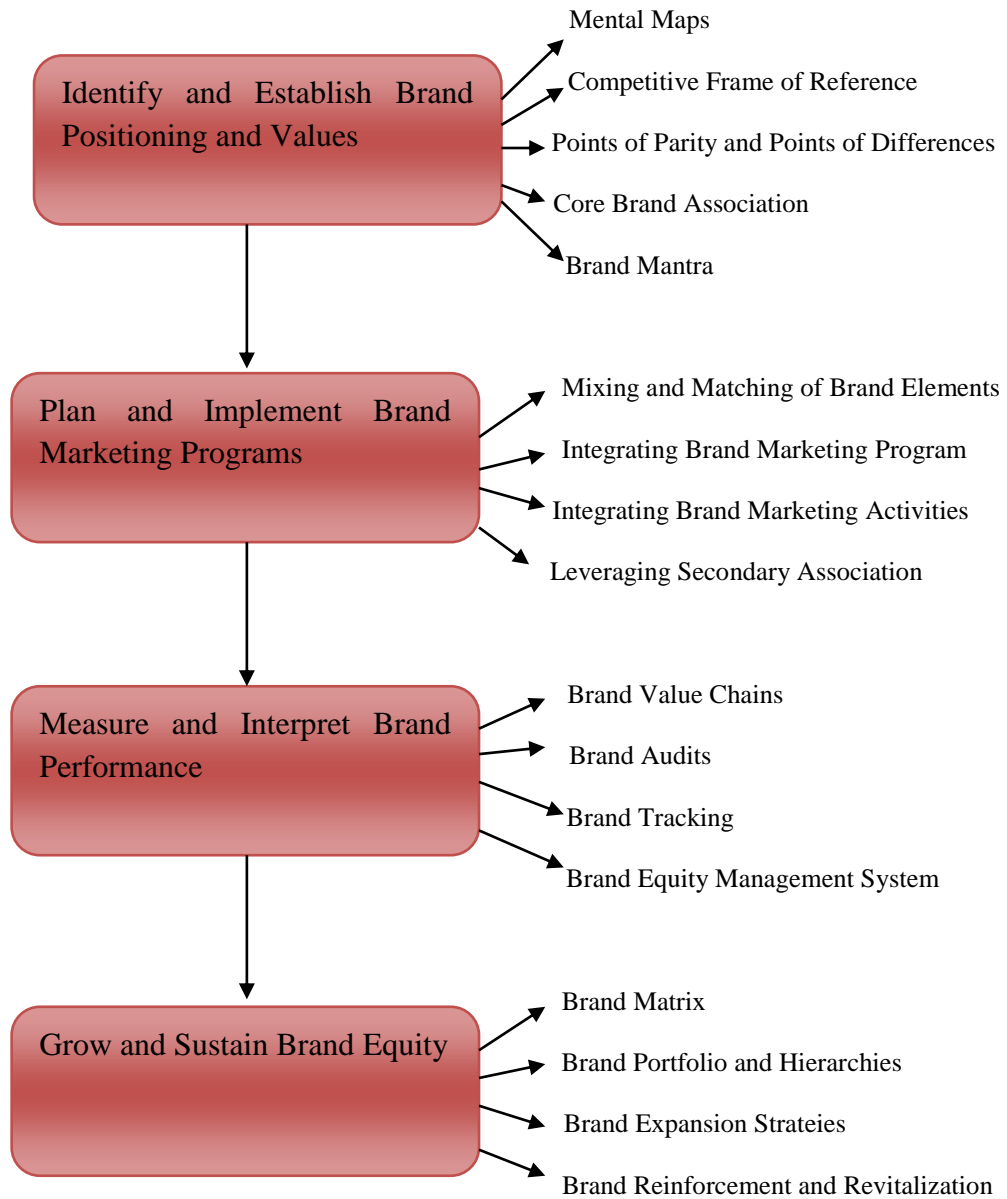
Brand Management Process

According to Kevin Lane Keller strategic brand management process is defined as a process of designing and implementing marketing activities to measure and build brand equity.

Different steps of Brand Management Process.

- 1- Identifying and Establishing Brand Positioning.
- 2- Planning and Implementing Brand Marketing Programs.
- 3- Measuring and Interpreting Brand Performance.
- 4- Growing and Sustaining Brand Equity.

Brand Management Process



Source: Strategic Brand Management, Kevin Lane Keller (2013)

Fig 2.3

1-Identifying and Establishing Brand Positioning:

The first step of strategic brand management process is identifying the important factors on which the brand is to focus and how they position themselves in comparison to other competitors. According to “Philip Kotler” brand positioning can measure that how a specific brand is different from the other competitors. This difference can be measure on the basis of Point of difference (POD’s) and Points of parity (POP’s). Brand positioning also determine the core brand association and brand mantra of a particular brand. The core brand association and brand mantra of product/services facilitate in identifying the mental map of that brand.

2-Planning and Implementing Brand Marketing Programs:

Creating Brand Equity of product/services requires a strong and favourable core brand associations.

The Brand Building Process is follows the following steps:

- 1- Identifying the elements of the brand and find how they are matched to each other.
- 2- Determining the different marketing activities.
- 3- Apart from core brand association some other associations which helps the brand by linking it.

The important consideration which should be taken under the above follows:

Identifying the elements of the Brands:

The important elements of any brands are logos, packaging, symbols and slogans. These elements help in creation of brand association. The consumers perceive the brand by its elements. Different elements of a brand contribute significant advantages in making brand equity.

Integrating Brand marketing activities:

Marketing program is helpful in creating strong unique and favourable brand associations. This marketing program helped in identifying the elements of brand equity.

Leveraging Secondary Association:

Leveraging secondary association is the final steps by building brand equity. Brand association acts as a linkage between the other entities and their own associations. The brand association varies according to different countries, geographical location, age, income and social status.

3- Measuring and Interpreting Brand Performance:

Brand Audit is useful in determining the Brand Positioning. A brand audit is a process of examination of brand equity. Brand audit is based on the sources of brand equity. After determining the effective brand positioning strategy they try to create and maintain the core brand associations. The Brand value chain means tracing the process of value creation of brands, understanding the financial impact of the expenditures on brand positioning. A Brand Equity measurement system

implement by the management to determine the profitability of a brand. A Brand Equity measure system provides the accurate and correct information to the marketing peoples so that they can take the best decision. Implementation of such a system requires effective brand equity management system and brand tracking.

4-Growing and Sustaining Brand Equity:

Maintaining sustainability of Brand Equity is very challenging brand management activities. Brand Equity management activities is very diverse and broader perspective. Managing brand equity means managing the brand in comparison to other competitors.

Defining the Branding Strategy:

The branding strategy of a particular firm gives the guidelines about the elements of its products. The two most important tools of branding strategy are the brand hierarchy and brand product matrix.

Role of Brand Positioning

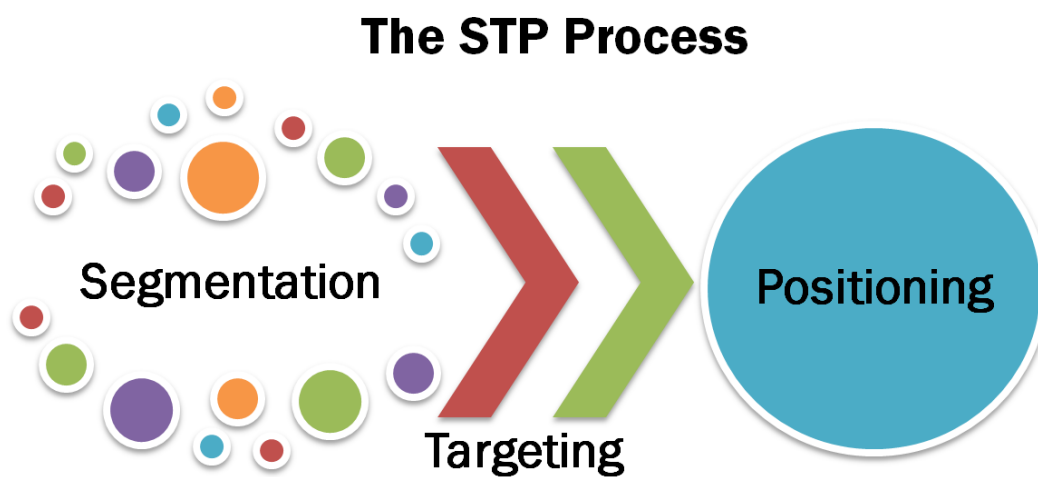
The concept of brand positioning is basically based on the concept of STP model (Segmentation, Targeting and Positioning). Segmentation is the first step of STP model, which break the heterogeneous market into different homogeneous market. Basically segmentation means division of a market into a group of people having similar characteristics. Segmentation is very essential because it is not possible to satisfy all the consumers by a unique product. Different categories of product should be needed for different segmentation of consumers. Segmentation

is based on same characteristics of the consumers groups as like demographic characteristics, behavior pattern of the consumers, consumer's needs and wants etc. A proper brand positioning of a product can only occur only when it is supported by segmented marketing strategy.

Targeting is the second step of STP model. In this step an organization put its all strategies to assess the segmented consumers. In this step company adopt different strategies to attract the segmented consumers. The assessment of target consumers is based upon the resources and brand positioning strategies of an organization. Generally the marketing people recommend the different focusing strategies which can be satisfied by brand positioning in more effective way (Kotler 2003).

Positioning is the last step of STP model. It is the next step after determining the target segment. Positioning is an activity or process of placing a brand in such a way that the target consumer perceives that brand in a different way. The marketing program of a product and their brand positioning are interrelated to each other. The marketing mix of a product is dependent on the positioning of a brand (Aaker and Shaneby 1982). For example suppose an organization is promoting that its product has high prestige which must have very limited number of distributors and retailers by producing less products and supported by premium pricing (Bhat and Reddy 1998). The marketing mix program is a combination of different brand positioning strategy. The strategies of brand positioning have direct impact on the whole marketing mix process (Evans, Mautinho and Van Raaij 1996). All the four elements of marketing mix – promotion, pricing, place

and products are important factors of brand positioning (Shastack 1987). These all the factors have a significant impact on perceptual map of the consumers (Easingwood and Mahajan 1989, Ellson 2004, Ries and Trout 1986). Brand Positioning means designing the product in the mind of the consumers (Crawford 1985).



Source: Marketing Management, Phillip Kotler

Fig 2.4

2.2 Review of Literature

2.2.1 Brand Positioning in different Sectors

Brand Positioning in FMCG sector

Niladri B.Syam and Benedict G.C. Dellaert (2002) said that quality of services is one of the most important factors of brand positioning in FMCG sector. FMCG Producers' are committed to provide surplus value to the customers at least

possible cost. If the producers provide best quality of products at least possible cost, than they can survive in the market for a long time.

According to Metal Deliya (2009) packaging play an important role in brand positioning of fmcg products. Good packaging attracts the bulk number of consumers.

Mohammad Ali Daud (2006) identified that the consumer are very quality sensitive and their ability to evaluate quality must also be considered in fmcg sector. Quality play a very important role in brand positioning of fmcg products.

According to Aarun Lekatjo Mazikuko (2003) the major important factors of brand positioning in fmcg sector are customer satisfaction, perceived value & commitment. Leslie de Chermetong (2010) said that success and failure of brands in the fmcg sector depends upon the brand positioning. According to Dr. Neetu Sharma (2009) product, price, promotion and distribution are the important attributes of brand positioning of fmcg products. Combination of these factors is very much helpful in creating unique brand positioning.

As per Elien Knape & Petter Rødestedt (2003) there is a low to medium, but highly significantly, correlation between brand association transfer and perceptual fit. The author identified that perception of the consumers is only helpful in measuring the effectiveness of brand positioning in fmcg sector.

Zahra Ludha (2007) identified that brand positioning of pharmaceuticals companies is an important way to create awareness among potential benefits of drugs and medicine.

According to Kasthuri Poovalingam & Progasen Pillay (2010) brand positioning of fast moving consumer goods have positive impact on the sales and opportunity of products.

Ranu Gupta and Rishu Roy (2011) said that quality is the most important factor for brand positioning of FMCG sector in India. He also finds out that consumers quality sensitivity and their ability to evaluate quality must also be considered by the companies.

According to P Guru Raghvan, G. Devakumar, Santosh Upadhyay (2005) in FMCG sector majority consumer expectations are quality, benefits offering, and packaging

Brand Positioning in banking sector

According to Dr. Gurvinder S Shergill (2001) customer relationship is a very important factor for brand positioning. He also said that customer retention leads to increased market share and bigger profits. He conclude that brand positioning have positive impact on market share of banking sector.

Zahra Ludha (1998) identified that brand positioning in banking sector is a very important way to create awareness among potential benefits of consumers.

According to Ritu Srivastava, Ajay Prakash (2013) perceived quality to be the most important factor in Indian banking sector. Author determines that quality is the most important factor in brand positioning of bank in India.

Brand Positioning in Automobile sector

According to Anindya Ghose and Re Wei Huand (2010) quality play a crucial role in brand positioning of automobile sector in India.

S. Ramesh Kumar (2003) identified that consumer promotion schemes is the most important factor of brand positioning in automobile sector. He also said that the promotion must be line with the other elements of the marketing mix. According to him no brand can afford to ignore consumer promotion schemes.

Michael Tuen Pham and E. Tory Higgins (2004) said that availability, accessibility, price and quality are an important attributes of brand positioning in automobile sector.

According to Marketa Lhotakova and Anna Klasova (2009) four major elements of brand positioning in automobile sector are target consumers, consumers benefits, brand image and competitive frame of reference.

The important factors of brand positioning in automobile are reputation of the dealers, extra features on reduced price, quality and price (A. Haasbrock ,2004).

As per Mustafa Kavadeniz (2010) automobile companies developing their brand positioning should first determine attribute and images of competitor companies exactly and accurately.

According to Carolin Carlsson, Kristina Linonder (2009) it is more complex to consider the position of a point of parity in comparison to points of differences in automobile sector.

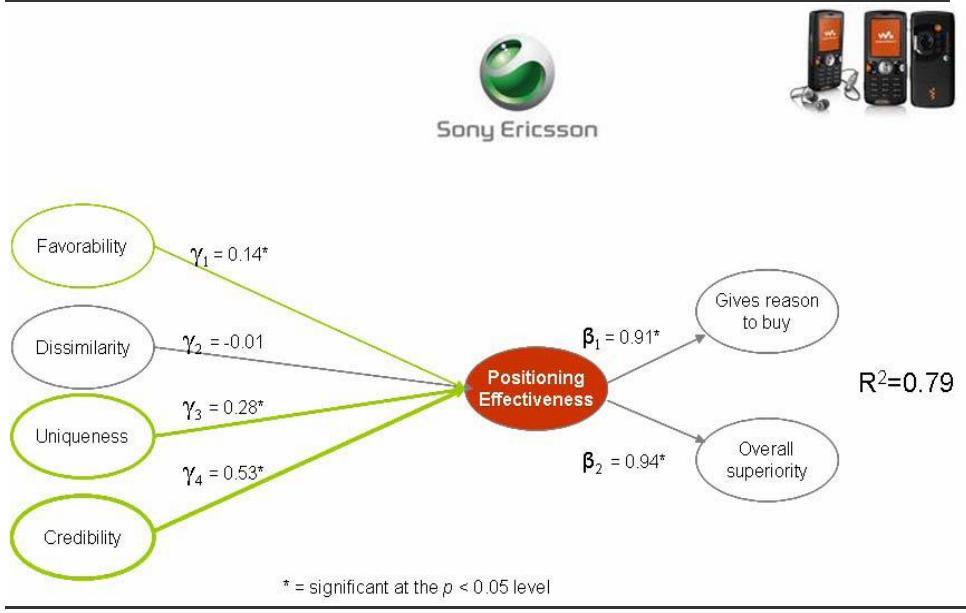
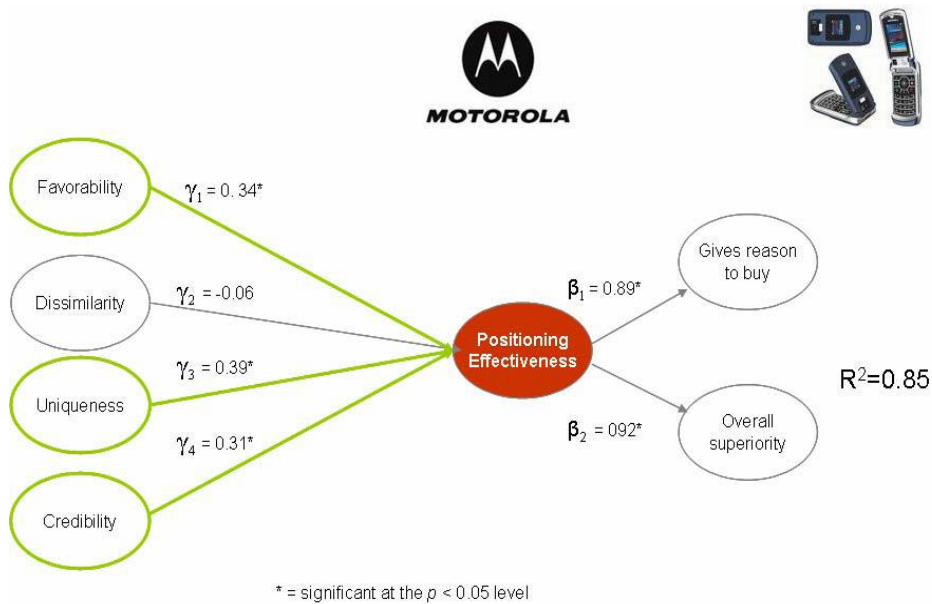
Brand Positioning of Indian Mall

According to Suresh Sannapu and Nripendra Singh (2012) purchasing location, accessibility and convenience are the important factors for the brand positioning of Indian mall.

Ajay Kumar (2005) used the mental map (perceptual map) to create profile of brand positioning of a brand towards its competitive brand in comparative analysis of mall.

Brand Positioning of Mobile Phone

Christopher Fachs (April, 2008) has used the regression model to do the comparative analysis between brand positioning of Motorola and Sony Ericson.



Regression Model of Sony and Motorola
 Source: Dissertation, Wein University, April 2008)

Fig 2.5

Regression model has been used to do the comparative analysis between brand positioning of Sony Ericsson and Motorola mobile. In the above model

favorability, Dissimilarity, Uniqueness and Credibility are the dependent variables whereas give reason to buy and overall superiority are the independent variables.

2.2.2 Brand Positioning of Lubricant oil in different countries

Brand Positioning of Lubricant oil in Pakistan

According to Rizwan Raheem Ahmad, Danish Obaid & Ahmad Afraz Arif (2010) Pakistan State oil (PSO) brands performing lower than shell on specific attributes packaging, quality and purchase Intention. So author concluded that Pakistan State oil (PSO) is performing better than Shell on brand positioning factors packaging, quality and purchase intention.

Irfan Asghar Ameer, Maryam Javan Mashmool and Amir Javan Mashmool (2007) concluded in his research that brand value can be created by relations between the brand and the relevant stakeholders in energy industry of Pakistan.

Brand Positioning of Lubricants in USA

As per Philip J. Kitchen (2008) the important factors of brand positioning in USA car lubricant market are trust, satisfaction, commitment and familiarity. Brand positioning of lubricant is a combination of high perceived prestige and price premiums in order to attract middle class. In USA lubricant market price play a crucial role to attract the middle class. USA consumers are highly price sensitive. They prefer good quality of lubricant at least possible price.

According to Allen Jobbers world survey (2010) identified that major oil companies in USA aggressively targeting and enforcing brand positioning.

Brand Positioning of Lubricant in Italy

According to J.R. Robert (2006) price as a factor play an important role in brand positioning of lubricant oil in Italy. Apart from price, accessibility and quality of the lubricant also play a crucial role in Italy lubricant market.

Brand Positioning of Lubricant in China

Wengo Duo, Nan Zhou, Kai. H Lim, Nan Cui and Chenting Su (2010) said that affordability and quality play a very crucial role in brand positioning of lubricant oil in China. Promotion also plays a major role in brand choice of lubricant in China. Different promotional tools help the producers to make the consumers aware about the product. So promotions play a major role in brand positioning of lubricant oil.

2.2.3 Stakeholders in Brand Positioning of Automotive Lubricants

Consumers

According to Michel Tuan Pham and E. Tory Higgins (2004), under promotion consumers will pay relatively more attention to the desired state compared to the actual state. Consumer decision making has been dominated by information-processing theory and by behavioral decision research. Satisfaction from desirable outcomes should be more intense under Promotion. Promotion-oriented consumers will experience greater dissonance from the positive attributes. Availability, Accessibility, Price, Quality are some of the important factors responsible for brand positioning.

Baohong Sun, Scott Neslin and Kannan Srinivasan (2002) said that promotion is the major factors of brand positioning. The main advantages associated with promotional sales are-an easy way to learn customer response and it work fast. It also works as an inexpensive marketing technique. Before designing a promotional campaign, an organization must identify the target groups. This is done by breaking up of the product markets and identification of small groups of consumers whose wants and needs are not the same as the mass market.

Niladri B.Syam and Benedict G.C. Dellaert (2002) suggest that building strong brand positioning create the shareholder value. Brand positioning creates value for shareholders which depend upon three factors. First, it should have a differential advantage in lower costs or superior perceived quality. 'Quality' here may be in terms of perceived functional benefits or the emotional associations with the brand's image. The second determinant of value creation is market economics. A market's attractiveness changes over time. In some markets, however strong the brand, excessive competition and powerful price-sensitive buyers make it very difficult to earn returns that cover the brand's cost of capital. The third on is brand value, brand value creation depends upon a strategy based on maximizing the present value of future cash flow.

As per Besty Book, (2004) advertising is one of the most important tools of brand positioning. Brand positioning creates the awareness among the consumers about the product. Brand positioning might serve multiple communication objectives, perhaps the most significant is their impact on brand name awareness.

According to Nick Wills Johnson (2006) brand positioning is an important factor to increase the sales volume but local market conditions also matter. The number of competitors also has an impact on the sales volume of the products.

Customer Relationship Management is a very important factor for performance of businesses and brand positioning. Increased revenues, profits, and shareholder value are the result of marketing activities directed toward developing, maintaining, and enhancing successful company–customer relationships (Dr. I.R. Adam, 2009).

Thomas J. Madden, Frank Fehla and Susan M. Fournier said that brand positioning play a major role in creation of shareholder value. Firms with strong brand positioning have less systematic risk than other firms.

According to Xavier Dreze, James D. Hess and Bing Jing now a days companies are moving from personalization to customization process for effective brand positioning.

Luxury brand positioning is a combination of high perceived prestige with reasonable price premiums in order to attract middle class consumers. Brand positioning plays a crucial role to influence the bulk number of consumers (Yann Truong, Rod Mc Coll and Philip J. Kitchen, 2010).

According to Jeremy N. Sheff (2001) “brand positioning” is the value to a firm or its customers of a brand and of the firm’s efforts to build and maintain that brand. In particular, brand positioning efforts can influence consumer decision-making not only by informing and persuading consumers, but also by altering the

way consumers evaluate product information and consumption experiences. Consumers will obviously rely on information about those qualities in deciding whether to make a purchase, and in deciding which product or service to select from a range of options.

As per Andreas B. Eisingerich and Gaia Rubera (2005) the effectiveness of brand positioning depends on the commitment of consumers towards that particular brand. The influences of culture have an impact on four key brand management elements, i.e. Brand Innovativeness, Brand Customer Oriented, Brand Self Relevance and Social Responsibility. Brand positioning plays a crucial role in developing customer relationships and determining firm performance.

According to Jiwoong Shin and K Sudhir (2007) firms are now focusing on customer relationship orientation. In order to provide maximum loyalty and profitability, a company should provide its best value to its customers. This is an important tool of brand positioning.

Luis M B Cabral (2011) said that brand positioning improves the terms of the implicit contract between seller and buyers, whereby the seller invests in quality and buyers pay a high price. The benefits from brand positioning may come from one of two sources: in some cases, brand positioning leads to a softer punishment of product failure, which increases the seller's value.

According to Tim R Coltman, Timothy M Devinney and David F Midgley (2009) Customer relationship management suffers when it is poorly understood, improperly applied, and incorrectly measured and managed. The combination of

investment commitments in human, technological and business capabilities required to create a superior brand positioning.

As per Wolfgang Grassl (2010) brand positioning is a function of the degree to which brands occupy defensible niches in product space. Brand positioning as a process involves changing external or internal boundaries of products. Several arguments are proposed in favor of brand realism. Brand realism has significant implications for a new understanding of issues ranging from the effects of advertising to financial brand valuation.

Arthur Fishman, Israel Finkel Stein, Avi Simhon and Nira Yacouel (2010) said that collective brand positioning improve communication between sellers and consumers. Collective brand positioning are associated with superior quality suggests that firms which are members of these brands invest more to maintain brand positioning.

According to Pulkit Ahuja brand positioning is simply the trust a consumer has in the specific brand. Brand positioning recognizes that brand positioning can be created and developed with management of some aspects that go beyond consumer's satisfaction with functional performance of the product and its attributes

Ehrenberg et al (1994) found that when the prices are reduced a sharp increase in sales is observed but the sales again returns to the normal level when the prices are return to the normal level or the offer period is over. He concluded that price plays an important role in brand positioning.

According to Hotniar Siringoringo (2008) Consumer Shopping behavior among modern retail formats determinants such as shopping intention, attitude towards retail outlets, and shopping habits play a very important role on consumer shopping habit, hence retailers should try to build positive attitude with the help of brand positioning.

According to R. Sachar (2009) the Indian automotive lubricants market is largely price sensitive and volume growth is stagnating due to longer lasting lubricants.

Braganza Nicole and Mehra Swati (2008) said that there are generally two types of customers in Indian lubricant market. First are the quality conscious customers and the second's price conscious customers.

According to Sanchit Gupta (2003) Indian lubricant market is one of the fastest growing retail markets in India. He also concluded that Indian lubricant market is dominated by automotive lubricant.

As per Manoj Anand (2009) the Indian lubricant market mainly classified into two type, automotive lubricant and Industrial lubricant. Automotive lubricant constitutes 65% of the Indian market whereas Industrial lubricant constitutes only 35% of the Indian lubricant market. As per the global trends, the automobile segment dominates the industry, and, within the automobile industry, the diesel engine lubricants form the major part of the market. The market volumes of the commercial vehicle segment have declined because of increase in the proportion of new technology.

A.K. Bhan (2003) concluded in his research that HP Laal ghoda failed because its brand positioning based only on price whereas customer seeking multiple attributes in lubricant oil.

According to Amit Rawat (2013) Castrol consistently increasing their market share by consistently investing huge amount in their brand positioning.

The initiatives taken by Gulf Oil Corporation for brand positioning based on market feedback and growth factors. They have sponsored King XI Punjab for 2 years and Chennai super king for last 3 years. The Times of India (March, 2013). Harish Sinha (2013) concluded that different brand positioning strategies adopted by Castrol to increase their market share.

According to Kline and Company (2009) Indian lubricant market is continuously increasing so there is too much opportunities for lube manufacturer in Indian lube market. Lubricants marketing should be done on the basis of segmented consumers.

As per Geeta Agashe (2010) finished lubricants marketers are expecting to see more competition in Indian lubricants market.

According to A. T. Kearney (2013) Germany is the world's most competitive auto location. Within the context of the international economic downturn, the German automotive industry has done remarkably well.

Kathy Scott (2010) proposed the mental map to identify the factors of brand positioning. As per Colber John (2009) there is a wide scope for new private players in Indian lubricant oil market. He found out that India is the third largest

lubricant market in the world. According to him the Indian lubricant market is growing at the rate of 8 to 10 percent annually. There is too much opportunity for private lubricant companies in Indian lube market.

According to Mitra Surajit (2006) Indian lubricant market is increasing due to increase in income level of Indian middle class. Due to the growth of Indian middle class the purchasing power of middle class is increasing which enhance the sales volume of automobile sector. The increase in sales volume of automobile sector will increase the sales volume of lubricant oil.

Theo. Mang and W. Dresel (2004) said that only few oil companies are manufacturing lubricant oil. According to him there are worldwide 1380 lubricants manufacturer ranging from large to small are today. Out of which only around 180 companies are manufacturing the lubricant oil. On one hand there are vertically-integrated petroleum companies whose main business objective is the discovery, extraction and refining of crude oil. Lubricants account for only a very small part of their oil business. At present, there are about 180 such national and multinational oil companies engaged in manufacturing lubricants.

As per Neeti Rana (2010) Indian commercial automotive segment represent more than half percent of India's total lubricant market. India's lubricant market analysis focuses on developments, challenges, business opportunities, threats and competitive positioning. Total demand for finished lubricants in India is estimated at over 1,400 kilotonnes in 2009. The commercial automotive segment represents

about 53% of the total lubricants market, followed by the industrial segment at 34% and the consumer automotive segment at 13%.

According to John Taylor (2007) India is the sixth largest lubricant market in the world so there is a wide scope for private players in Indian lubricant market.

The Indian automotive lubricants market is largely price sensitive and volume growth is stagnating due to longer lasting lubricants. There are overall 22 big and small lubricants manufacturer in India but only a big companies are enjoying the market share. Companies are more focusing on customer centric approach where they are likely to focus on creating brand awareness through print and visual media. The retail trades are a major marketing channel in the Indian automotive lubricant market. Petrol pumps form a major distribution channel in retail trade, however sales of lubricants through retail outlets has transformed the Indian automotive lubricants market into a fast moving consumer goods (FMCG) sector. The other marketing channels are authorized service stations, garages, rural and agricultural dealers, super markets, wholesale distributors (Foster and Sullivan, 2005).

San Jose (2015) said that Indian lubricant market is increasing due to increase in the demand of automobile. The increase in the sales volume of automobile sector is enhancing the sales volume of automotive lubricant oil. In near future there will be too much competition between the oil companies for Indian automotive lubricant market.

According to Perry, C. R (1997) Indian lubricant market is dominated by public sector unit Indian Oil Corporation (IOCL), Hindustan Petroleum Corporation (HPCL) and Bharat Petroleum Corporation Limited (BPCL). Only Castrol is playing a major role in Indian lubricant market other private players of oil and gas are also now participating in the production of lubricant oil.

As per Pooja Verma (2003) Indian lubricant market is one of the fastest growing retail markets in India. Due to huge population the consumption of automotive lubricant in India is very high and lubricant oil is acting as a FMCG product for Indian market. Indian lubricant Market is dominated by automotive lubricant.

Mechanics

According to S.S. Krishna Kumar & Bhanu Sree Reddy (2010) “An automotive garage mechanics is the primary level of contact point for any passenger car owner. An automotive mechanics play a very crucial role in building positive word of mouth. They are also able to spoil the brand of a product by doing negative word of mouth. This totally depends upon the relationship of mechanics with the manufacturers.

As per Siddarth Bothra (2012) Mechanics have very high involvement with regard to choosing lube oil. Mechanics have a capacity to influence the consumers of automobile.

According to Douglas B. Halt (2009) a strong brand culture gives the firm considerable leverage in configuring channel policies and provides leverage in negotiating with retailers. Mechanics plays a crucial role in brand positioning of automobile products.

Stephen M, Dent (2008) said that Mechanics have very significant impact on changing the perception of the consumers. The relationship between brand representatives and mechanics is a prerequisite for success of a brand positioning.

According to Adele Lombard (2007) mechanics and product attributes plays a crucial role in brand positioning. Mechanics clues provide tangible representatives of the intangible services. Mechanics can influence the consumers to purchase the automotive lubricants of a particular brand.

According to Frank Tennstedt (2009) product training and extra benefits influence the mechanics to create brand positioning of lubricants. He also concluded that mechanics plays a key role in brand positioning of automotive lubricants.

Garage mechanics have a very important role in brand positioning of automotive lubricant oil. Mechanics are able to inform the consumers about the quality of the product. Profit margin is also one of the important factors which influence the mechanics to change the perception of the consumer towards a particular automotive lubricant brand (Eileen A. Wall 2005).

Communication between manufacturers and mechanics also plays crucial role in brand positioning of the automotive lubricant oil. Mechanics can influence the consumers only when they have proper information about the lube product. Quality of the lubricant also helps the mechanics to influence the consumers (R.N. Brown, 2011).

The most important factors for brand positioning of automotive lubricant from the mechanics point of view are timely delivery, availability and order commitment (R.M. Finch, 2001).

2.3 Relationship between Brand Positioning and Market Share

David (2002) identified that strong brand positioning have positive repercussions on the sales volume. Effective brand positioning is correlated with the increasing market share. Most of the consumers are less price sensitive, they prefer strong brand. Brand positioning differentiate the product from its competitors offerings, it creates a positioning about a product in the mind of the consumers. Brand Positioning help the products to increase the market share by changing the perception of the consumers.

Hankinson & Cowkey (1993) concluded that brand positioning is one of the important way by which company can sustain and develop an advantage over its competitors to increase its market share and sales volume.

John Kelvin (1988) said that brand positioning play a significant role to increase the market share. The market share of Dettol soap was 1.7% in 1984. For increasing the market share Dettol has adopted the effective brand positioning strategy by which the market share has increases up to 3.7% in 1988. Intense competition has an impact on sales volume and in such situation brand positioning play a crucial role. Brand Positioning helps to change the mindset of the consumers so that the market share picked up.

According to Yuping Lu, Rong Yang (2006) Brand Positioning is an important tool to capture more market share of competitors. However the proliferation of brand positioning programme in the market has spawned intense competition among different competitors.

Waarden & Benavent's (2008) conducted the research on brand positioning of six grocery store and identified that two store are continuously increasing their market share because their brand positioning is more effective in comparison to other four grocery stores. He also said that brand positioning programs have impact on market saturation, market share and category expandability.

According to Evans, Mouthinho and Van Raij (1996) the growth of sales volume and market share is sometimes perceived by the financial measure which is affected by a change in relative brand positioning. According to him successful brand positioning is a multidimensional construct, and its impact on market share assessed.

Dekimpe and Hannsens (1995) said that a market share is largely affected by brand positioning over the long term.

According to Bhimrao (2006) brand positioning has aligned with the organization processes that deliver the promises to the consumers which play a crucial role in the experience of consumers with the brand positioning which ultimately helps to increase the market share.

As per He Liu, Lili Foen (2013) brand positioning is affected by brand relationship. The impact of brand positioning depends upon the strong relationship between the brand and the consumers.

Scott M Smith (2010) concluded that effective brand positioning is able to change the mindset of the consumers. Brand positioning is used to distinguish a particular brand from its other competitors which is helpful in capturing more market or to increase the sales volume.

Natalisa Vila Lopez (2009) said that the purpose of brand positioning in developing marketing strategy is to differentiate the products on the basis of different attributes from their competitors. In order to gain market of the competitors, effective brand positioning is needed.

According to Jenni Romaniuk (2012) Elise Gaillard brand positioning are the bases of consumers relationship. In service sectors brand positioning is helpful to increase the sales volume.

As per Fiona Scott Morton and Florian Zettel (2009) Meyer brand positioning of a store helps to increase its sales volume. Company uses a brand positioning to extract a premium price and also to grow their market share.

Dr Sangeeta Mohanty, Harida Kuruda (2012) there is too much competition between the different shampoo brands in Indian market. So the different shampoo brands are increasing their market share by doing effective brand positioning. So the brand positioning are playing very important role in Indian shampoo market.

Jaywant Singh, Chris Hand & Hbinchen (2009) concluded that brand positioning is meant to create a unique brand image. The study provides the works on brand positioning of different branded commodity. The brand positioning helps commodity to increase their brand positioning.

From the literature review following variables of brand positioning has been identified on the basis of consumers' perception.

Brand Image

Worthiness

Novelty

Performance

Superiority

Reliability

Advertising

Packaging

Promotion

Price

Availability

Purchasing location

Experience

Extra Benefits

Durability

Quality

Variables for brand positioning of automotive lubricant for four wheeler segment mechanics..

Profit margin

Price

Product Training

Purchasing location

Availability

Timely delivery

Purchase experience

Packet size

Communication

Extra benefits

Order commitment

Quality

Brand Performance

2.4 Model of Brand Positioning

2.4.1 Perceptual Mapping

A Perceptual Mapping is a visual representation of how consumers perceive competitive brands in their minds.

According to (Karde, Cronoley & Cline 2001) 'Perceptual maps are a way of measuring the consumer mind on the basis of Perception'.

According to (Farrell & Hartline, 2008) perceptual map represents the perception of the consumers on graphs.

Perceptual mapping is use to do the comparative analysis between two or more brands on the basis of consumers perception. Perceptual map is a tool to understand the mindset of the consumers with respect to different brands of the product. The word 'Perceptual' derived from the word 'Perception' which is mainly refers to the consumers.

There are two types of Perceptual Mapping.

- 1- Attributes based Perceptual Mapping
- 2- Non Attributes based Perceptual Mapping

1- Attributes based Perceptual Mapping.

Attributes based perceptual mapping starts by identifying the different attributes on which different brands should be mapped. Attributes based perceptual

mapping create the broader dimension which consumers use to evaluate different brands. Dimensions are constructed by the attributes, so it is very essential that all the possible attributes of the brands should consider which consumers perceive while selecting the brand. In the absence of component attributes, important dimensions can not be discovered.

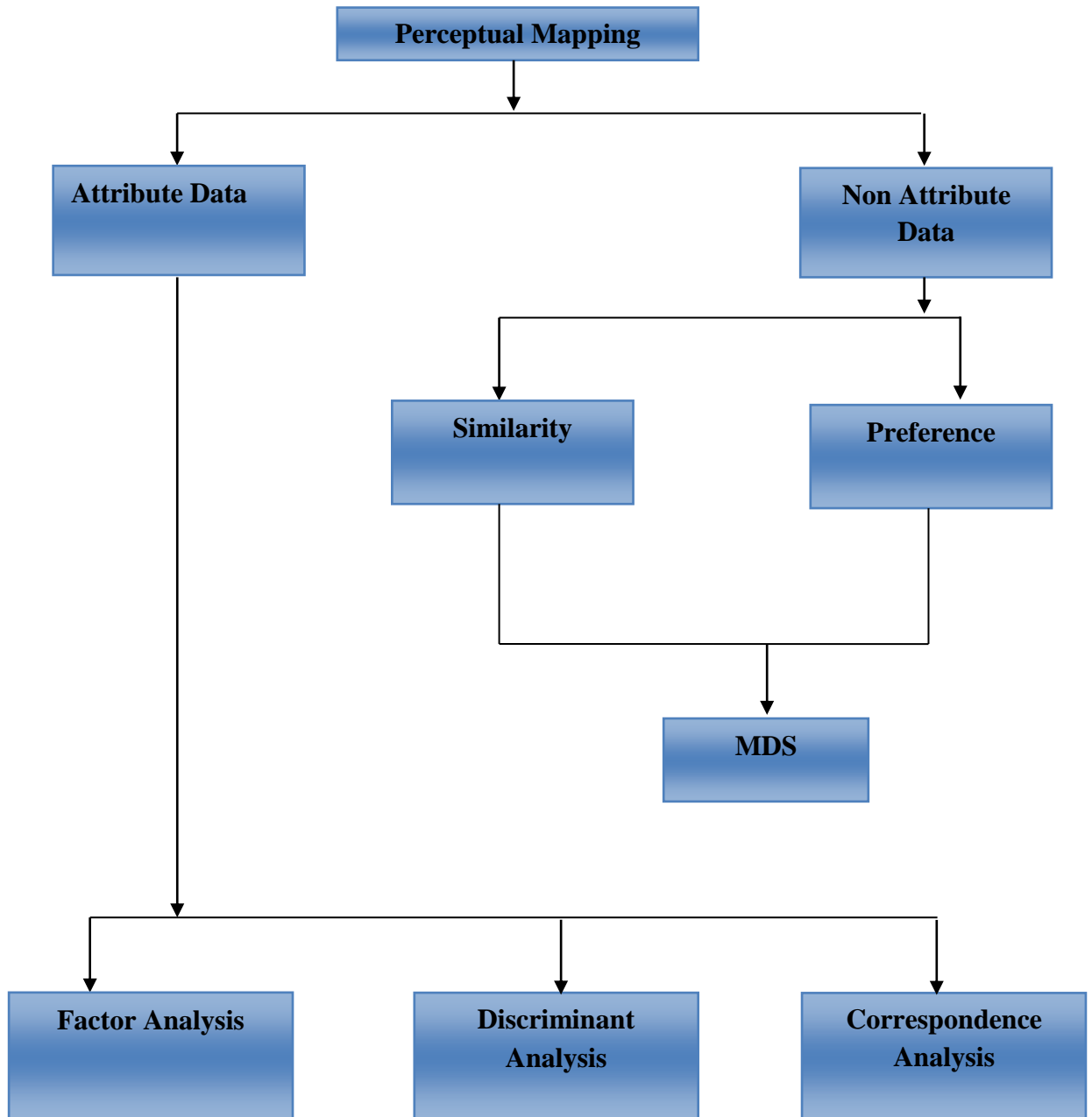
Attributes based perceptual mapping can be created by using anyone of the following mathematical techniques.

- (i) Factor Analysis
- (ii) Discriminant Analysis
- (iii) Correspondence Analysis

2- Non Attributes based Perceptual Mapping

In Non attributes based perceptual mapping the brands are mapped on the basis of similarity and dissimilarity of the brands. Attributes are not considered in this perceptual mapping. Multidimensional dimensional scaling is used to map the brand on two dimensional scales.

Types of Perceptual Mapping



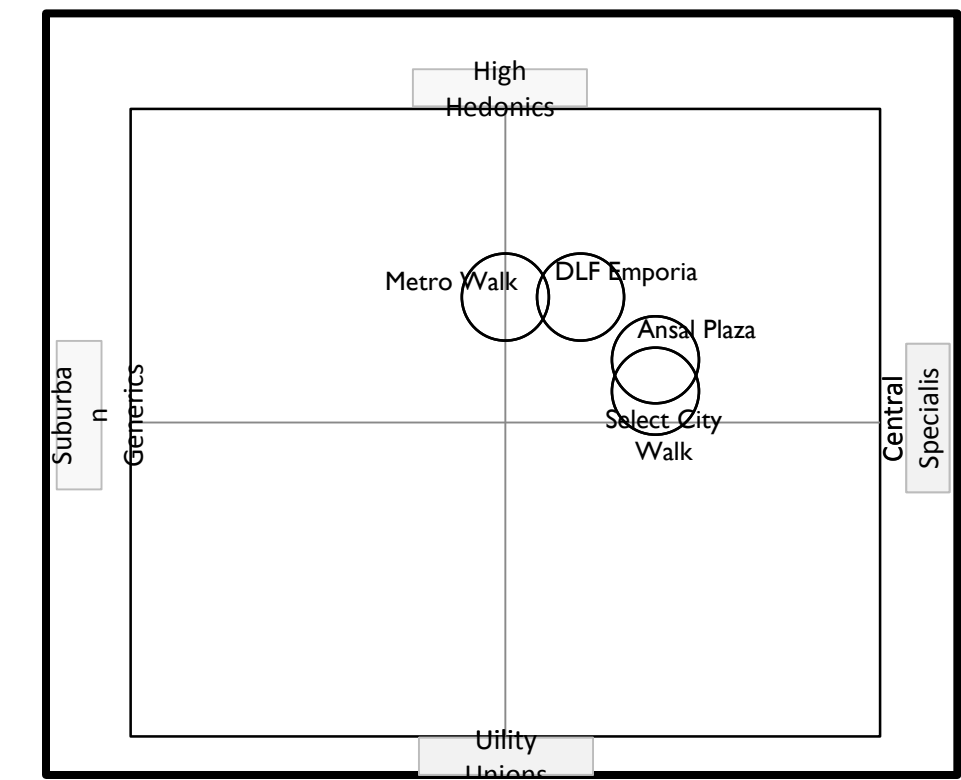
Source: IJCM, D. Gursoy (2011)

Fig 2.6

In Perceptual mapping first of all the different factors of the brands should be identified. Further brands should be mapped on the perceptual mapping on the basis of those factors. Perceptual mapping is helpful in establishing the relationship between different brands and consumer perception.

Perceptual map has been used by Suresh Sannapu and Nripendra Singh (2012) to determine the brand positioning of Indian Mall. They have done the comparative analysis of different Mall of Delhi and NCR on the basis of consumer preference.

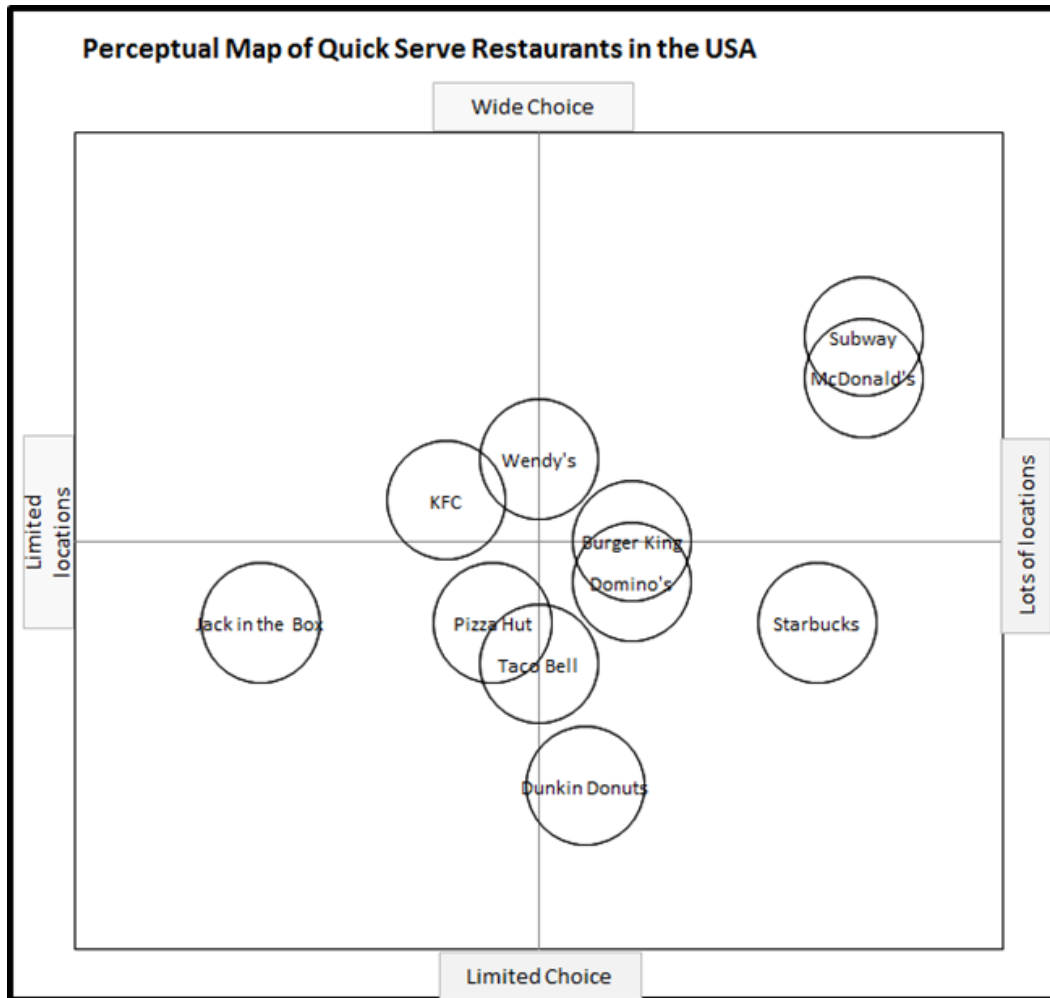
Perceptual map of Indian Mall



Source: Journal of marketing and management, J. Sanger (2009)

Fig 2.7

Perceptual Mapping to do the comparison of different branded restaurant in U.S.A. on the basis of consumer's perception.

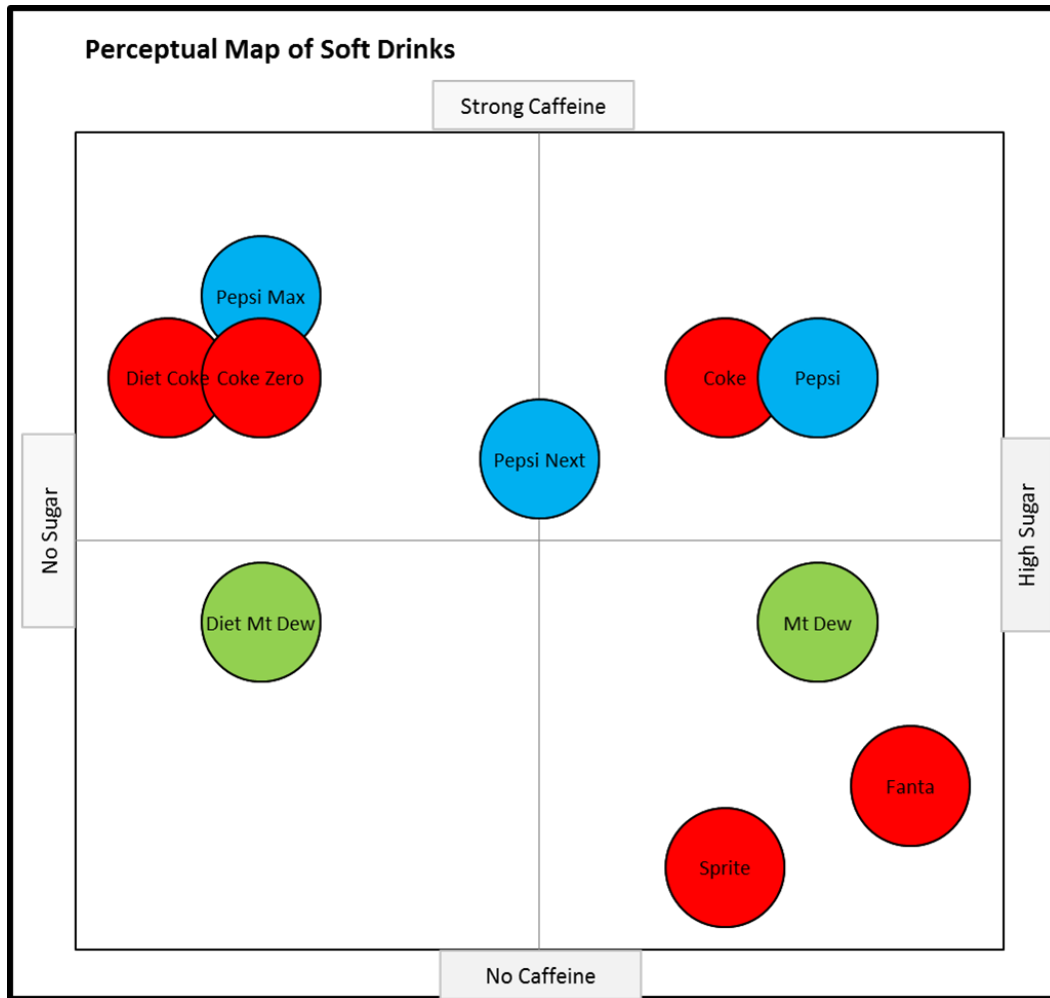


Source: Journal of Marketing Management, Geoff Fripp, (2009)

Fig 2.8

Geoff Fripp (2009) mapped the different restaurant brand on perceptual mapping. They have identified that choice and location are the two important attributes which consumers considered while selecting the restaurant. So that's they have taken choice and location as a two important dimensions.

Perceptual Mapping for Soft Drinks



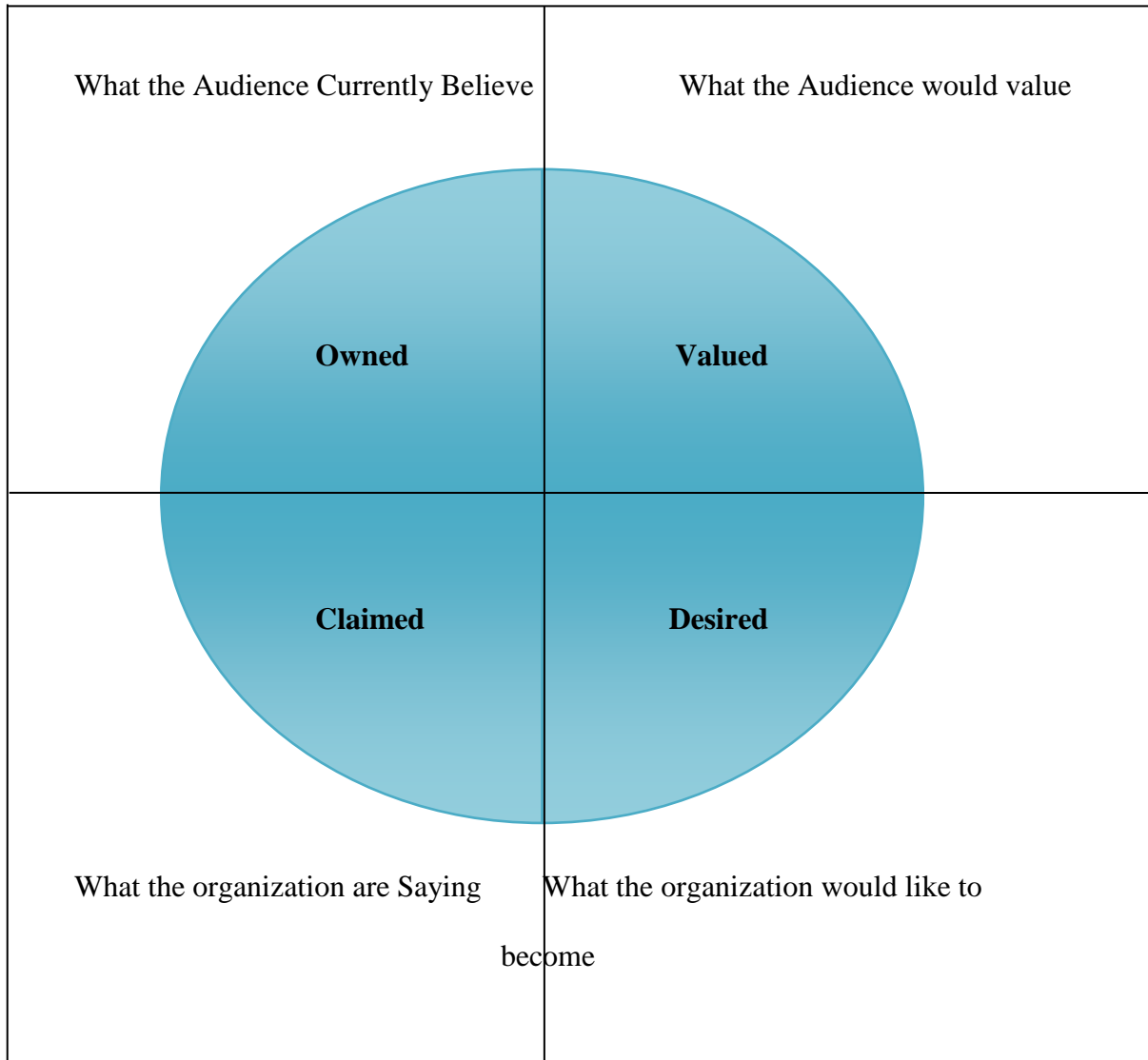
Source: IJM, Deorge Lavie (2011)

Fig 2.9

According to Shawn Nirmi (2003) caffeine and sugar are the two important dimensions to map the different soft drinks. The above perceptual represent that pepsi max has the highest caffeine whereas sprite has least. Similarly diet coke has least amount of sugar whereas fanta has highest sugar.

2.4.2 Brand Positioning Model

Kevin Lane Keller Model of Brand Positioning



Source: Dark matters, Kevin Lane Keller, (2009)

Fig 2.10

Kevin Lane Keller has given the model of brand positioning that help to get the answer of the following four questions:

1. What does the consumer currently believe about the brand?
2. What might the consumers believe about the brand in the future?
3. What does the organization presently claiming about the brand??
4. What the organization would like to claim about the brand in future?

Modified Kevin Lane Keller Model of Brand Positioning

| | Present | Future |
|------------------|---------------------------------------|--|
| Consumers | What do they believe or value? | What would they believe or value? |
| Brands | What do you currently claim? | What would you like to become? |

Source: Dark matters, Kevin Lane Keller, (2009)

Fig: 2.11

Effective brand positioning focuses on both present and future. Good brand positioning has one foot in present and another one in the future. The foot mainly represents the factors. This model helps to find the factors of brand positioning for present and future perspective.

The Foot in the Present

This helps to find out what the consumers currently believe about the particular brands and what the value of brands is presently. It starts by identifying factors of brand positioning which a consumer prefers while purchasing the products.

The Foot in the Future

Maintaining the brand positioning is a continuous process. So identifying the factors of brand positioning for future perspective is also very essential. To put the foot in the future means try to find out what factors would influence brand positioning in future.

2.4.3 Mental Map

A mental map is a visual depiction of the different types of associations linked to the brand in the minds of the consumers (Kevin Lane Keller, 2013).

Mental Map of Nike

Katty Scott (2013) identified the important factors for brand positioning of Nike and developed the mental map.

Mental Map:



Source: www.howdesign.com, Kathy Scott, 2013

Fig 2.12

Mental Map of Apple computers

Abiodun Solomon, Alodayo Odanoike (2008) developed the mental map of apple. First of all author identified that important factors for brand positioning of apple than fit the identified factors into mental map.



Source: Indian research journal, Abiodun Solomon, (2009)

Fig 2.13

2.5 Research Gap

1- It has been evident from review of literature that very limited research have been done to identify the factors of brand positioning of lubricant in other countries but in Indian context it has yet not been done.

2- Some research studies have been carried out in other countries where comparative analysis between different lubricants brands have been done but this type of research has yet not been carried out in India.

3- No research work on conceptual framework for brand positioning of automotive lubricant has been observed by the best knowledge of researcher.

2.6 Concluding Remarks

In this chapter researcher found that the Indian lubricant market is mainly divided into two parts, automotive lubricants and industrial lubricants. Researcher also determined that the demand of automotive lubricants in India is increasing very rapidly. In this chapter the different variables of brand positioning has been identified on the basis of four wheeler segment consumers and four wheeler segment mechanics. Researcher also determined that the effective brand have an positive impact on market share of automotive lubricant. Research found three major models of brand positioning which is Perceptual mapping, Mental map and Kevin Lane Keller model of brand positioning. Researcher also concluded that some research studies have been carried out in other countries where comparative analysis between different lubricants brands have been done but this type of research has yet not been carried out in India.

Chapter 3

Research Methodology

In this chapter researcher discusses the different tool and techniques which is use in this research. This chapter consists of the information about the research design, source of data collection, and conceptual model. The research objectives, the research questions and research hypothesis also discusses in detail in this chapter. Factor analysis which is use to reduce the number of factors is also mention in this chapter. Perceptual mapping and Kevin Lane Keller model also discusses in this chapter.

3.1 Rationale of the Study

It has been evident from previous chapter that very limited research have been done to identify the factors of brand positioning of lubricant in other countries but in Indian context it has yet not been done. Some research studies have been carried out in other countries where comparative analysis between different lubricants brands have been done but this type of research has yet not been carried out in India. No research work on conceptual framework for brand positioning of automotive lubricant has been observed by the best knowledge of researcher. This research is an effort to determine the brand positioning of PSU's automotive lubricant for four wheeler segment. Comparative analysis has been done between brand positioning of PSU's automotive lubricants brands (Servo, Mak Lubricant and HP Lube) and private lubricant's brands (Castrol, Superfleet and Veedol). The research has been carried out in Delhi and New Delhi region. This research has been carried out only for four wheeler segment.

3.2 Business Problem

Automotive Lubricant oil market is very competitive and PSUs brands are continuously loosing their market share in Indian automotive lubricant market.

3.3 Problem Statement

PSU's brands are lagging behind the private brands on brand positioning of automotive lubricant for four wheeler segments.

3.4 Research Question

- 1- What are the important factors of brand positioning of automotive lubricant brands for four wheeler segment?
- 2- What are the differences between brand positioning of private and PSU's automotive lubricant brands with respect to four wheeler segments?
- 3- How a conceptual framework be developed for brand positioning of PSUs automotive lubricant brand for four wheeler segments by using Kevin Lane Keller model?

3.5 Research Objectives

1. To identify the important factors of brand positioning automotive lubricant brands for four wheeler segment.
2. To identify the differences between the brand positioning of private and PSU's automotive lubricant brands with respect to four wheeler segment.
3. To develop the conceptual framework for brand positioning of PSU's automotive lubricant brand for four wheelers segment by using Kevin Lane Keller model.

3.6 Scope of the Study

The survey has been carried out in the Delhi and New Delhi region which has more number of vehicular populations than the population of three metros namely Mumbai, Kolkata and Chennai put together (Delhi government Environment

survey 2013). Also against the national average of 8 cars per thousand individual in India, Delhi has 85 private cars per thousand individuals (Delhi government Environment survey 2013). According to the Hindustan times report dated 3rd march 2013, almost 40 Lakh vehicles cross the Delhi road every day.

3.7 Research Design

The research design used in the present study is exploratory as well as descriptive. The exploratory research has been used to find out the various variables that effects the selection of automotive lubricant brands. Based on the inputs from the literature review various factors were identified that affects the selection of automotive lubricant brands. Factors analysis had been used to determine the important factors for brand positioning of automotive lubricants brand. The factors identified from this survey were used to do the comparative analysis between brand positioning of PSU's and Private automotive lubricant brands.

The second study was a descriptive study. For this study a structured questionnaire were used to measure the perception of the consumers. The questionnaire consists of questions related to the factors of brand positioning of automotive lubricant brands. After that the comparative analysis between brand positioning of PSU's and Private brands has been done. Finally, the obtained result has been fitted into the Kevin Lane Keller model of brand positioning.

Flow Chart of Research Methodology

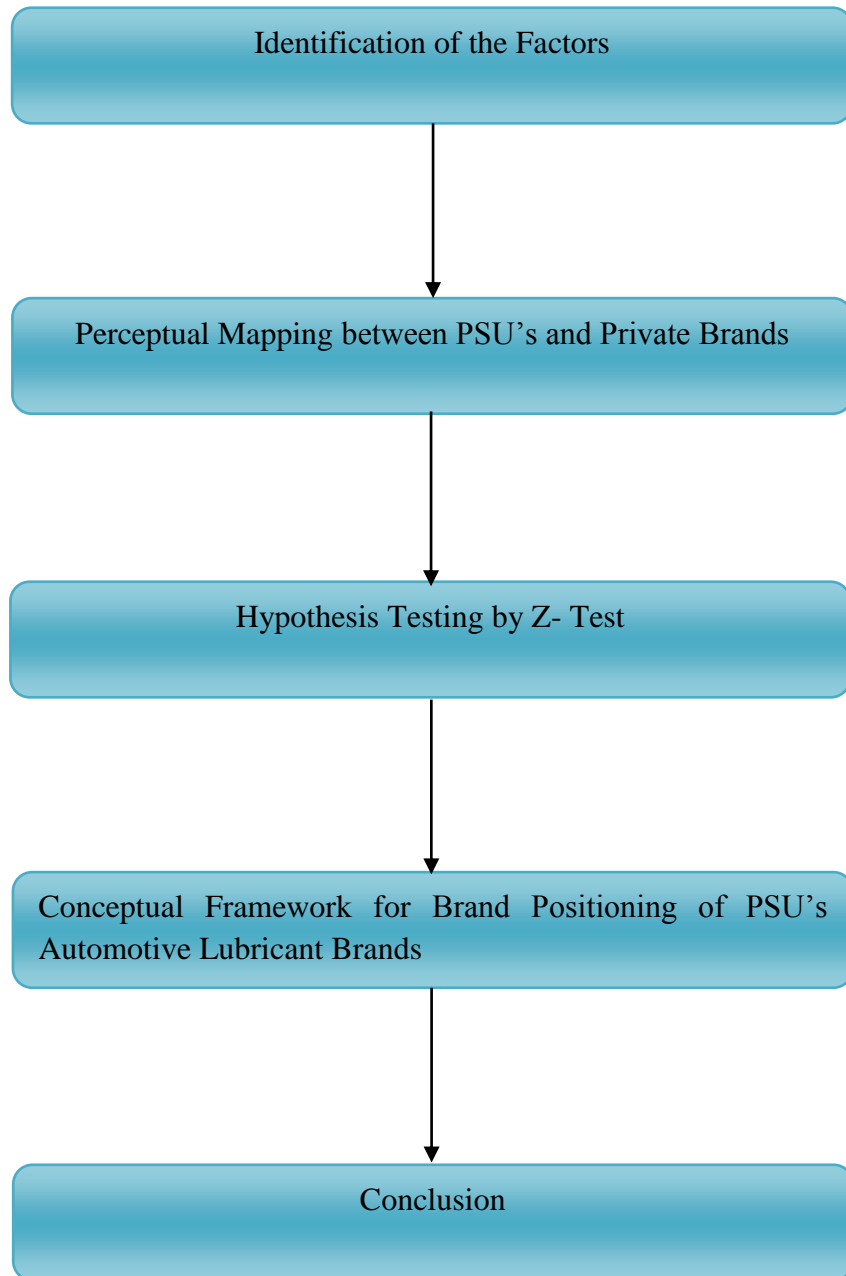


Fig: 3.1

3.8 Conceptual Model

3.8.1 Perceptual Mapping

Attribute based perceptual mapping has been used to do the comparative analysis between PSUs and private automotive lubricant brands. In attributes based perceptual mapping any one of the three techniques is used:

- (i) Factor Analysis
- (ii) Discriminant Analysis
- (iii) Correspondence Analysis

Researcher used the factor analysis to determine the important factors of brand positioning of automotive lubricant brands for four wheeler segment. These factors are treated as dimensions of perceptual mapping. Two factors have been taken simultaneously for the perceptual mapping. Perceptual mapping give the factors on which PSU's brand are lagging behind the private brands for four wheelers segment.

3.8.2 Kevin Lane Keller Model of Brand Positioning

Kevin Lane Keller model of brand positioning has been used to develop the conceptual framework for brand positioning of PSU's automotive lubricant. The Kevin Lane Keller model has been mention in Literature Review Fig 2.10.

3.9 Research Hypothesis

Hypothesis testing has been used to validate the result of objective II.

3.9.1 Hypothesis for four wheelers segment consumers.

H01: There is no significance difference between the Trustworthiness of PSU's and Private automotive lubricant brands.

H1a: There is a significance difference between the Trustworthiness of PSU's and Private automotive lubricant brands.

H02: There is no significance difference between the Quality and Reliability of PSU's and Private automotive lubricant brands.

H1a: There is a significance difference between the Quality and Reliability of PSU's and Private automotive lubricant brands.

H03: There is no significance difference between the Promotional Tools of PSU's and Private automotive lubricant brands.

H3a: There is a significance difference between the Promotional Tools of PSU's and Private automotive lubricant brands.

H04: There is no significance difference between the accessibility of PSU's and Private automotive lubricant brands.

H4a: There is a significance difference between the accessibility of PSU's and Private automotive lubricant brands.

H05: There is no significance difference between the past purchase experience of PSU's and Private automotive lubricant brands.

H5a: There is a significance difference between the past purchase experience of PSU's and Private automotive lubricant brands.

3.9.2 Hypothesis for four wheeler segment Mechanics.

H01: There is no significance difference between the Incentives of PSU's and Private automotive lubricant brands.

H1a: There is a significance difference the Incentives of PSU's and Private automotive lubricant brands.

H02: There is no significance difference between the accessibility of PSU's and Private automotive lubricant brands.

H2a: There is a significance difference between the accessibility of PSU's and Private automotive lubricant brands.

H03: There is no significance difference between the Channel Relationship of PSU's and Private automotive lubricant brands.

H3a: There is a significance difference between the Channel Relationship of PSU's and Private automotive lubricant brands.

H04: There is no significance difference between the brand competitiveness of PSU's and Private automotive lubricant brands.

H4a: There is a significance difference between the brand competitiveness of PSU's and Private automotive lubricant brands.

3.10 Sampling Design

3.10.1 Sampling Frame

The sampling frame is the list of the target population. Here the sampling frame is the consumers who drive four wheeler and mechanics of four wheeler segment. The study is based on different factors responsible for brand positioning of automotive lubricants brands. The respondents who drive four wheelers and the mechanics of organized service centre have taken for sampling. The study had also been addressed the difference in perception of consumers and mechanics of four wheeler segment towards automotive lubricant brands in India.

3.10.2 Sources of Data collection

Primary data

Primary data has been collected from the two strata:

Four Wheeler segment consumers

Four Wheeler segment mechanics

3.11 Sampling techniques and Procedure

Stratified random sampling has been used in this research. Sample size has been calculated by using Yamane's formula. First of all total population of four vehicles in Delhi and New Delhi has been identified which is 2412893 as per population census 2013.

3.11.1 Sampling

The sample size will be calculated by using Yamane, 1967 formula.

$$n = \frac{N}{1 + N e^2}$$

Where n = the sample size

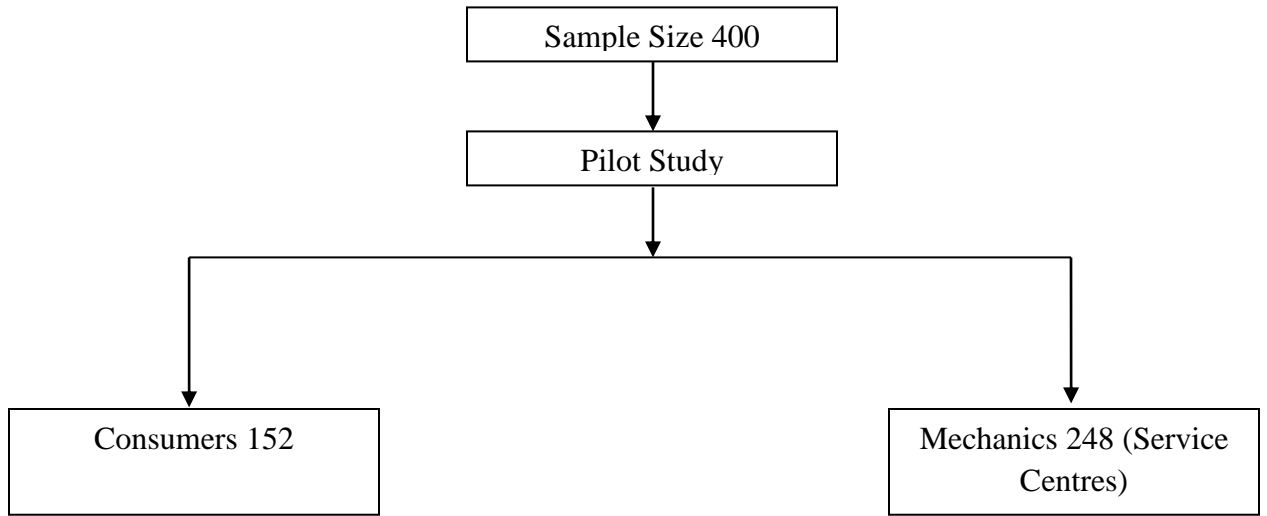
N = the size of the population

e = the error of 5 percentage points.

$$\begin{aligned} n &= \frac{2412893}{1 + 2412893 (.05)^2} \\ &= 399.93 \\ &= 400 \end{aligned}$$

3.11.2 Sample Size

From the research report of automotive lubricant companies it has been identify, that 38% consumers are aware of the automotive lubricant brand and they do not influence by the mechanics whereas 62% consumers are influence by mechanics while selecting the automotive lubricant brands, (research report of Castrol,2012), which is further validated by twelve experts, six from PSU's and Six from private brands.



Division of sample size between consumers and mechanics

Fig 3.2

3.11.3 Area of Sampling

The sample has been collected from the Delhi and New Delhi region.

3.12 Statistical Tools for Data Analysis

3.12.1 Factor Analysis

Factor analysis were use to reduced the number of factors. A positive correlation between two variables indicates that the two variables move together in the same direction. A negative correlation between two variables indicates that the two variables are moving in the opposite direction.

Interpretation of the correlation coefficient for multiple measures is very complicated because of the large number of correlation coefficient. Factor analysis is the solution of this problem.

Factor Analysis is a statistical technique that is used to reduced the number of factors or dimensions which is the combination of the group of variables.

Factor analysis process starts when consumers rate all the target brands on every possible variable.

A factor analysis process evaluates the set of all possible rating data and determined the correlation coefficient of all pair of variables. The correlation coefficient is the basis of the factor analysis.

3.12.2 Z – Test

Prof. Fisher has given a method of testing the significance of large sample (sample size greater than 30).

$$Z = \frac{(\bar{X} - \mu)}{\frac{S}{\sqrt{n}}}$$

Where \bar{X} = The mean of the sample

μ = The actual or hypothetical mean of the population

n = The sample size

S = The standard deviation of the sample

3.13 Concluding Remarks

In this chapter factors analysis has been used to determine the important factors for brand positioning of automotive lubricants. The factors identified from the factor analysis were used to do the comparative analysis between brand positioning of PSU's and Private automotive lubricant brands. By perceptual mapping researcher identified the factors on which PSUs brand are lagging behind the private brands for four wheeler segment (consumers and mechanics). Further researcher used the z – test to validate the identified result. Researcher used the Kevin Lane Keller model of brand positioning to develop the conceptual framework for brand positioning of automotive lubricants of PSU's for four wheeler segments.

Chapter 4

Findings and Data Analysis

This chapter discusses the detail analysis of the research. This chapter is divided into two sub chapter. First one is Findings and Data Analysis for four wheeler segment consumers and second one is Findings and Data Analysis for four wheeler segment mechanics. In this chapter researcher determined the important factors for brand positioning of automotive lubricant. Perceptual mapping has been used to determine the factors on which PSU's brands are lagging behind private brands for four wheelers segment. At last the obtained result has been fitted into the Kevin Lane Keller model and conceptual framework for brand positioning of PSU's automotive lubricants has been developed.

4. Findings and Data Analysis for four wheeler segment consumers

4.1 Factor Analysis for consumers

Factor analysis has been conducted to determine the important factors for brand positioning of automotive lubricants for four wheelers segment consumers. The total numbers of identified attributes are 16. So researcher used the factor analysis to identify the important factors.

4.1.1 Kiser Meyer Olkin's Test for consumers

Kaiser Meyer Olkin's test has been done to check the sampling adequacy.

The Kaiser Meyer Olkin's measuring of sampling adequacy and Bertlett's Test of Sphericity.

Table 4.1: KMO and Bartlett's Test for four wheeler segment consumers

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .713 |
| | Approx. Chi-Square | 2121.459 |
| Bartlett's Test of Sphericity | Df | 120 |
| | Sig. | .000 |

The value of Kaiser Meyer Olkin is greater than 0.5 i.e. 0.713 so it is acceptable.

The significance level of Barlett's Test is .000. It means that R- matrix is not an identical matrix and there are some relationships between different variables.

4.1.2 Variance for consumers

Table 4.2: Variance Table for consumers

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.311 | 20.697 | 20.697 | 3.311 | 20.697 | 20.697 | 3.084 | 19.276 | 19.276 |
| 2 | 2.433 | 15.204 | 35.900 | 2.433 | 15.204 | 35.900 | 2.501 | 15.633 | 34.909 |
| 3 | 1.911 | 11.945 | 47.846 | 1.911 | 11.945 | 47.846 | 1.963 | 12.267 | 47.176 |
| 4 | 1.528 | 9.548 | 57.394 | 1.528 | 9.548 | 57.394 | 1.588 | 9.924 | 57.100 |
| 5 | 1.204 | 7.523 | 64.917 | 1.204 | 7.523 | 64.917 | 1.251 | 7.817 | 64.917 |
| 6 | .938 | 5.864 | 70.780 | | | | | | |
| 7 | .804 | 5.027 | 75.807 | | | | | | |
| 8 | .790 | 4.940 | 80.747 | | | | | | |
| 9 | .645 | 4.030 | 84.777 | | | | | | |
| 10 | .506 | 3.162 | 87.939 | | | | | | |
| 11 | .462 | 2.888 | 90.827 | | | | | | |
| 12 | .409 | 2.553 | 93.380 | | | | | | |
| 13 | .386 | 2.409 | 95.790 | | | | | | |
| 14 | .253 | 1.579 | 97.368 | | | | | | |
| 15 | .229 | 1.431 | 98.799 | | | | | | |
| 16 | .192 | 1.201 | 100.000 | | | | | | |

4.1.3 Factor Extraction for consumers

Total Variance Explained

The above table gives the list of Eigen values associated with each linear component (factor) before extraction, after extraction and after rotation. SPSS has identified 16 linear components within the data set. The Eigen values associated with each factor represent the variance explained by that particular linear component and SPSS also displays the Eigen values in terms of the percentage of variance explained so as to factor explained (so, factor 1 explains 20.697 % of total variance). It should be clear that the first few factors explain relatively large amount of variance whereas subsequent factors explain only small amount of variance. SPSS then extracts all factors with Eigen value greater than 1, which leaves us with 5 factors. The Eigen values associated with these factors are again displayed in the columns labeled extraction sum squared loadings. The values in this part of the table are the same as the value before extraction, except that the values for the discarded factors are ignored. In the final part of the table, the Eigen values of the factors after rotation are displayed. Rotation has the effect of optimizing the factor structure and one consequence for these data is that the relative importance of the five factors is equalized.

4.1.4 Component Matrix for consumers

| Table 4.3: Component Matrix for consumers | | | | | |
|--|-----------|-------|-------|-------|-------|
| | Component | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| Price | .188 | .053 | .152 | .740 | .044 |
| Packaging | .238 | .371 | .626 | -.316 | .060 |
| Advertising | -.112 | .374 | .656 | -.130 | -.006 |
| Purchasing Location | -.064 | -.090 | .408 | .589 | .014 |
| Availability | .180 | .220 | .221 | .611 | .098 |
| Superiority | .474 | .628 | -.361 | -.013 | -.145 |
| Promotion | .011 | .391 | .689 | -.213 | .044 |
| Brand Image | .792 | -.328 | .087 | -.038 | .117 |
| Novelty | .727 | -.500 | .112 | -.142 | -.011 |
| Reliability | .450 | .664 | -.322 | .076 | -.144 |
| Worthiness | .760 | -.275 | .052 | .037 | -.214 |
| Performance | .857 | -.262 | .125 | -.013 | .019 |
| Quality | .476 | .633 | -.133 | -.109 | -.118 |
| Experience | .140 | .445 | -.227 | .150 | .53 |
| Extra Benefits | .160 | -.074 | .005 | -.186 | .704 |
| Durability | .058 | .050 | -.186 | -.006 | .608 |

The above matrix contains the loadings of each variable onto each factor. SPSS displays all loadings. At this stage SPSS has extracted five factors.

4.1.5 Scree Plot for consumers

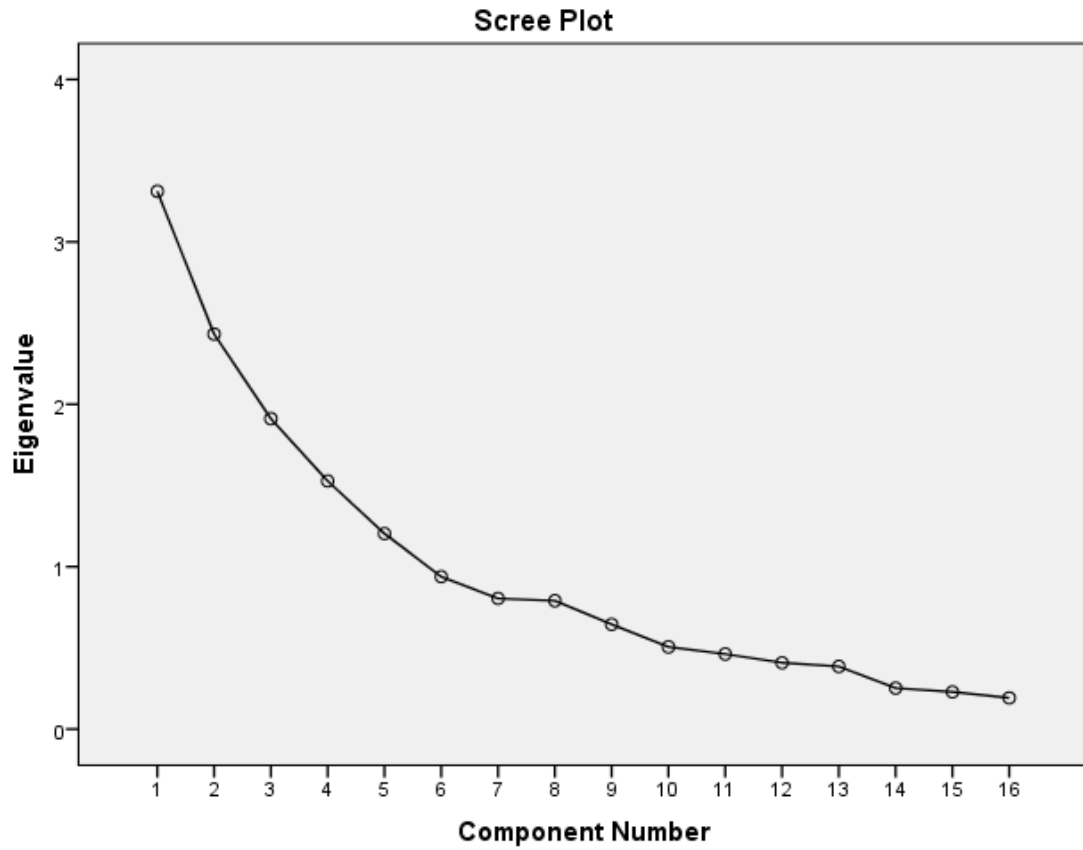


Fig 4.1

The scree plot shows the point of inflexion on the curve. The curve begins to tail off after five factors. Therefore it is justify retaining five factors.

Table 4.4: Identified factors for four wheeler segment consumers.

| Factors | Variables | Factor Loading | Factor Name |
|----------------|---------------------|-----------------------|--------------------------|
| Factor 1 | Brand Image | 0.792 | Trustworthiness |
| | Worthiness | 0.760 | |
| | Novelty | 0.727 | |
| | Performance | 0.857 | |
| Factor 2 | Quality | 0.633 | Quality & Reliability |
| | Superiority | 0.628 | |
| | Reliability | 0.664 | |
| Factor 3 | Advertising | 0.657 | Promotional Tools |
| | Packaging | 0.626 | |
| | Promotion | 0.689 | |
| Factor 4 | Price | 0.740 | Accessibility |
| | Availability | 0.611 | |
| | Purchasing Location | 0.589 | |
| Factor 5 | Experience | 0.553 | Past Purchase Experience |
| | Extra Benefits | 0.704 | |
| | Durability | 0.608 | |

4.2 Reliability Test for four wheeler segment consumers

Reliability test has been done to test the reliability of identified factors for four wheeler segment consumers..

Table: 4.5 Reliability Test for four wheeler segment consumers

| Factors | Variables | Cronbach α | Factor Name | Cronbach α |
|----------------|---------------------|-------------------------------------|--------------------------|-------------------------------------|
| Factor 1 | Brand Image | 0.861 | Trustworthiness | 0.880 |
| | Worthiness | 0.847 | | |
| | Novelty | 0.880 | | |
| | Performance | 0.834 | | |
| Factor 2 | Quality | 0.739 | Quality & Reliability | 0.835 |
| | Superiority | 0.711 | | |
| | Reliability | 0.857 | | |
| Factor 3 | Advertising | 0.638 | Promotional Tools | 0.714 |
| | Packaging | 0.672 | | |
| | Promotion | 0.557 | | |
| Factor 4 | Price | 0.727 | Accessibility | 0.760 |
| | Availability | 0.642 | | |
| | Purchasing Location | 0.663 | | |
| Factor 5 | Experience | 0.507 | Past Purchase Experience | 0.673 |
| | Extra Benefits | 0.667 | | |
| | Durability | 0.636 | | |

Table: 4.6 Reliability Processing Summary for consumers

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 152 | 86.95 |
| | Excluded ^a | 30 | 54.60 |
| | Total | 182 | 100.0 |

Researcher has got the responses from 152 consumers. Researcher has excluded the 30 data due to inadequate responses.

Table 4.7: Reliability Statistics for consumer

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .648 | .653 | 16 |

The overall Cronbach Alpha is 0.648 which is greater than 0.5. Hence all the identified factors are reliable.

4.3 Perceptual Mapping for four wheelers segment consumers

Perceptual mapping has been used to do the comparative analysis between brand positioning of private and PSU's automotive lubricant brands for four wheeler segment consumers.

Perceptual Map has been drawn in between all the possible combination of factors of PSU'S and Private automotive lubricant brands for four wheeler segment consumers.

**Perceptual Map have been drawn in between all the possible combination of
Factors for four wheeler segment consumers**

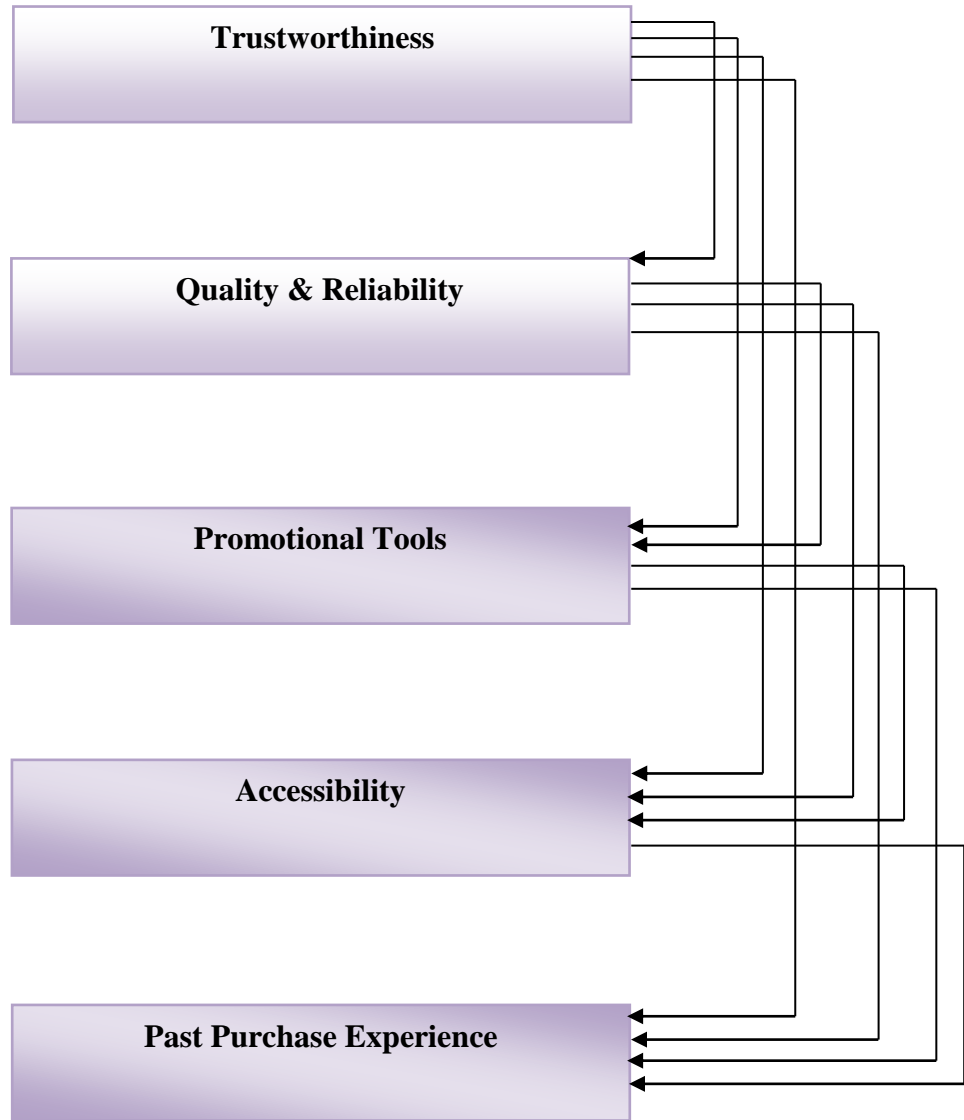


Fig 4.2

Perceptual mapping has been used to do the comparative analysis between brand positioning of private and PSU's automotive lubricant brands for four wheeler segment consumers.

First of all researcher sort the respondents on the basis of lubricant brand. The data obtained from 152 respondents.

Further researcher has calculated the mean of the responses on the basis of brand.

The feedbacks of the responses are on the following scale:

1 – Strongly Disagree.

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Table: 4.8 Mean values of the responses of the consumers for Servo brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|--------------------------|-------------|
| Servo | Brand Image | 2.44 | Trustworthiness | 2.50 |
| | Worthiness | 2.72 | | |
| | Novelty | 2.33 | | |
| | Performance | 2.51 | | |
| | Quality | 3.02 | Quality & Reliability | 2.92 |
| | Superiority | 2.78 | | |
| | Reliability | 2.96 | | |
| | Advertising | 3.03 | Promotional Tools | 2.91 |
| | Packaging | 2.98 | | |
| | Promotion | 2.72 | | |
| | Price | 4.05 | Accessibility | 4.01 |
| | Availability | 4.11 | | |
| | Purchasing Location | 3.87 | | |
| | Experience | 2.56 | Past Purchase Experience | 2.38 |
| | Extra Benefits | 2.77 | | |
| Durability | 1.81 | | | |

Table: 4.9 Mean values of the responses of the consumers for HP Lube brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|--------------------------|-------------|
| HP Lube | Brand Image | 2.88 | Trustworthiness | 2.76 |
| | Worthiness | 2.98 | | |
| | Novelty | 2.56 | | |
| | Performance | 2.62 | | |
| | Quality | 2.54 | Quality & Reliability | 2.58 |
| | Superiority | 2.66 | | |
| | Reliability | 2.54 | | |
| | Advertising | 3.04 | Promotional Tools | 2.98 |
| | Packaging | 3.12 | | |
| | Promotion | 2.78 | | |
| | Price | 4.01 | Accessibility | 3.92 |
| | Availability | 3.88 | | |
| | Purchasing Location | 3.87 | | |
| | Experience | 2.44 | Past Purchase Experience | 2.13 |
| | Extra Benefits | 2.01 | | |
| Durability | 1.94 | | | |

Table: 4.10 Mean values of the responses of the consumers for Mak Lubricant brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|--------------------------|-------------|
| Mak Lubricant | Brand Image | 2.56 | Trustworthiness | 2.41 |
| | Worthiness | 2.70 | | |
| | Novelty | 2.10 | | |
| | Performance | 2.28 | | |
| | Quality | 2.52 | Quality & Reliability | 2.40 |
| | Superiority | 2.38 | | |
| | Reliability | 2.30 | | |
| | Advertising | 1.96 | Promotional Tools | 2.03 |
| | Packaging | 2.12 | | |
| | Promotion | 2.01 | | |
| | Price | 3.77 | Accessibility | 3.45 |
| | Availability | 3.54 | | |
| | Purchasing Location | 3.04 | | |
| | Experience | 3.02 | Past Purchase Experience | 2.56 |
| | Extra benefits | 2.44 | | |
| Durability | 2.22 | | | |

Table: 4.11 Mean values of the responses of the consumers for Veedol brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|--------------------------|-------------|
| Veedol | Brand Image | 3.97 | Trustworthiness | 3.82 |
| | Worthiness | 4.01 | | |
| | Novelty | 3.58 | | |
| | Performance | 3.2 | | |
| | Quality | 4.11 | Quality & Reliability | 3.95 |
| | Superiority | 3.99 | | |
| | Reliability | 3.75 | | |
| | Advertising | 3.56 | Promotional Tools | 3.50 |
| | Packaging | 3.44 | | |
| | Promotion | 3.50 | | |
| | Price | 2.33 | Accessibility | 2.15 |
| | Availability | 2.03 | | |
| | Purchasing Location | 2.09 | | |
| | Experience | 3.97 | Past Purchase Experience | 3.90 |
| | Extra benefits | 3.89 | | |
| Durability | 3.84 | | | |

Table: 4.12 Mean values of the responses of the consumers for Castrol brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|--------------------------|-------------|
| Castrol | Brand Image | 4.11 | Trustworthiness | 4.03 |
| | Worthiness | 4.09 | | |
| | Novelty | 3.99 | | |
| | Performance | 3.93 | | |
| | Quality | 3.87 | Quality & Reliability | 4.15 |
| | Superiority | 4.14 | | |
| | Reliability | 4.44 | | |
| | Advertising | 3.88 | Promotional Tools | 3.73 |
| | Packaging | 3.78 | | |
| | Promotion | 3.53 | | |
| | Price | 2.77 | Accessibility | 2.63 |
| | Availability | 2.59 | | |
| | Purchasing Location | 2.53 | | |
| | Experience | 3.99 | Past Purchase Experience | 3.80 |
| | Extra benefits | 3.77 | | |
| Durability | 3.64 | | | |

Table: 4.13 Mean values of the responses of the consumers for Gulf brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|--------------------------|-------------|
| Gulf | Brand Image | 3.63 | Trustworthiness | 3.75 |
| | Worthiness | 3.95 | | |
| | Novelty | 3.68 | | |
| | Performance | 3.74 | | |
| | Quality | 4.14 | Quality & Reliability | 4.10 |
| | Superiority | 3.97 | | |
| | Reliability | 4.19 | | |
| | Advertising | 4.11 | Promotional Tools | 4.12 |
| | Packaging | 4.15 | | |
| | Promotion | 4.10 | | |
| | Price | 3.02 | Accessibility | 2.74 |
| | Availability | 2.86 | | |
| | Purchasing Location | 2.34 | | |
| | Experience | 4.11 | Past Purchase Experience | 4.12 |
| | Extra benefits | 3.85 | | |
| | Durability | 4.40 | | |

Table: 4.14 Mean values of the responses of the consumers for others brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|--------------------------|-------------|
| Others | Brand Image | 3.99 | Trustworthiness | 3.80 |
| | Worthiness | 4.01 | | |
| | Novelty | 3.77 | | |
| | Performance | 3.43 | | |
| | Quality | 3.13 | Quality & Reliability | 3.50 |
| | Superiority | 3.67 | | |
| | Reliability | 3.70 | | |
| | Advertising | 4.05 | Promotional Tools | 3.98 |
| | Packaging | 3.94 | | |
| | Promotion | 3.95 | | |
| | Price | 2.44 | Accessibility | 2.23 |
| | Availability | 2.12 | | |
| | Purchasing Location | 2.13 | | |
| | Experience | 3.17 | Past Purchase Experience | 3.03 |
| | Extra benefits | 2.69 | | |
| Durability | 2.69 | | | |

Perceptual mapping between factors Trustworthiness and Quality & Reliability of different Brands for four wheelers segment consumers.

| Brands | Trustworthiness | Quality & Reliability |
|---------------|-----------------|-----------------------|
| Servo | 2.5 | 2.92 |
| HP Lube | 2.76 | 2.58 |
| Mak Lubricant | 2.41 | 2.4 |
| Veedol | 3.82 | 3.95 |
| Castrol | 4.03 | 4.15 |
| Gulf | 3.75 | 4.1 |
| Others | 3.8 | 3.5 |

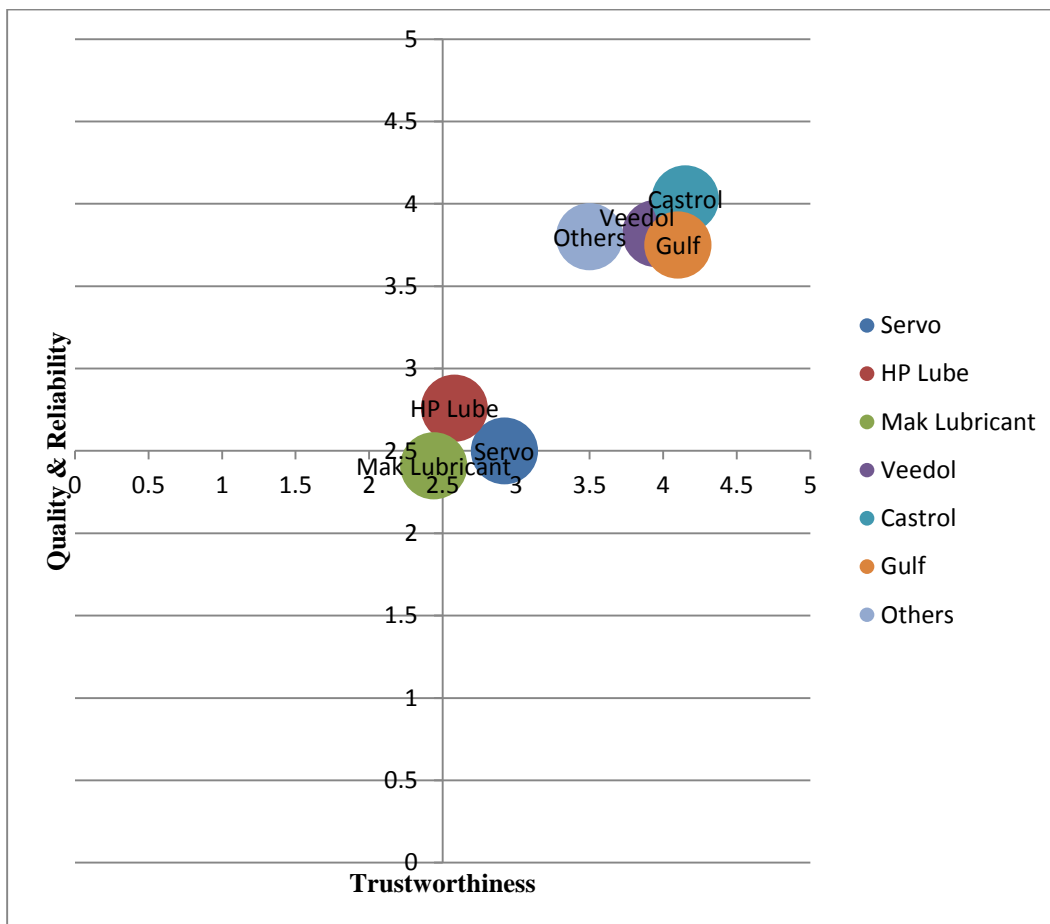


Fig 4.3

Perceptual mapping between factors Trustworthiness and Quality & Reliability of PSU's and Private brands for four wheelers segment consumers.

| Brands | Trustworthiness | Quality & Reliability |
|---------------|------------------------|----------------------------------|
| PSU | 2.56 | 2.63 |
| Private | 3.85 | 3.93 |

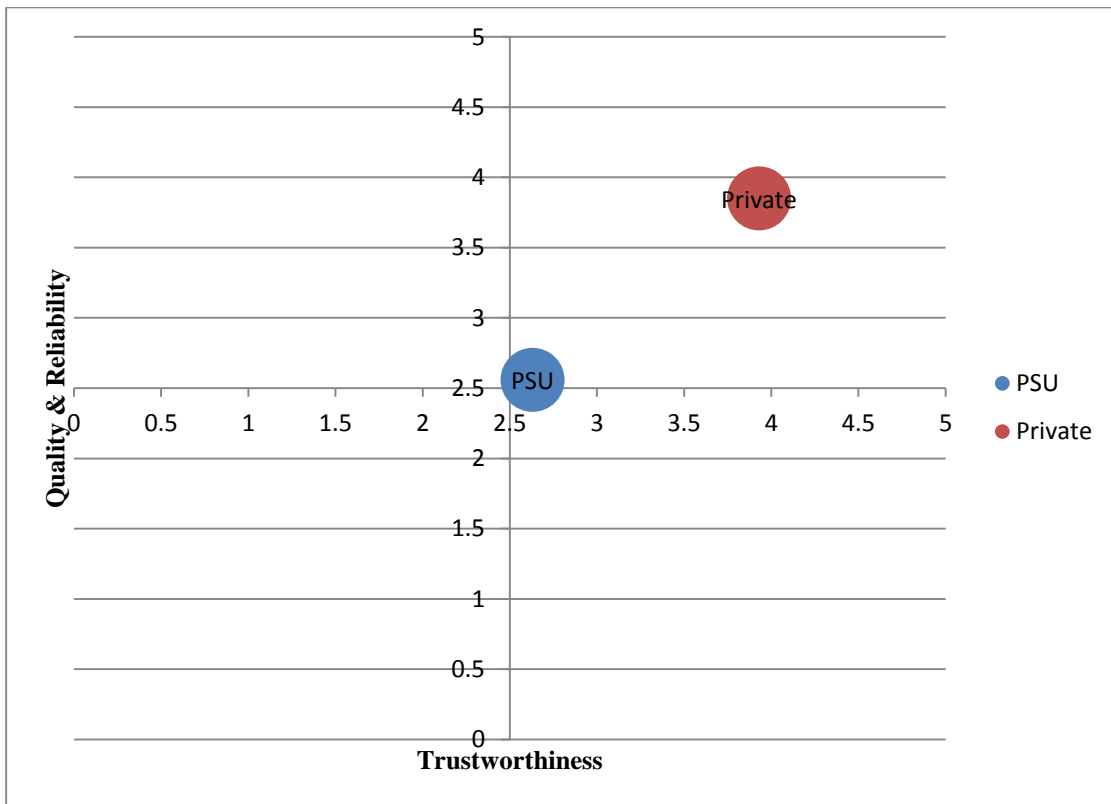


Fig 4.4

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on the factor trustworthiness and quality & reliability.

Perceptual mapping between factors Trustworthiness and Promotional Tools of different brands for four wheelers segment consumers.

| Brands | Trustworthiness | Promotional Tools |
|---------------|-----------------|-------------------|
| Servo | 2.5 | 2.91 |
| HP Lube | 2.76 | 2.98 |
| Mak Lubricant | 2.41 | 2.03 |
| Veedol | 3.82 | 3.5 |
| Castrol | 4.03 | 3.73 |
| Gulf | 3.75 | 4.12 |
| Others | 3.8 | 3.98 |

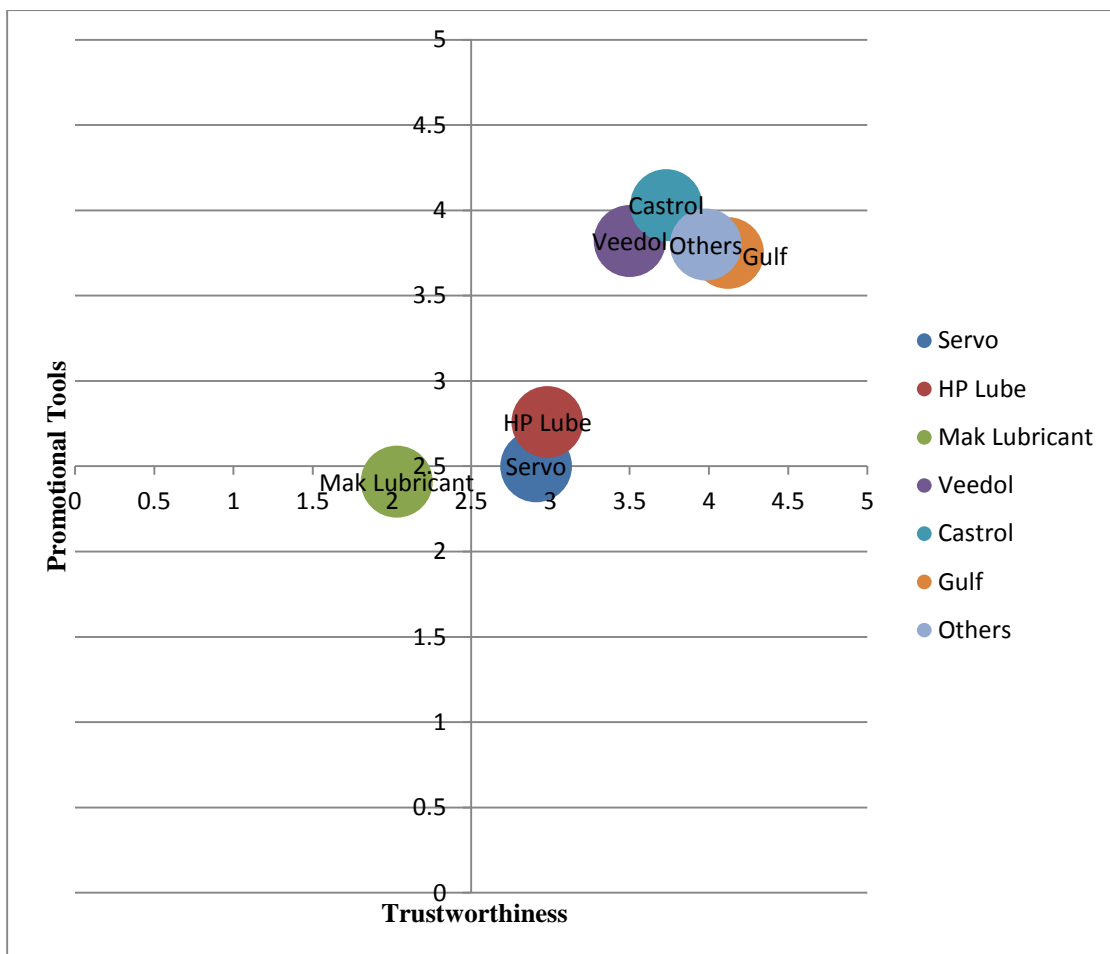


Fig 4.5

Perceptual mapping between factors Trustworthiness and Promotional Tools of PSU's and Private brands for four wheelers segment consumers.

| Brands | Trustworthiness | Promotional Tools |
|---------|-----------------|-------------------|
| PSU | 2.56 | 2.64 |
| Private | 3.85 | 3.83 |

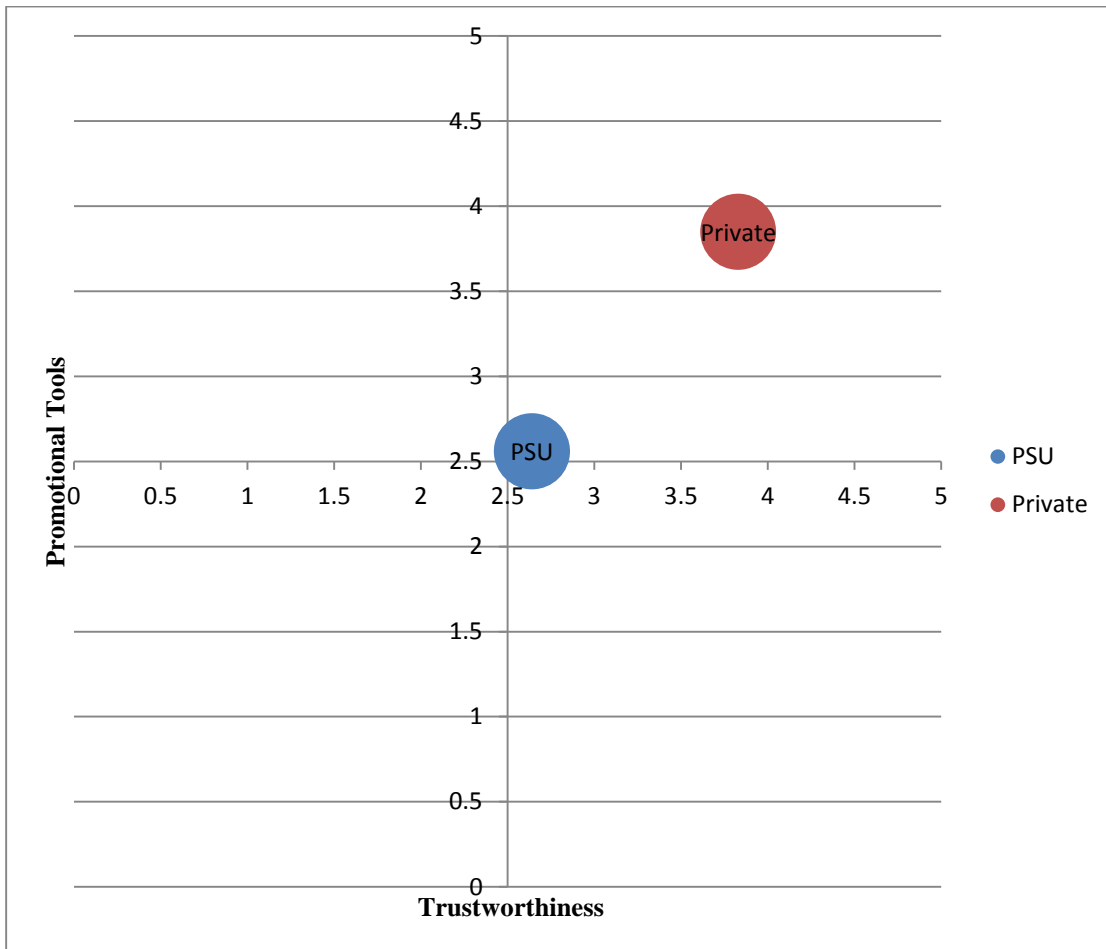


Fig 4.6

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on the factors trustworthiness and promotional tools.

Perceptual mapping between factors Trustworthiness and Accessibility of Different Brands for four wheelers segment consumers.

| Brands | Trustworthiness | Accessibility |
|---------------|-----------------|---------------|
| Servo | 2.5 | 4.01 |
| HP Lube | 2.76 | 3.92 |
| Mak Lubricant | 2.41 | 3.45 |
| Veedol | 3.82 | 2.15 |
| Castrol | 4.03 | 2.63 |
| Gulf | 3.75 | 2.74 |
| Others | 3.8 | 2.23 |

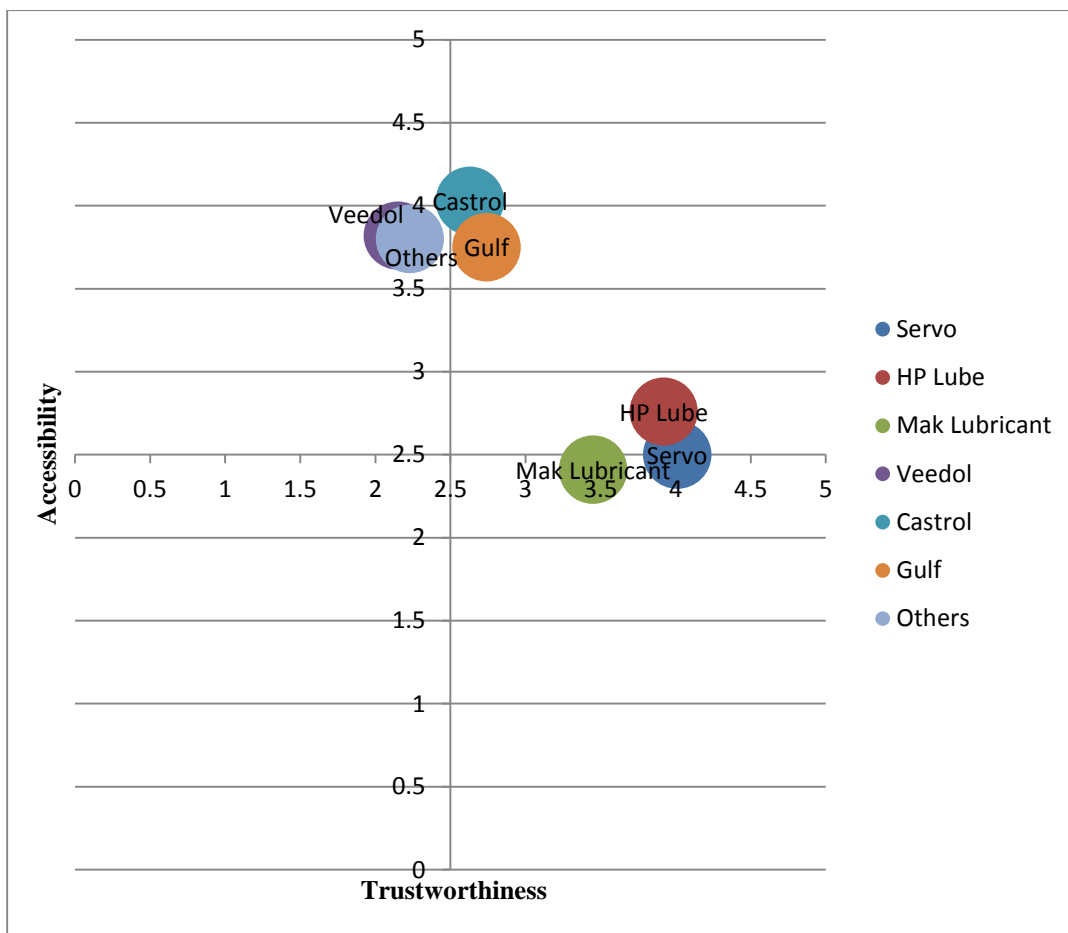


Fig 4.7

Perceptual mapping between factors Trustworthiness and Accessibility of Different Brands for four wheelers segment consumers.

| Brands | Trustworthiness | Accessibility |
|---------|-----------------|---------------|
| PSU | 2.56 | 3.79 |
| Private | 3.85 | 2.44 |

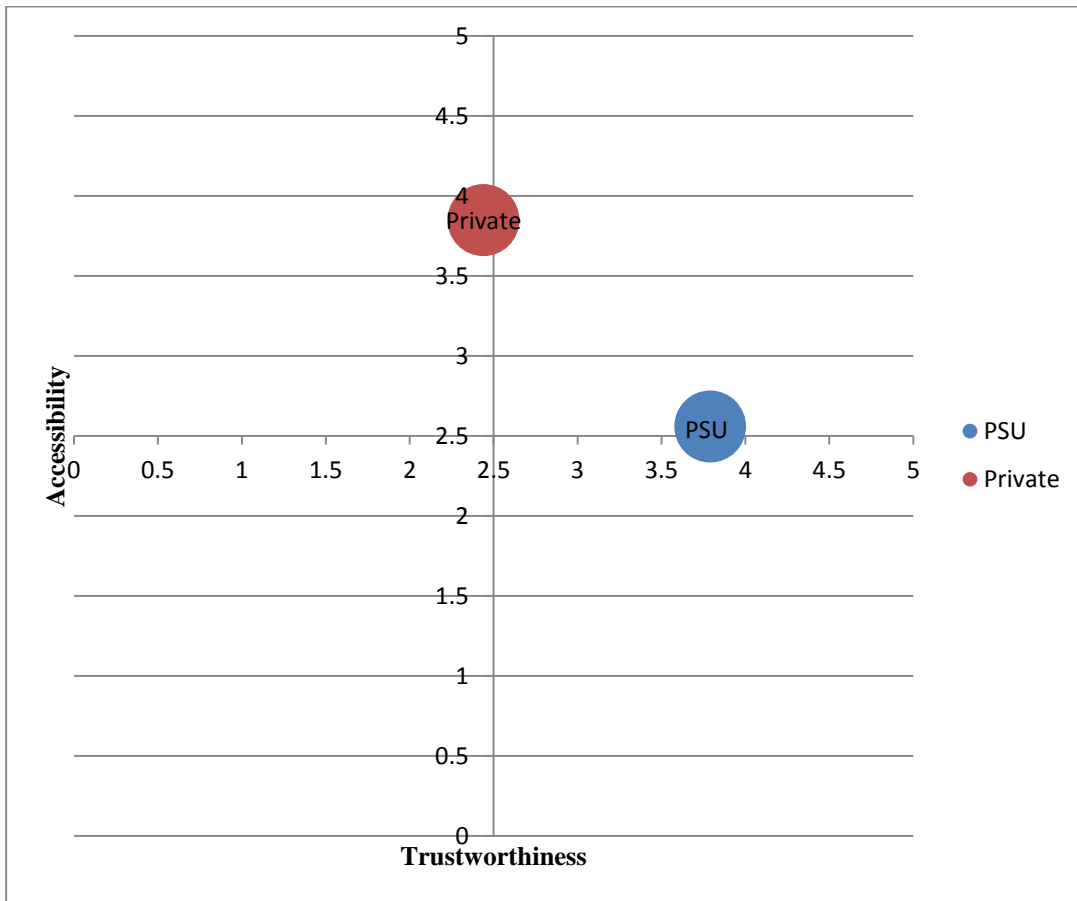


Fig 4.8

Findings: Perceptual map shows that PSU’s brands are lagging behind the private brands on the factor trustworthiness but performing better than private brands on factor accessibility.

Perceptual mapping between factors Trustworthiness and Past Purchase

Experience of Different Brands for four wheelers segment consumers.

| Brands | Trustworthiness | Past Purchase Experience |
|---------------|-----------------|--------------------------|
| Servo | 2.5 | 2.38 |
| HP Lube | 2.76 | 2.13 |
| Mak Lubricant | 2.41 | 2.56 |
| Veedol | 3.82 | 3.9 |
| Castrol | 4.03 | 3.82 |
| Gulf | 3.75 | 4.12 |
| Others | 3.8 | 3.03 |

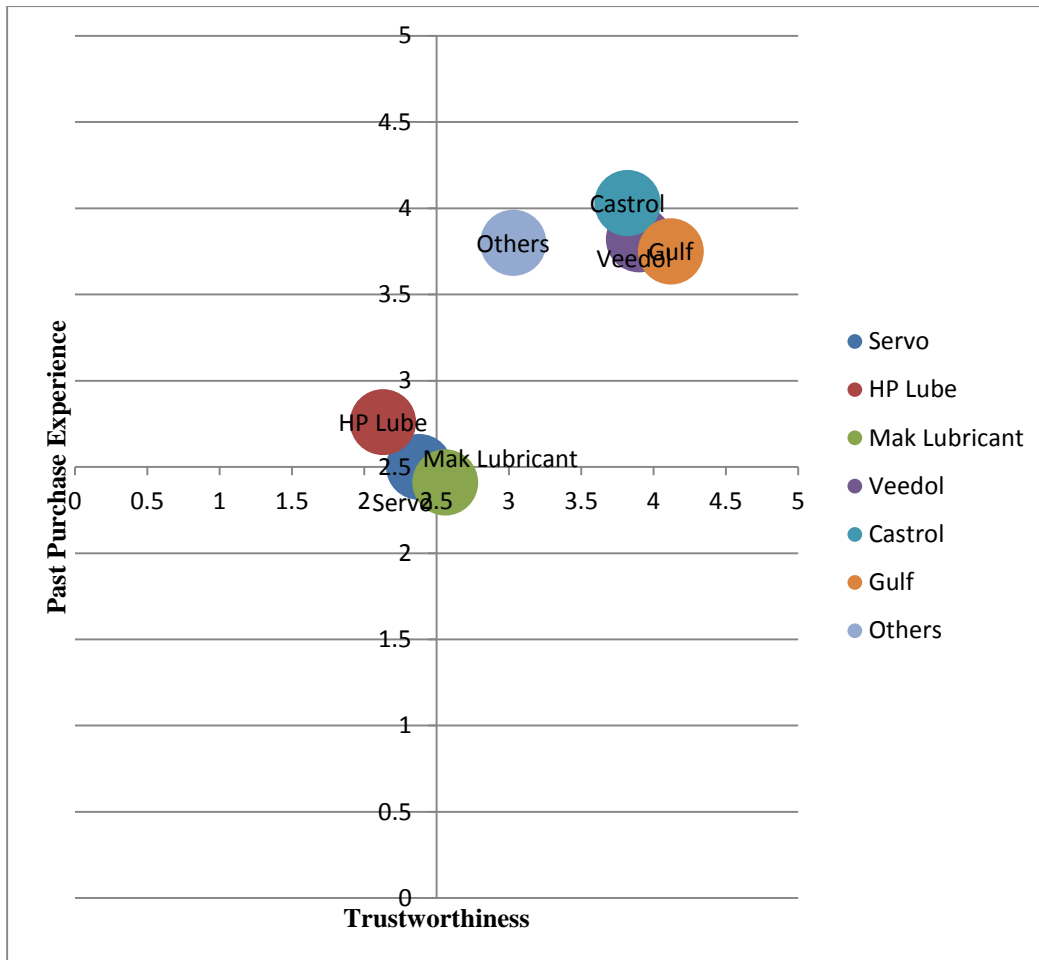


Fig 4.9

Perceptual mapping between factors Trustworthiness and Past Purchase Experience of PSU's and Private brands for four wheelers segment consumers.

| Brands | Trustworthiness | Past Purchase Experience |
|---------|-----------------|--------------------------|
| PSU | 2.56 | 2.36 |
| Private | 3.85 | 3.72 |

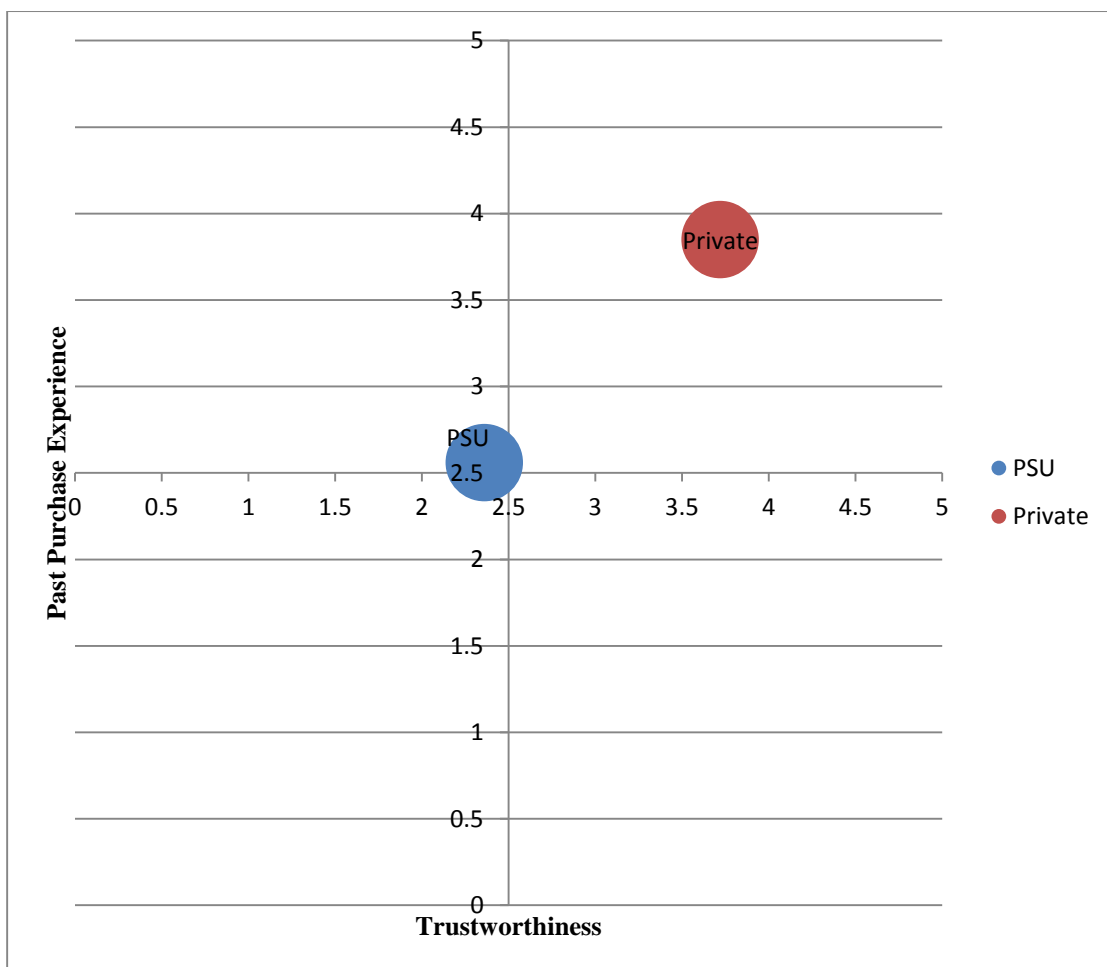


Fig 4.10

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on the factors trustworthiness and past purchase experience.

Perceptual mapping between factors Quality & Reliability and Promotional

Tools of different Brands for four wheelers segment consumers.

| Brands | Quality & Reliability | Promotional Tools |
|---------------|-----------------------|-------------------|
| Servo | 2.92 | 2.91 |
| HP Lube | 2.58 | 2.98 |
| Mak Lubricant | 2.4 | 2.03 |
| Veedol | 3.95 | 3.5 |
| Castrol | 4.15 | 3.73 |
| Gulf | 4.1 | 4.12 |
| Others | 3.5 | 3.98 |

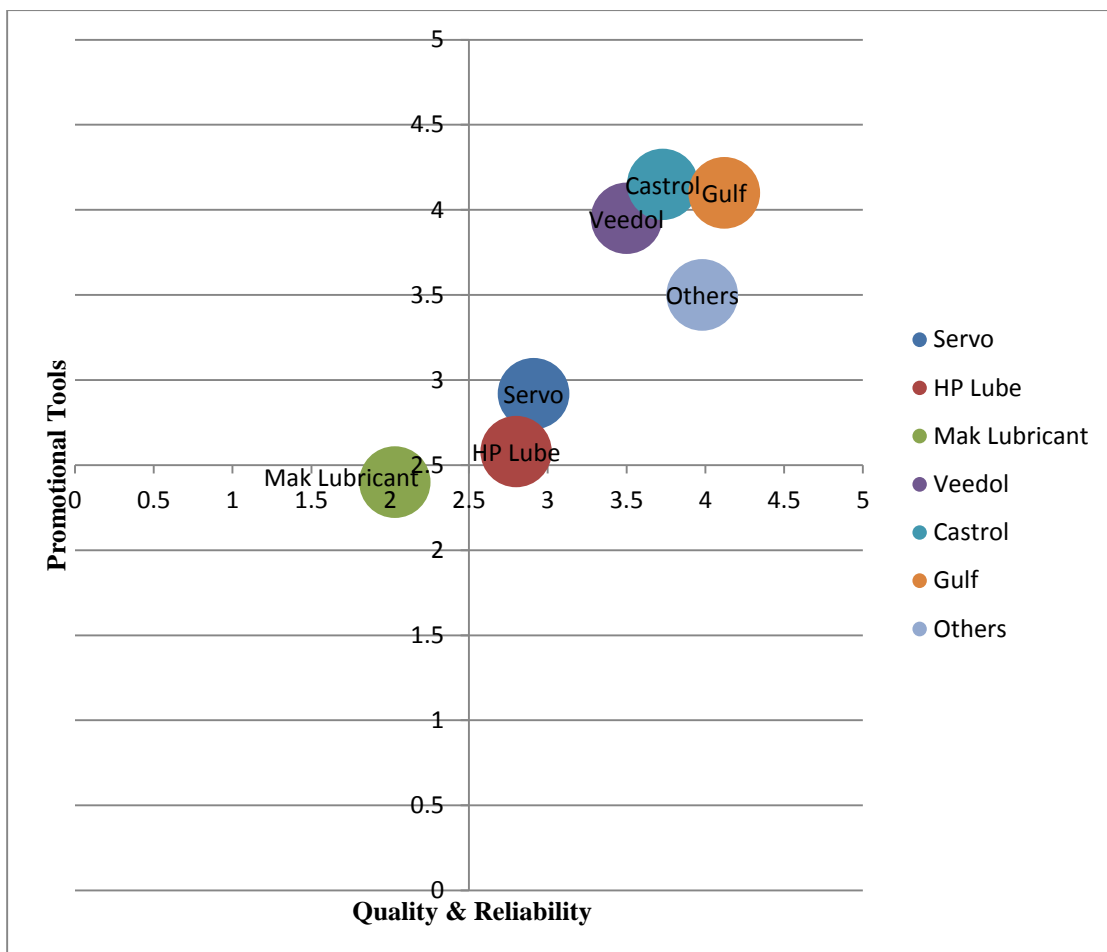


Fig 4.11

Perceptual mapping between factors Quality & Reliability and Promotional Tools of PSU's and Private brands for four wheelers segment consumers.

| Brands | Quality & Reliability | Promotional Tools |
|---------|-----------------------|-------------------|
| PSU | 2.63 | 2.64 |
| Private | 3.92 | 3.83 |

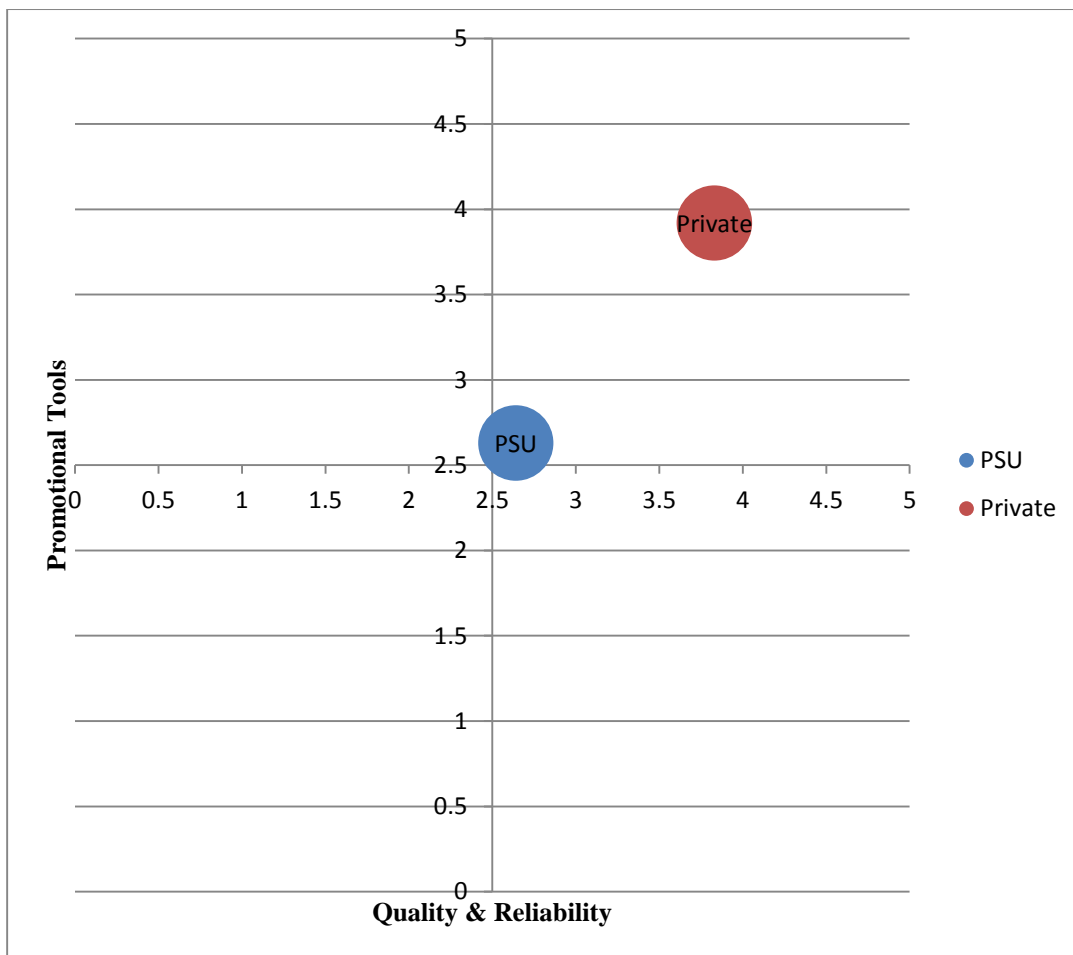


Fig 4.12

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on the factors quality & reliability and promotional tools.

Perceptual mapping between factors Quality & Reliability and Accessibility of Different Brands for four wheelers segment consumers.

| Brands | Quality & Reliability | Accessibility |
|---------------|-----------------------|---------------|
| Servo | 2.92 | 4.01 |
| HP Lube | 2.58 | 3.92 |
| Mak Lubricant | 2.4 | 3.45 |
| Veedol | 3.95 | 2.15 |
| Castrol | 4.15 | 2.63 |
| Gulf | 4.10 | 2.74 |
| Others | 3.50 | 2.23 |

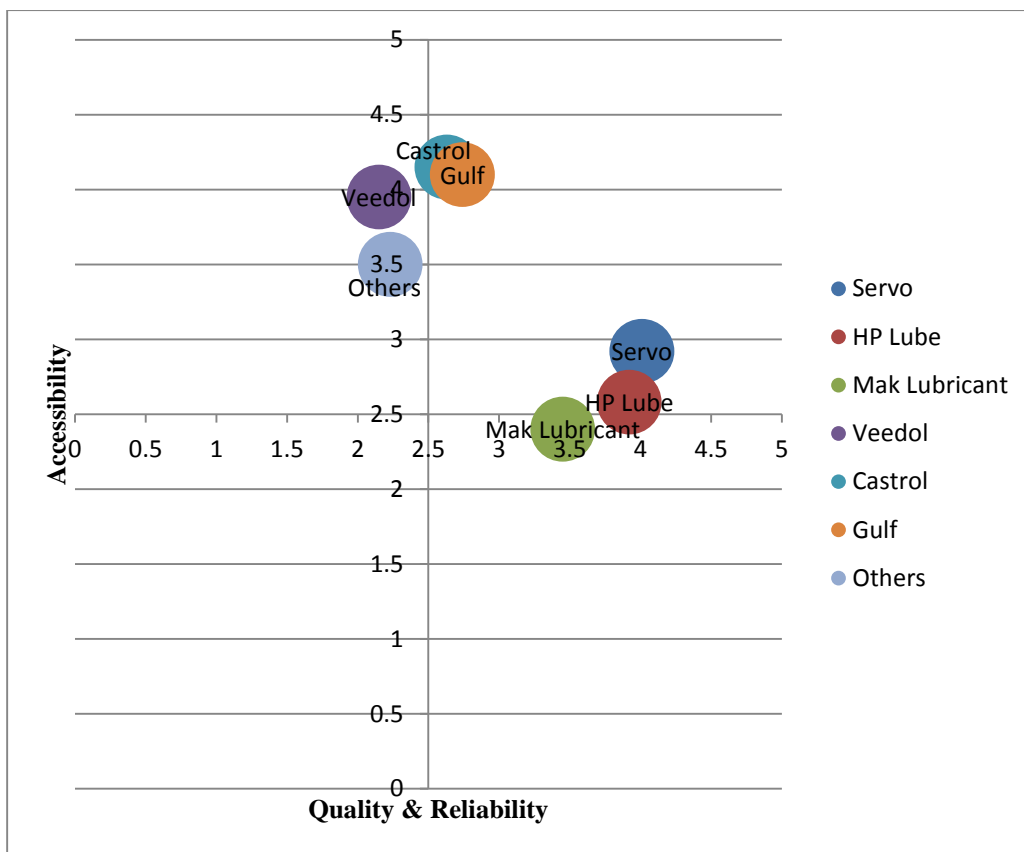


Fig 4.13

Perceptual mapping between factors Quality & Reliability and Accessibility of PSU's and Private brands for four wheelers segment consumers.

| Brands | Quality & Reliability | Accessibility |
|---------|-----------------------|---------------|
| PSU | 2.63 | 3.79 |
| Private | 3.93 | 2.44 |

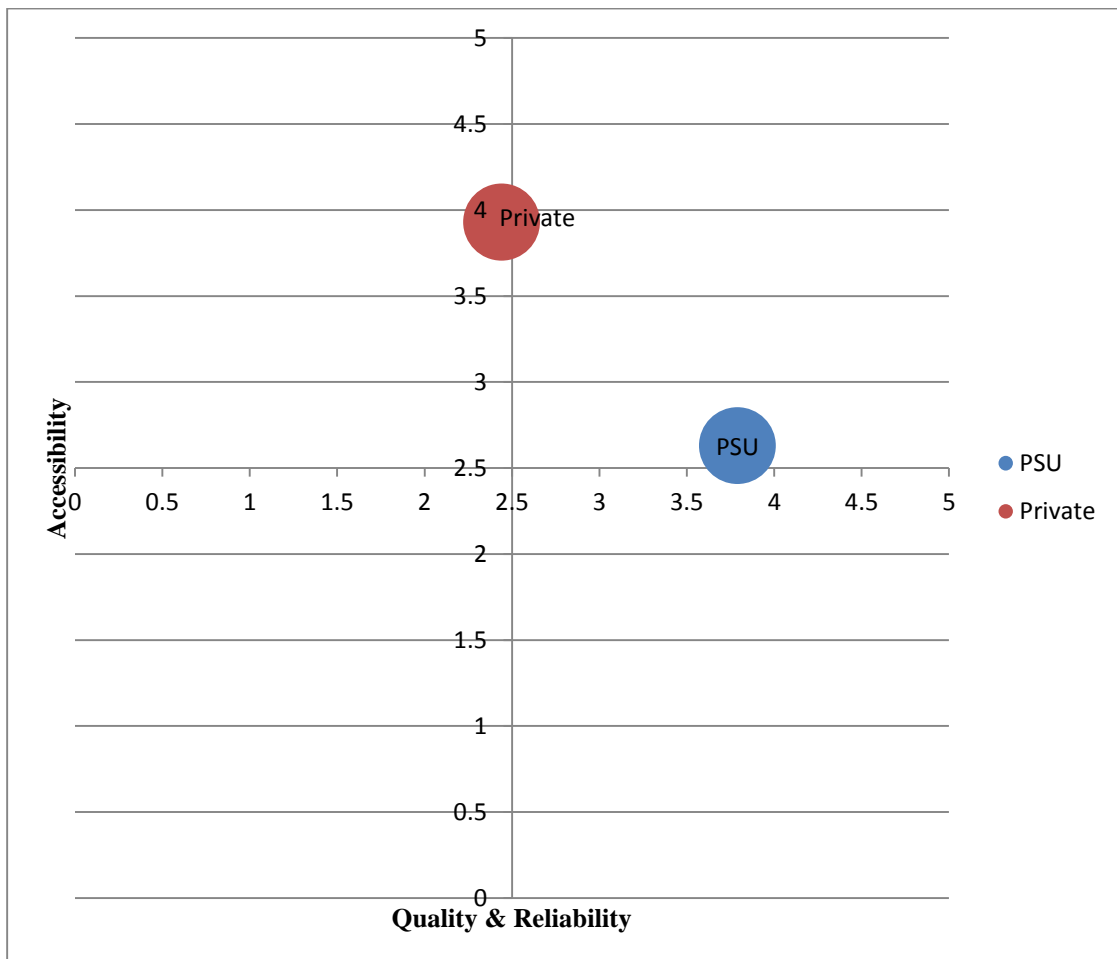


Fig 4.14

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on the factor quality & reliability but performing better on factor accessibility.

Perceptual mapping between factors Quality & Reliability and Past Purchase Experience

Experience of Different Brands for four wheelers segment consumers.

| Brands | Quality & Reliability | Past Purchase Experience |
|---------------|-----------------------|--------------------------|
| Servo | 2.92 | 2.38 |
| HP Lube | 2.58 | 2.13 |
| Mak Lubricant | 2.4 | 2.56 |
| Veedol | 3.95 | 3.9 |
| Castrol | 4.15 | 3.82 |
| Gulf | 4.1 | 4.12 |
| Others | 3.5 | 3.03 |

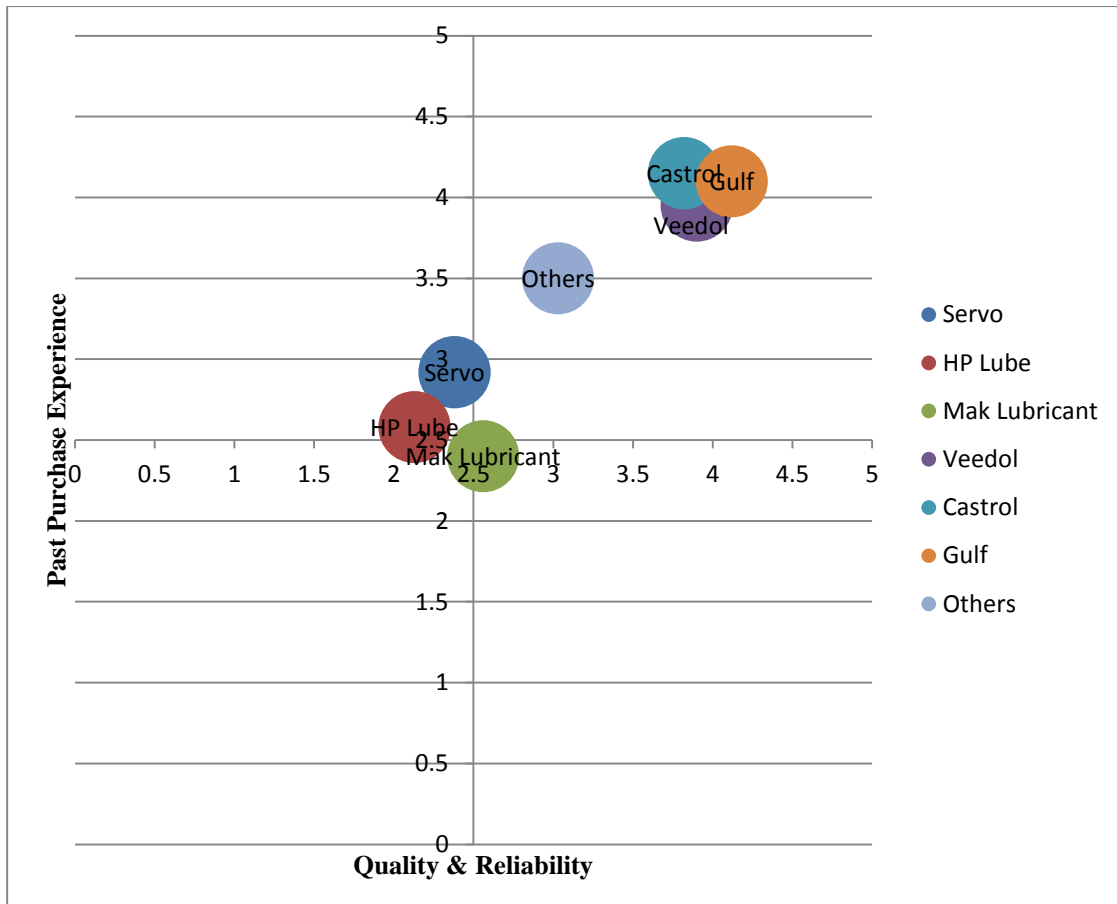


Fig 4.15

Perceptual mapping between factors Quality & Reliability and Past Purchase Experience of PSU's and Private brands for four wheelers segment consumers.

| Brands | Quality & Reliability | Past Purchase Experience |
|---------|-----------------------|--------------------------|
| PSUs | 2.63 | 2.36 |
| Private | 3.93 | 3.72 |

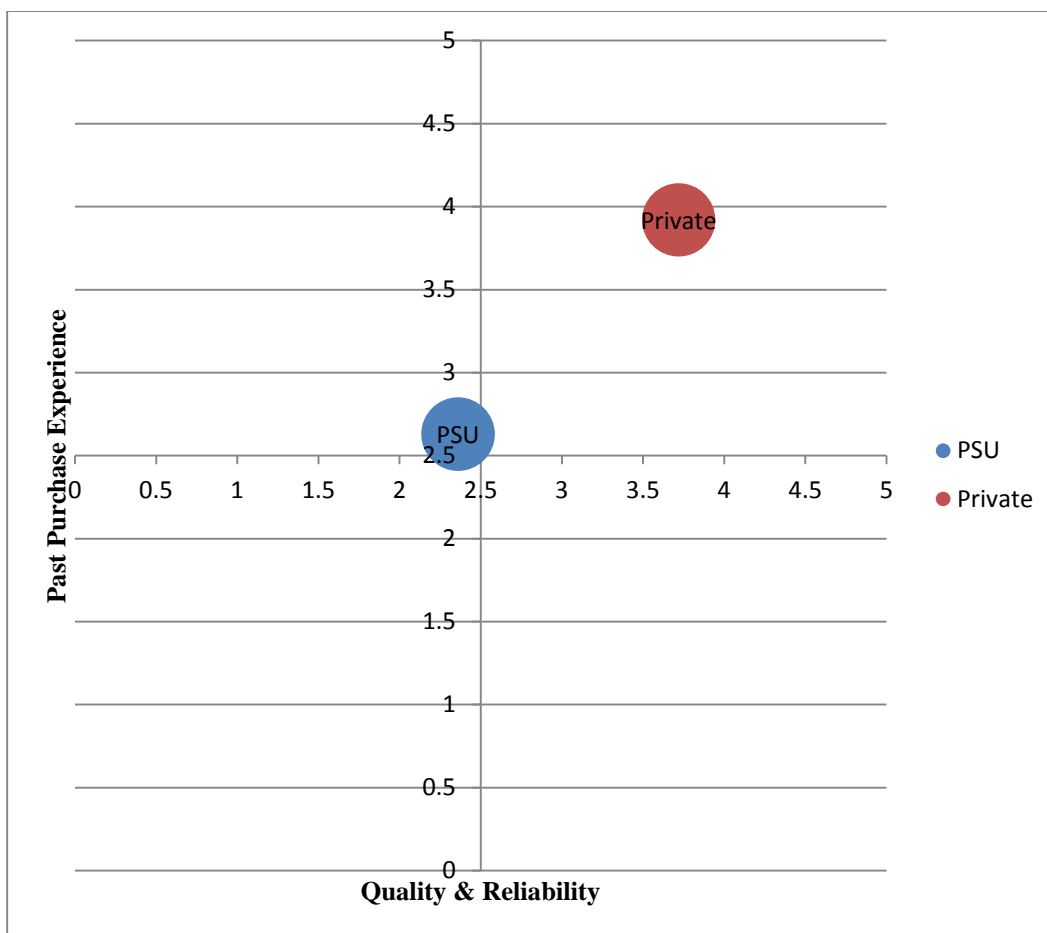


Fig 4.16

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on the factors quality & reliability and past purchase experience.

Perceptual mapping between factors Promotional Tools and Accessibility of Different Brands for four wheeler segment consumers.

| Brands | Promotional Tools | Accessibility |
|---------------|-------------------|---------------|
| Servo | 2.91 | 4.01 |
| HP Lube | 2.98 | 3.92 |
| Mak Lubricant | 2.03 | 3.45 |
| Veedol | 3.50 | 2.15 |
| Castrol | 3.73 | 2.63 |
| Gulf | 4.12 | 2.74 |
| Others | 3.98 | 2.23 |

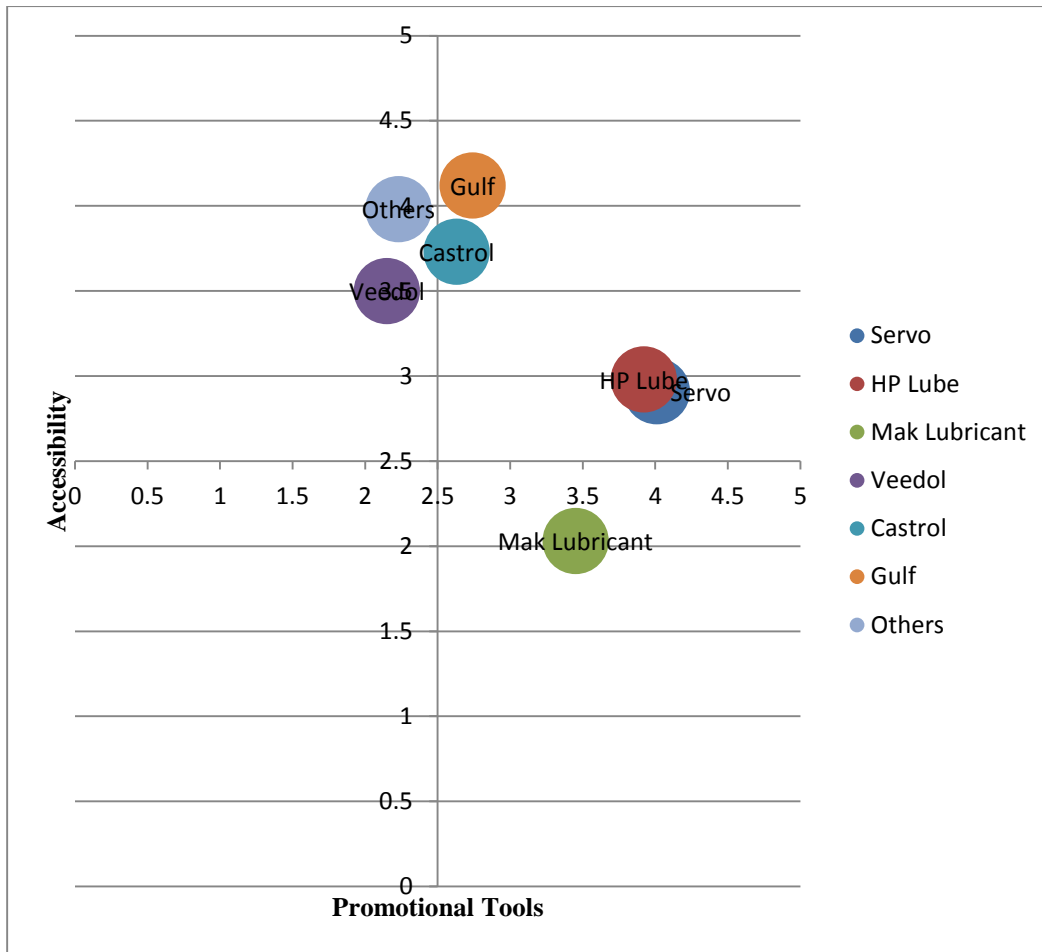


Fig 4.17

Perceptual Mapping between factors Promotional Tools and Accessibility of PSU's and Private brands for four wheeler segment consumers.

| Brands | Promotional Tools | Accessibility |
|---------|-------------------|---------------|
| PSU | 2.64 | 3.79 |
| Private | 3.83 | 2.44 |

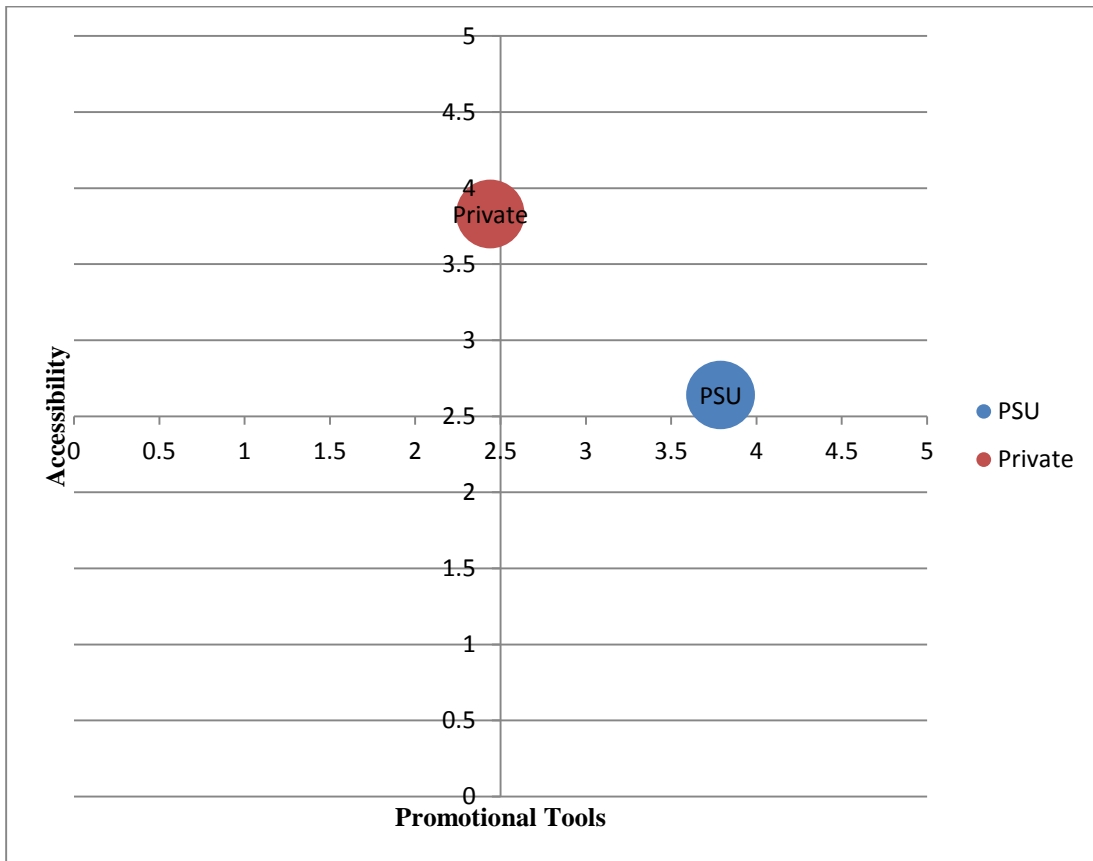


Fig 4.18

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on the factor promotional tools but performing better on factor accessibility.

Perceptual Mapping between factors Promotional Tools and Past Purchase

Experience of different brands for four wheelers segment consumers.

| Brands | Promotional Tools | Past Purchase Experience |
|---------------|--------------------------|---------------------------------|
| Servo | 2.91 | 2.38 |
| HP Lube | 2.98 | 2.13 |
| Mak Lubricant | 2.03 | 2.56 |
| Veedol | 3.5 | 3.9 |
| Castrol | 3.73 | 3.82 |
| Gulf | 4.12 | 4.12 |
| Others | 3.98 | 3.03 |

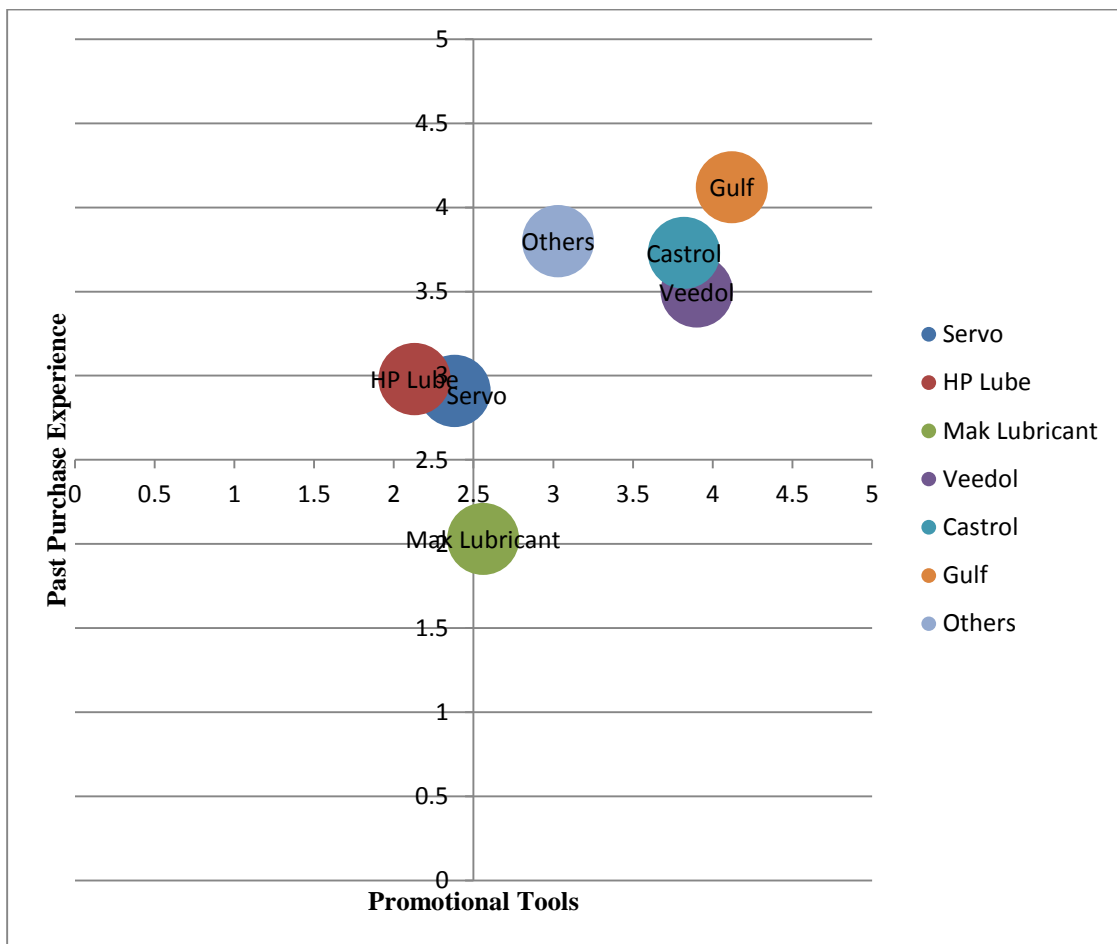


Fig 4.19

Perceptual Mapping between factors Promotional Tools and Past Purchase Experience of PSU's and Private brands for four wheelers segment consumers.

| Brands | Promotional Tools | Past Purchase Experience |
|---------|-------------------|--------------------------|
| PSU | 2.64 | 2.36 |
| Private | 3.83 | 3.72 |

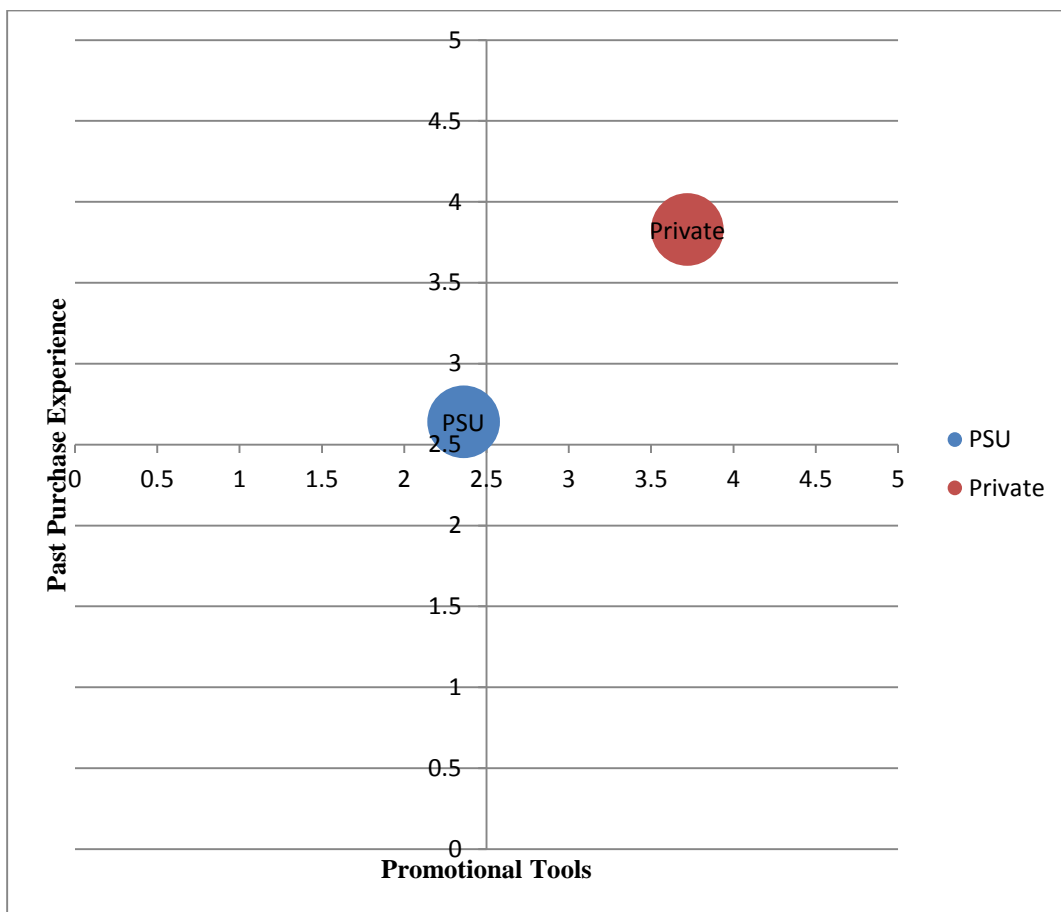


Fig 4.20

Findings: Perceptual map shows that PSU's brands are lagging behind the private brands on factors promotional tools and past purchase experience.

Perceptual Mapping between factors Accessibility and Past Purchase Experience of Different Brands for four wheeler segment consumers.

| Brands | Accessibility | Past Purchase Experience |
|---------------|---------------|--------------------------|
| Servo | 4.01 | 2.38 |
| HP Lube | 3.92 | 2.13 |
| Mak Lubricant | 3.45 | 2.56 |
| Veedol | 2.15 | 3.9 |
| Castrol | 2.63 | 3.82 |
| Gulf | 2.74 | 4.12 |
| Others | 2.23 | 3.03 |

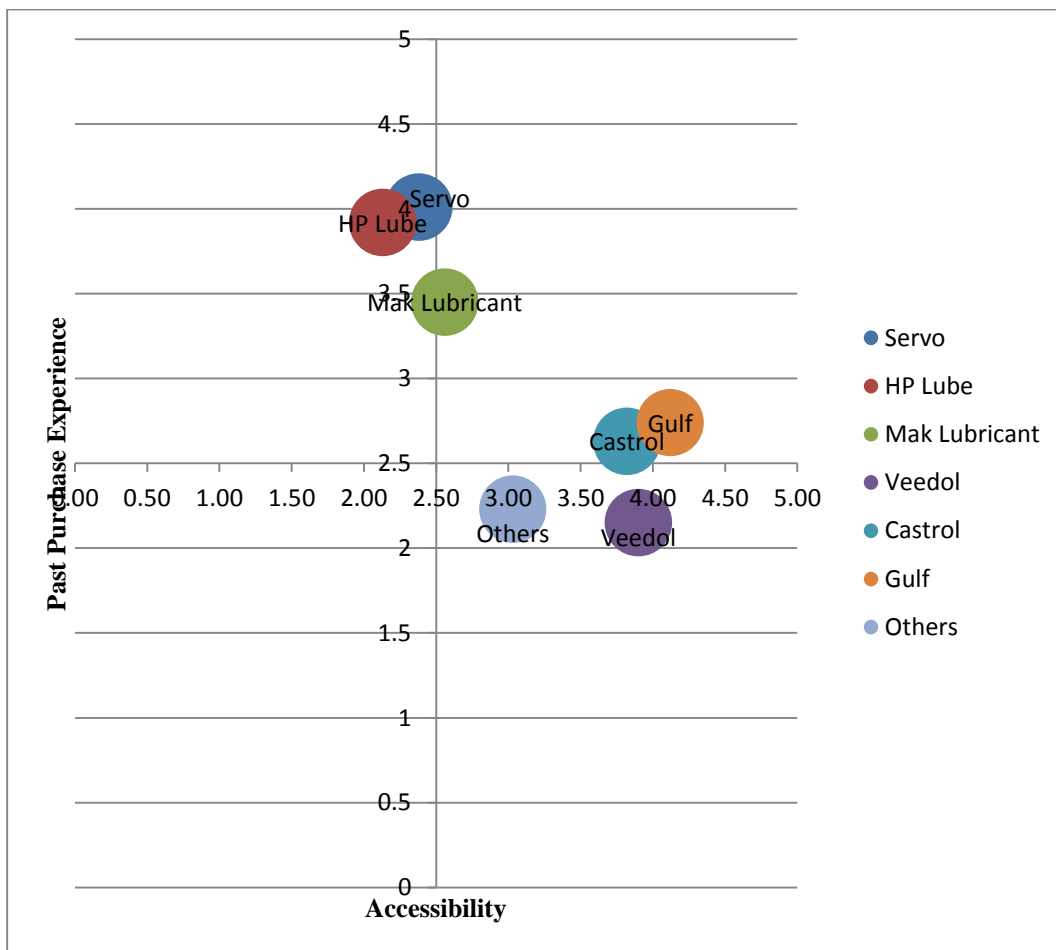


Fig 4.21

Perceptual Mapping between factors Accessibility and Past Purchase Experience of PSU's and Private brands for four wheeler segment consumers.

| Brands | Accessibility | Past Purchase Experience |
|---------|---------------|--------------------------|
| PSU's | 3.79 | 2.36 |
| Private | 2.44 | 3.72 |

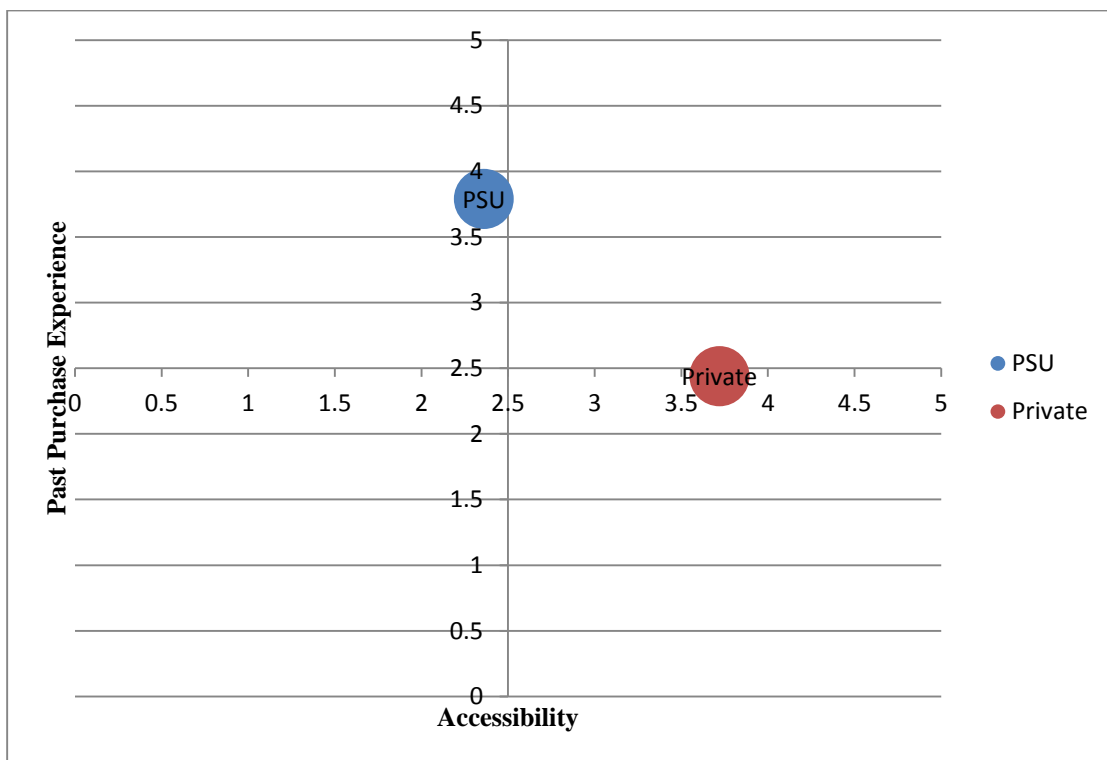


Fig 4.22

Findings: Perceptual map shows that PSU's brands are performing better than private on factor accessibility but lagging behind them on factor past purchase experience.

Table: 4.15 Combination of Brands and Factors for four wheeler segment

consumers:

| Brands | Trustworthiness | Quality & Reliability | Promotional Tools | Accessibility | Past Purchase Experience |
|---------------|-----------------|-----------------------|-------------------|---------------|--------------------------|
| Servo | 2.5 | 2.92 | 2.91 | 4.01 | 2.38 |
| HP Lube | 2.76 | 2.58 | 2.98 | 3.92 | 2.13 |
| Mak Lubricant | 2.41 | 2.4 | 2.03 | 3.45 | 2.56 |
| Veedol | 3.82 | 3.95 | 3.5 | 2.15 | 3.9 |
| Castrol | 4.03 | 4.15 | 3.73 | 2.63 | 3.82 |
| Gulf | 3.75 | 4.1 | 4.12 | 2.74 | 4.12 |
| Others | 3.8 | 3.5 | 3.98 | 2.23 | 3.03 |

Brands and Factors for four wheeler segment consumers

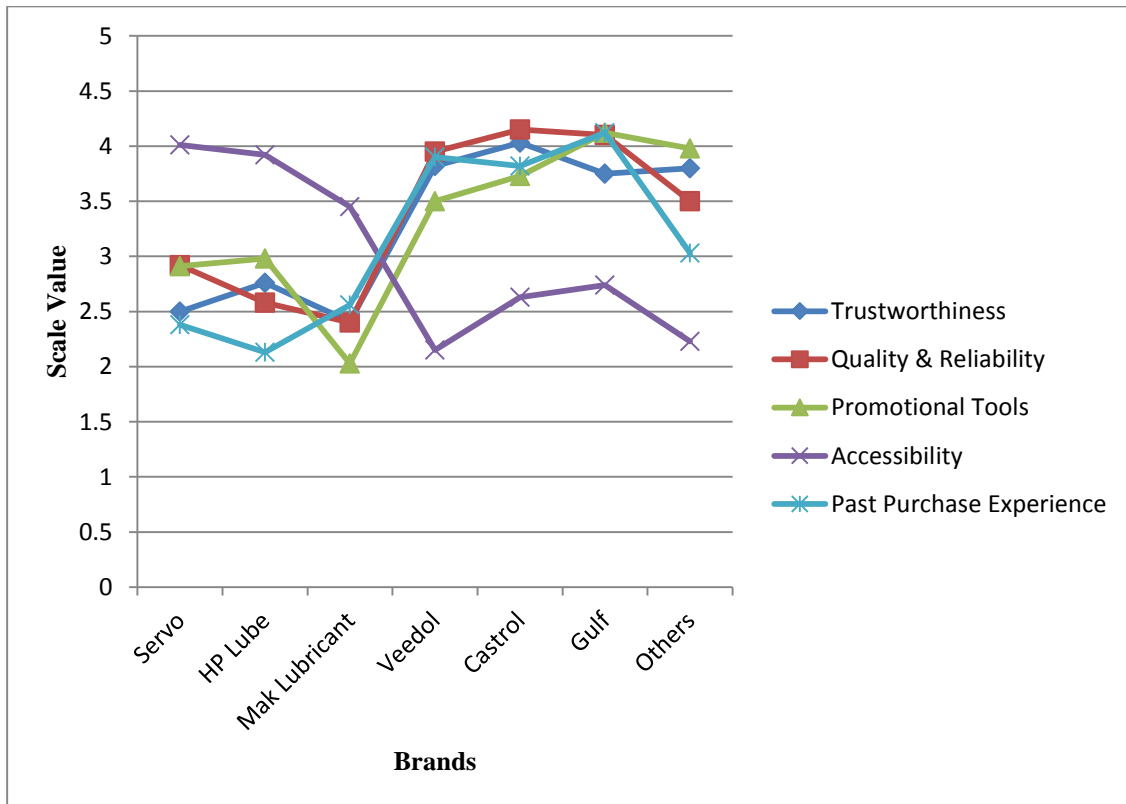


Fig 4.23

From all the above perceptual mapping it has been identified that PSUs brands (Servo, HP Lube and Mak Lubricant) are lagging behind private brands (Veedol, Castrol, Gulf and Others) on the factors Trustworthiness, Quality & Reliability, Promotional Tools and Past Purchase Experience which is a combination of the following variables.

| Factors | Variables |
|--------------------------|---------------------|
| Trustworthiness | Brand Image |
| | Worthiness |
| | Novelty |
| | Performance |
| Quality & Reliability | Quality |
| | Superiority |
| | Reliability |
| Promotional Tools | Advertising |
| | Packaging |
| | Promotional Schemes |
| Past Purchase Experience | Experience |
| | Extra Benefits |
| | Durability |

4.4 Z –Test for four wheeler segment consumers

Hypothesis

H01: There is no significance difference between the Trustworthiness of PSU’s and Private automotive lubricant brand.

H1a: There is a significance difference between the Trustworthiness of PSU’s and Private automotive lubricant brand.

Group Statistics

| | PSU’s/Private | N | Mean | Std. Deviation | Std. Error Mean |
|-----------------|----------------|----|--------|----------------|-----------------|
| Trustworthiness | PSU’s Brands | 87 | 2.5600 | 1.00871 | .06666 |
| | Private Brands | 65 | 3.8500 | .95141 | .07276 |

Table: 4.16 Z-Test for factor Trustworthiness

| | | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | |
|-----------------|-----------------------------|---|------|------------------------------|----------|-----------------|-----------------|-----------------------|---|--------|
| | | F | Sig. | Z | Df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Trustworthiness | Equal variances assumed | .923 | .337 | .498 | 150 | .048 | .04961 | .09952 | -.14604 | .24525 |
| | Equal variances not assumed | | | .503 | 1777.074 | .045 | .04961 | .09867 | -.14442 | .24363 |

The p value or sig (2 tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the Trustworthiness of PSU's and Private automotive lubricant brands. The mean value of PSU's brands is 2.56 whereas the mean value of private brands is 3.85. It shows that PSU's brands are lagging behind private brands on factor trustworthiness.

H02: There is no significance difference between the Quality & Reliability of PSU's and Private automotive lubricant brands.

H2a: There is a significance difference between the Quality & Reliability of PSU's and Private automotive lubricant brands.

Group Statistics

| | PSU's/Private | N | Mean | Std. Deviation | Std. Error Mean |
|-------------------------|----------------|----|--------|----------------|-----------------|
| Quality and Reliability | PSU's Brands | 87 | 2.6300 | 1.108 | .073 |
| | Private Brands | 65 | 3.9300 | 1.102 | .084 |

Table: 4.17 Z-Test for factor Quality & Reliability

| | | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | |
|-------------------------|-----------------------------|---|------|------------------------------|---------|-----------------|-----------------|-----------------------|---|-------|
| | | F | Sig. | Z | Df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Quality and Reliability | Equal variances assumed | .079 | .778 | 1.165 | 150 | .025 | 30 | .112 | -.350 | .090 |
| | Equal variances not assumed | | | 1.165 | 167.398 | .045 | -.130 | .112 | -.350 | .089 |

The p value or sig (2 tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the Quality & Reliability of PSU's and Private automotive lubricant brands. The mean value of PSU's brands is 2.63 whereas the mean value of private brands is 3.93. It means that PSU's brands are lagging behind the private brands on factors Quality & Reliability.

H03: There is no significance difference between the Promotional Tools of PSU's and Private automotive lubricant brands.

H3a: There is a significance difference between the Promotional Tools of PSU's and Private automotive lubricant brands.

Group Statistics

| | PSU's / Private | N | Mean | Std. Deviation | Std. Error Mean |
|-------------------|-----------------|----|--------|----------------|-----------------|
| Promotional Tools | PSU's Brands | 87 | 2.6400 | 1.015 | .067 |
| | Private Brands | 65 | 3.8300 | .923 | .071 |

Table: 4.18 Z-Test for factor Promotional Tools

| | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | | |
|-------------------|---|-------|------------------------------|------|-----------------|-----------------|-----------------------|---|-------|------|
| | F | Sig. | Z | Df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | | |
| | | | | | | | | Lower | Upper | |
| Promotional Tools | Equal variances assumed | 1.577 | .210 | .013 | 150 | .049 | .001 | .099 | -.193 | .195 |
| | Equal variances not assumed | | | .014 | 182.819 | .039 | .011 | .097 | -.190 | .193 |

The p value or sig (2 tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the promotional tools of PSU's and Private automotive lubricant brands. The mean value of PSU's brands is 2.64 whereas the mean value of private brands is 3.83. It means that PSU's brands are lagging behind the private brands on the factor promotional tools.

H04: There is no significance difference between the Accessibility of PSU's and Private automotive Lubricant brands.

H4a: There is a significance difference between the Accessibility of PSU's and Private automotive Lubricant brands.

Group Statistics

| | PSU's/Private | N | Mean | Std. Deviation | Std. Error Mean |
|---------------|----------------|----|--------|----------------|-----------------|
| Accessibility | PSU's Brands | 87 | 3.7900 | .952 | .063 |
| | Private Brands | 65 | 2.4400 | .875 | .067 |

Table: 4.19 Z-Test for factor Accessibility

| | Levene's Test for Equality of Variances | Z-test for Equality of Means | | | | | | | | |
|---------------|---|------------------------------|------|-------|---------|-----------------|-----------------|-----------------------|---|-------|
| | | F | Sig. | Z | Df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Accessibility | Equal variances assumed | .768 | .381 | 1.727 | 150 | .04 | .161 | .093 | -.022 | .343 |
| | Equal variances not assumed | | | 1.749 | 181.183 | .03 | .161 | .092 | -.020 | .341 |

The p value or Sig. (2-tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the accessibility of PSU's and Private automotive lubricant brands. The mean value of PSU's brand is 3.79 whereas the mean value of private brands is 2.44. It shows that PSU's brands are performing better than the private brands on factor accessibility.

H05: There is no significance difference between the Past Purchase Experience of PSU’s and Private automotive lubricant brands.

H5a: There is a significance difference between the Past Purchase Experience of PSU’s and Private automotive lubricant brands.

Group Statistics

| | PSU’s/Private | N | Mean | Std. Deviation | Std. Error Mean |
|--------------------------|----------------|----|--------|----------------|-----------------|
| Past Purchase Experience | PSU’s Brands | 87 | 2.3600 | .825 | .055 |
| | Private Brands | 65 | 3.7200 | .777 | .059 |

Table: 4.20 Z-Test for factor Past Purchase Experience

| | | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | |
|--------------------------|-----------------------------|---|------|------------------------------|--------|-----------------|-----------------|-----------------------|---|-------|
| | | F | Sig. | Z | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Post Purchase Experience | Equal variances assumed | 2.314 | .129 | 3.171 | 150 | .002 | .258 | .081 | -.418 | -.098 |
| | Equal variances not assumed | | | 3.199 | 177.29 | .001 | .258 | .081 | -.417 | -.099 |

The p value or Sig. (2- tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is significance difference between the past purchase experience of PSU's and Private automotive lubricant brands. The mean value of PSU's brands is 2.36 whereas the mean value of private brands is 3.72. It means that PSU's brands are lagging behind the private brands on factor past purchase experience.

Validation by Z- Test

From the above all the perceptual mapping it has been validated that PSUs brands (Servo, HP Lube and Mak Lubricant) are lagging behind private brands (Veedol, Castrol, Gulf and Others) on the factors Trustworthiness, Quality & Reliability, Promotional Tools and Past Purchase Experience, which is the combination of the following variables.

| Factors | Variables |
|--------------------------|---------------------|
| Trustworthiness | Brand Image |
| | Worthiness |
| | Novelty |
| | Performance |
| Quality & Reliability | Quality |
| | Superiority |
| | Reliability |
| Promotional Tools | Advertising |
| | Packaging |
| | Promotional Schemes |
| Past Purchase Experience | Experience |
| | Extra Benefits |
| | Durability |

5. Findings and Data Analysis for four wheeler segment mechanics

5.1 Factor Analysis for four wheeler segment mechanics

Factor analysis has been used to determine the important factors for brand positioning of automotive lubricants for four wheeler segment mechanics. The total numbers of identified variables are 13. So researcher used the factor analysis to reduce the number of variables.

5.1.1 KMO and Bartlett's Test for mechanics

Table: 5.1 KMO Test for mechanics

| | |
|--|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .719 |
| Approx. Chi-Square | 2785.954 |
| Bartlett's Test of Sphericity df | 91 |
| Sig. | .000 |

The value of Kaiser Meyer Olkin is greater than 0.5 i.e. 0.719 so it is acceptable.

The significance level of Barlett's Test is .000. It means that R- matrix is not an identical matrix and there are some relationships between different variables.

5.1.2 Total Variance Explained for Mechanics

Table: 5.2 Total Variance for mechanics

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.668 | 28.219 | 28.219 | 3.668 | 28.219 | 28.219 | 3.457 | 26.591 | 26.591 |
| 2 | 2.875 | 22.118 | 50.337 | 2.875 | 22.118 | 50.337 | 2.308 | 17.755 | 44.346 |
| 3 | 2.026 | 15.586 | 65.923 | 2.026 | 15.586 | 65.923 | 2.236 | 17.198 | 61.544 |
| 4 | 1.619 | 12.453 | 78.376 | 1.619 | 12.453 | 78.376 | 2.188 | 16.832 | 78.376 |
| 5 | .762 | 5.865 | 84.241 | | | | | | |
| 6 | .618 | 4.753 | 88.994 | | | | | | |
| 7 | .387 | 2.979 | 91.973 | | | | | | |
| 8 | .304 | 2.336 | 94.309 | | | | | | |
| 9 | .291 | 2.236 | 96.545 | | | | | | |
| 10 | .191 | 1.466 | 98.010 | | | | | | |
| 11 | .161 | 1.239 | 99.249 | | | | | | |
| 12 | .092 | .704 | 99.953 | | | | | | |
| 13 | .006 | .047 | 100.000 | | | | | | |

5.1.3 Factor Extraction for Mechanics

Total Variance Explained

The above table gives the list of Eigen values associated with each linear component (factor) before extraction, after extraction and after rotation. SPSS has identified 13 linear components within the data set. The Eigen values associated with each factor represent the variance explained by that particular linear component and SPSS also displays the eigen values in terms of the percentage of variance explained so as to factor explained (so, factor 1 explains 28.29 % of total variance). It should be clear that the first few factors explain relatively large amount of variance whereas subsequent factors explain only small amount of variance. SPSS then extracts all factors with Eigen value greater than 1, which leaves us with 4 factors. The Eigen values associated with these factors are again displayed in the columns labeled extraction sum squared loadings. The values in this part of the table are the same as the value before extraction, except that the values for the discarded factors are ignored. In the final part of the table, the Eigen values of the factors after rotation are displayed. Rotation has the effect of optimizing the factor structure and one consequence for these data is that the relative importance of the five factors is equalized.

5.1.4 Scree Plot for Mechanics

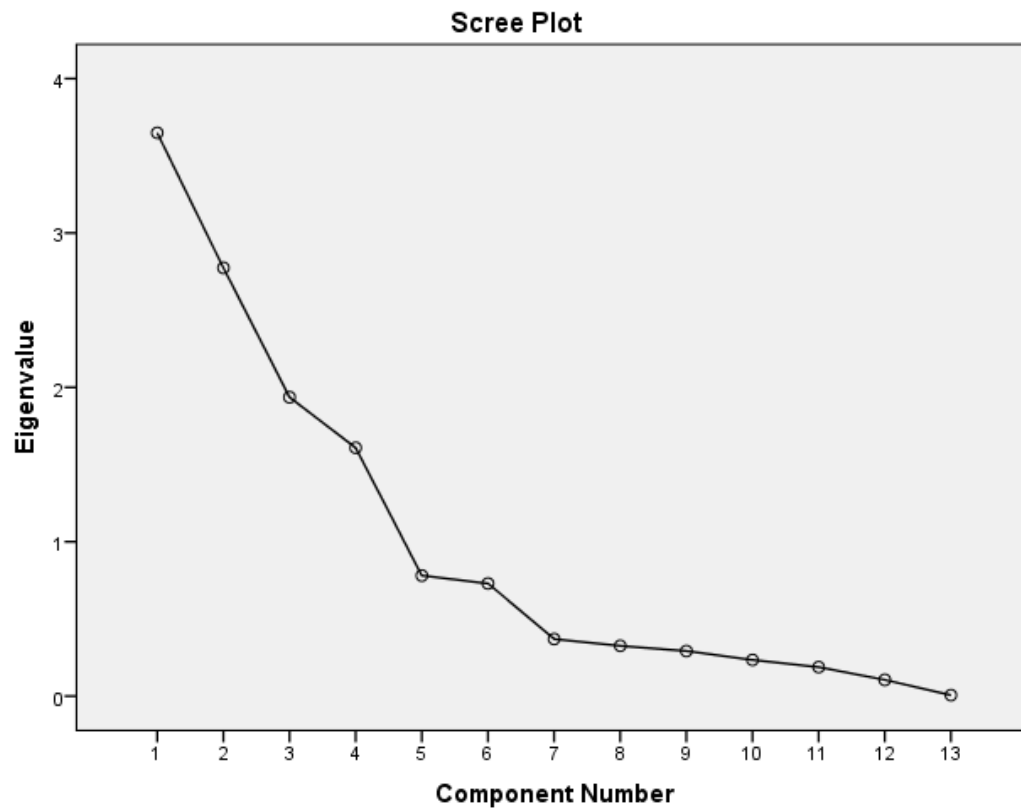


Fig 5.1

5.1.5 Component Matrix for four wheeler segment mechanics

| | Component | | | |
|---------------------|-----------|-------|-------|-------|
| | 1 | 2 | 3 | 4 |
| Profit Margin | .672 | -.072 | .059 | .483 |
| Price | .027 | .356 | .005 | .570 |
| Product Training | .830 | .346 | -.012 | -.017 |
| Purchasing Location | .036 | .668 | -.170 | .383 |
| Availability | -.044 | .720 | .057 | .464 |
| Timely Delivery | .000 | -.040 | .752 | -.074 |
| Purchase Experience | .007 | .358 | .689 | -.024 |
| Packet Size | .248 | .750 | -.003 | .003 |
| Communication | .265 | .000 | .722 | -.027 |
| Extra Benefits | .627 | -.042 | .363 | .024 |
| Order Commitment | .265 | -.001 | .754 | -.023 |
| Brand Performance | .247 | .011 | .024 | .721 |
| Quality | .015 | .063 | .322 | .780 |

5.1.6 Factor analysis to determine the factors for brand positioning of automotive lubricants for four wheeler segment mechanics.

Table: 5.3 Factors for four wheeler segment mechanics

| Factors | Variables | Factor Loading | Factor Name |
|----------------|---------------------|-----------------------|-----------------------|
| Factor 1 | Profit margin | 0.672 | Incentives |
| | Product Training | 0.830 | |
| | Extra benefits | 0.627 | |
| Factor 2 | Availability | 0.720 | Accessibility |
| | Purchasing location | 0.668 | |
| | Packet size | 0.750 | |
| Factor 3 | Order commitment | 0.754 | Channel Relationship |
| | Timely delivery | 0.752 | |
| | Purchase Experience | 0.689 | |
| | Communication | 0.722 | |
| Factor 4 | Quality | 0.780 | Brand competitiveness |
| | Brand performance | 0.721 | |
| | Price | 0.570 | |

5.2 Reliability Test for four wheeler segment mechanics

Table: 5.4 Reliability Test for four wheeler segment mechanics

| Factors | Variables | Cronbach α | Factor Name | Cronbach α |
|----------------|---------------------|-------------------------------------|-----------------------|-------------------------------------|
| Factor 1 | Profit margin | 0.761 | Incentives | 0.808 |
| | Product Training | 0.845 | | |
| | Extra benefits | 0.820 | | |
| Factor 2 | Availability | 0.678 | Accessibility | 0.726 |
| | Purchasing location | 0.765 | | |
| | Packet size | 0.735 | | |
| Factor 3 | Order commitment | 0.674 | Channel Relationship | 0.727 |
| | Timely delivery | 0.734 | | |
| | Purchase Experience | 0.823 | | |
| | Communication | 0.678 | | |
| Factor 4 | Quality | 0.867 | Brand Competitiveness | 0.815 |
| | Brand Performance | 0.768 | | |
| | Price | 0.765 | | |

Reliability Test for Mechanics

Case Processing Summary

| | | N | % |
|-------|----------|-----|-------|
| Cases | Valid | 248 | 89.9 |
| | Excluded | 28 | 10.1 |
| | Total | 276 | 100.0 |

Researcher has got the responses from 248 mechanics. Responses of 28 mechanics inadequate so researcher excluded that data.

Table: 5.5 Reliability Statistics for Mechanics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .714 | .725 | 13 |

Cronbach's Alpha is greater than 0.5 it means that identified factors are reliable.

5.3 Perceptual mapping for four wheelers segment mechanics

Perceptual mapping has been used to do the comparative analysis between brand positioning of private and PSU's automotive lubricant brands for four wheeler segments mechanics.

First of all researcher sort the respondents on the basis of automotive lubricant brands.

The data obtained from 248 respondents.

Further researcher has calculated the mean value of the responses on the basis of brand. The feedbacks of the responses are on the following scale:

1 – Strongly Disagree.

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Table: 5.6 Mean values of the responses of the mechanics for Servo brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|-----------------------|-------------|
| Servo | Profit Margin | 2.09 | Incentives | 2.11 |
| | Product Training | 2.22 | | |
| | Extra Benefits | 2.02 | | |
| | Availability | 4.07 | Accessibility | 4.02 |
| | Purchasing Location | 3.87 | | |
| | Packet Size | 4.12 | | |
| | Order Commitment | 2.11 | Channel Relationship | 2.22 |
| | Timely Delivery | 2.34 | | |
| | Purchase Experience | 2.41 | | |
| | Communication | 2.02 | | |
| | Quality | 2.44 | Brand Competitiveness | 2.30 |
| | Price | 2.32 | | |
| | Brand Performance | 2.14 | | |

Table: 5.7 Mean values of the responses of the mechanics for HP Lube brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|-------------------|---------------------|-------------|-----------------------|-------------|
| HP Lube | Profit Margin | 2.11 | Incentives | 2.08 |
| | Product Training | 2.18 | | |
| | Extra Benefits | 1.95 | | |
| | Availability | 4.12 | Accessibility | 3.97 |
| | Purchasing Location | 4.03 | | |
| | Packet Size | 3.76 | | |
| | Order Commitment | 2.31 | Channel Relationship | 2.16 |
| | Timely Delivery | 2.11 | | |
| | Purchase Experience | 2.09 | | |
| | Communication | 2.13 | | |
| | Quality | 2.03 | Brand Competitiveness | 1.94 |
| | Price | 1.99 | | |
| Brand Performance | 1.80 | | | |

Table: 5.8 Mean values of the responses of the mechanics for Mak Lubricant brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|-----------------------|-------------|
| Mak Lubricant | Profit Margin | 2.31 | Incentives | 2.12 |
| | Product Training | 2.07 | | |
| | Extra Benefits | 1.98 | | |
| | Availability | 3.32 | Accessibility | 3.27 |
| | Purchasing Location | 3.21 | | |
| | Packet Size | 3.28 | | |
| | Order Commitment | 2.05 | Channel Relationship | 1.89 |
| | Timely Delivery | 2.12 | | |
| | Purchase Experience | 2.07 | | |
| | Communication | 1.32 | | |
| | Quality | 2.31 | Brand Competitiveness | 2.29 |
| | Price | 2.22 | | |
| | Brand Performance | 2.34 | | |

Table: 5.9 Mean values of the responses of the mechanics for Veedol brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|-----------------------|-------------|
| Veedol | Profit Margin | 4.01 | Incentives | 3.94 |
| | Product Training | 4.05 | | |
| | Extra Benefits | 3.76 | | |
| | Availability | 2.21 | Accessibility | 2.31 |
| | Purchasing Location | 2.35 | | |
| | Packet Size | 2.37 | | |
| | Order Commitment | 3.77 | Channel Relationship | 3.56 |
| | Timely Delivery | 3.44 | | |
| | Purchase Experience | 3.52 | | |
| | Communication | 3.51 | | |
| | Quality | 3.88 | Brand Competitiveness | 3.81 |
| | Price | 3.76 | | |
| | Brand Performance | 3.79 | | |

Table: 5.10 Mean values of the responses of the mechanics for Castrol brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|-----------------------|-------------|
| Castrol | Profit Margin | 4.17 | Incentives | 4.14 |
| | Product Training | 4.09 | | |
| | Extra Benefits | 4.16 | | |
| | Availability | 2.45 | Accessibility | 2.39 |
| | Purchasing Location | 2.35 | | |
| | Packet Size | 2.37 | | |
| | Order Commitment | 4.11 | Channel Relationship | 4.03 |
| | Timely Delivery | 4.05 | | |
| | Purchase Experience | 3.97 | | |
| | Communication | 3.99 | | |
| | Quality | 3.86 | Brand Competitiveness | 3.83 |
| | Price | 3.81 | | |
| | Brand Performance | 3.82 | | |

Table: 5.11 Mean values of the responses of the mechanics for Gulf brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|-----------------------|-------------|
| Gulf | Profit Margin | 3.97 | Incentives | 3.90 |
| | Product Training | 3.87 | | |
| | Extra Benefits | 3.86 | | |
| | Availability | 2.31 | Accessibility | 2.21 |
| | Purchasing Location | 2.18 | | |
| | Packet Size | 2.14 | | |
| | Order Commitment | 4.05 | Channel Relationship | 4.01 |
| | Timely Delivery | 4.13 | | |
| | Purchase Experience | 4.11 | | |
| | Communication | 3.75 | | |
| | Quality | 3.41 | Brand Competitiveness | 3.37 |
| | Price | 3.86 | | |
| | Brand Performance | 2.84 | | |

Table: 5.12 Mean values of the responses of the mechanics for others brand on different factors.

| Brands | Variables | Mean | Factor | Mean |
|---------------|---------------------|-------------|-----------------------|-------------|
| Others | Profit Margin | 3.82 | Incentives | 3.79 |
| | Product Training | 3.77 | | |
| | Extra Benefits | 3.78 | | |
| | Availability | 2.43 | Accessibility | 2.33 |
| | Purchasing Location | 2.31 | | |
| | Packet Size | 2.25 | | |
| | Order Commitment | 4.03 | Channel Relationship | 3.89 |
| | Timely Delivery | 3.99 | | |
| | Purchase Experience | 4.08 | | |
| | Communication | 3.46 | | |
| | Quality | 4.11 | Brand Competitiveness | 4.02 |
| | Price | 3.88 | | |
| | Brand Performance | 4.07 | | |

Perceptual Map has been drawn in between all the possible combination of Factors of PSU'S and Private automotive lubricant brands for four wheeler segment mechanics.

Perceptual Map have been drawn in between all the possible combination of Factors for four wheeler segment mechanics

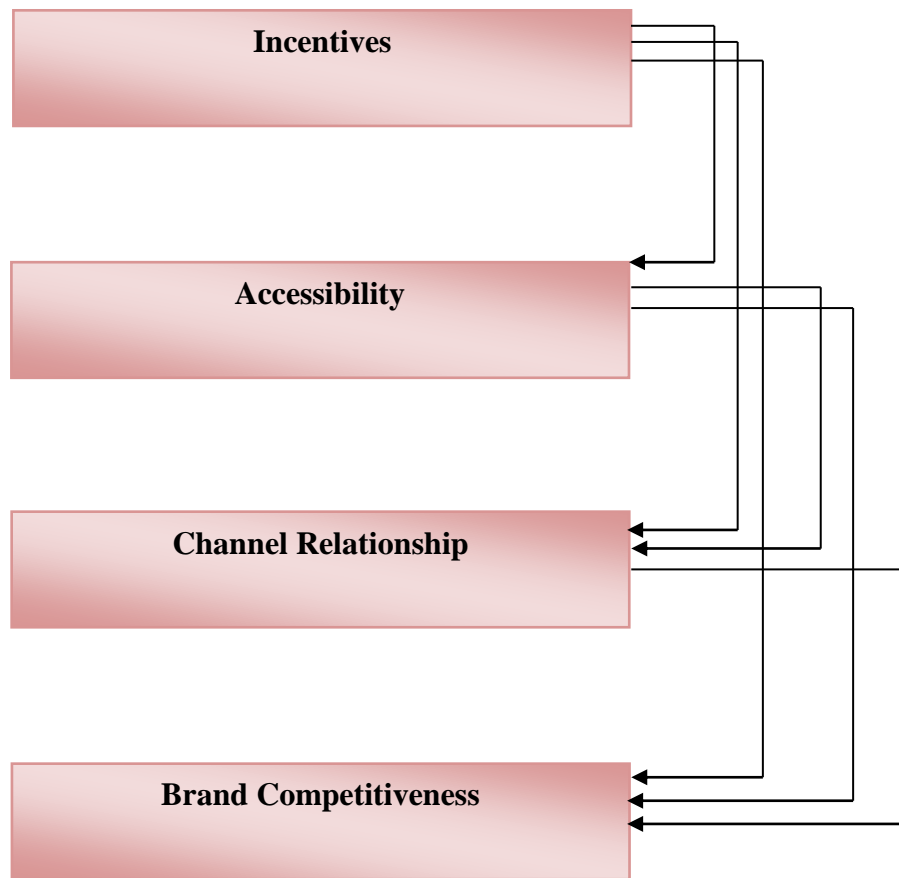


Fig 5.2

Perceptual mapping between Incentives and Accessibility of different brands for four wheelers segment mechanics.

| Brands | Incentives | Accessibility |
|---------------|-------------------|----------------------|
| Servo | 2.11 | 4.02 |
| HP Lube | 2.08 | 3.97 |
| Mak Lubricant | 2.12 | 3.27 |
| Veedol | 3.94 | 2.31 |
| Castrol | 4.14 | 2.39 |
| Gulf | 3.9 | 2.21 |
| Others | 3.79 | 2.33 |

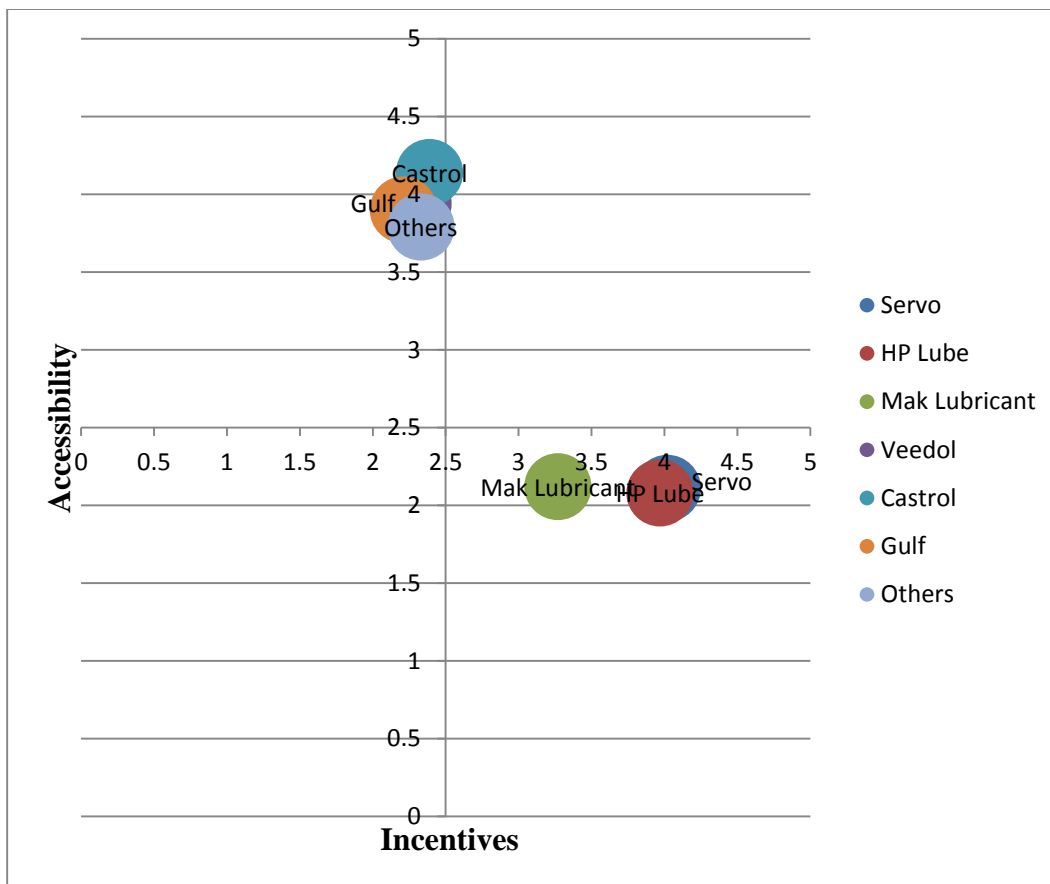


Fig 5.3

Perceptual Mapping between Incentives and Accessibility of PSU's and Private brands of four wheelers segment mechanics.

| Brands | Incentives | Accessibility |
|---------|------------|---------------|
| PSU's | 2.10 | 3.75 |
| Private | 3.94 | 2.31 |

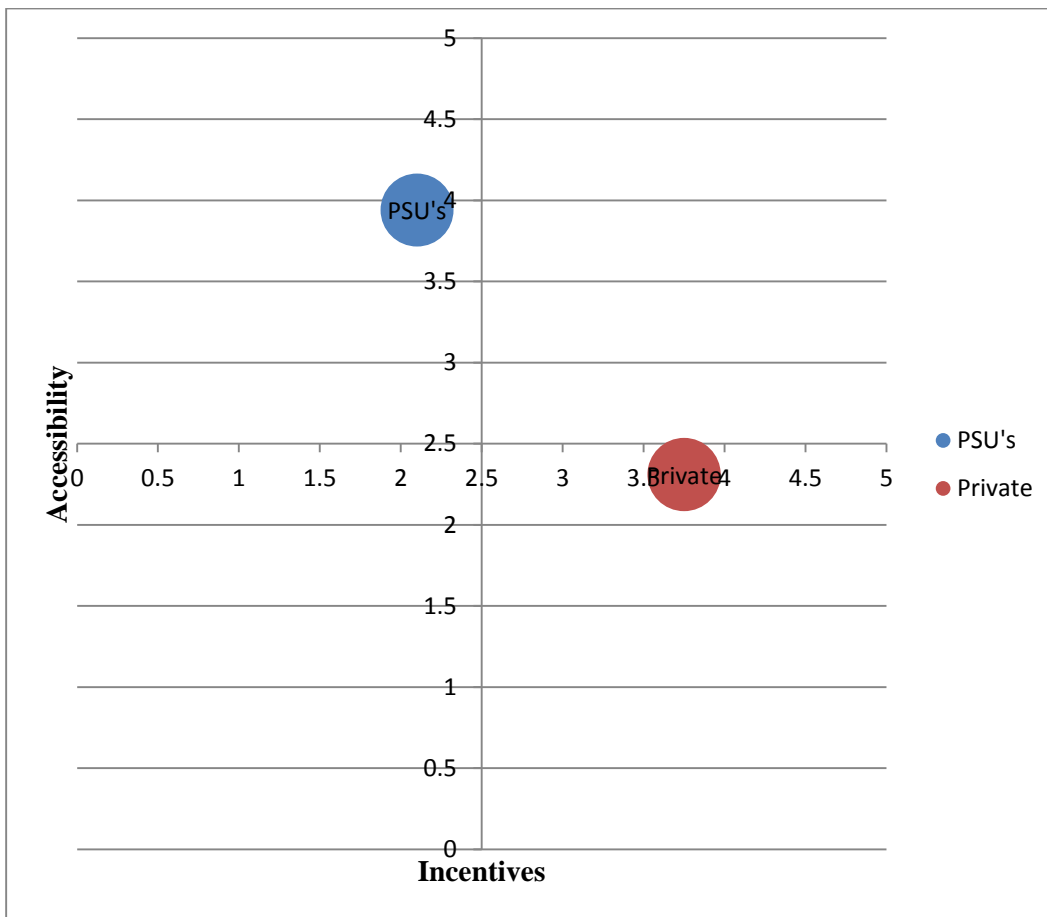


Fig 5.4

Findings: Perceptual map shows that PSU's brands are lagging behind private brands on factor Incentives but performing better on factor accessibility.

Perceptual Mapping between Incentives and Channel Relationship of different brands for four wheeler segment mechanics.

| Brands | Incentives | Channel Relationship |
|---------------|-------------------|-----------------------------|
| Servo | 2.11 | 2.22 |
| HP Lube | 2.08 | 2.16 |
| Mak Lubricant | 2.12 | 1.89 |
| Veedol | 3.94 | 3.56 |
| Castrol | 4.14 | 4.03 |
| Gulf | 3.9 | 4.01 |
| Others | 3.79 | 3.89 |

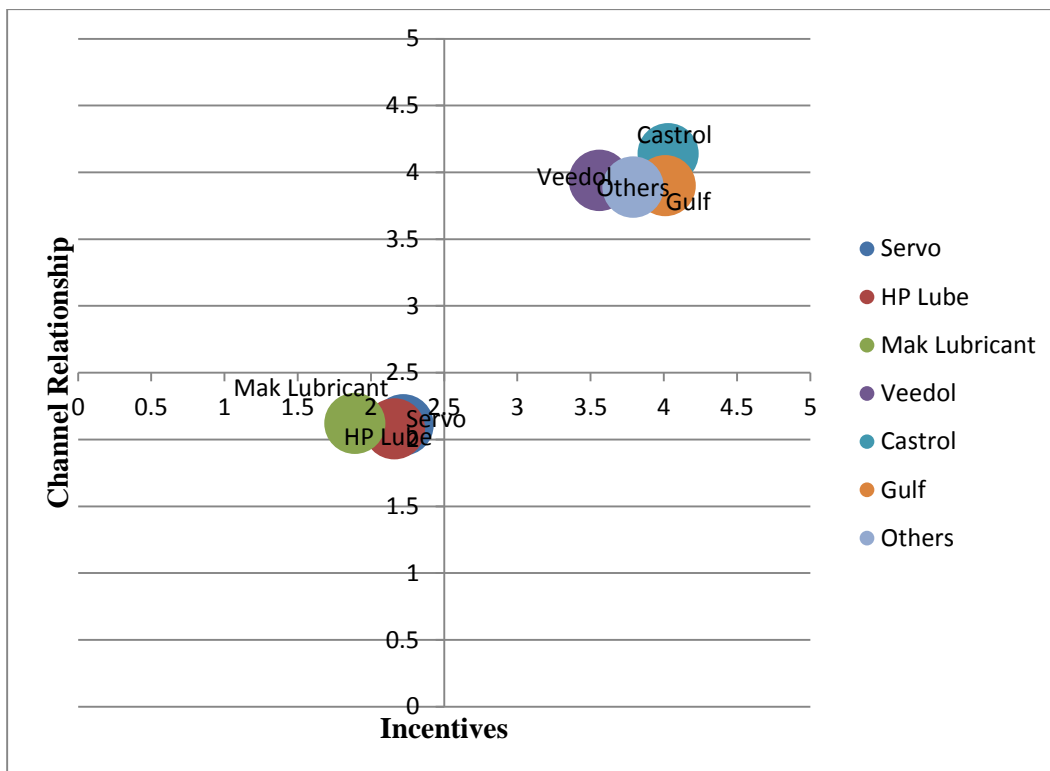


Fig 5.5

Perceptual Mapping between Incentives and Channel Relationship of PSU's and Private brands for four wheeler segment mechanics.

| Brands | Incentives | Channel Relationship |
|---------------|-------------------|-----------------------------|
| PSU's | 2.10 | 2.09 |
| Private | 3.94 | 3.87 |

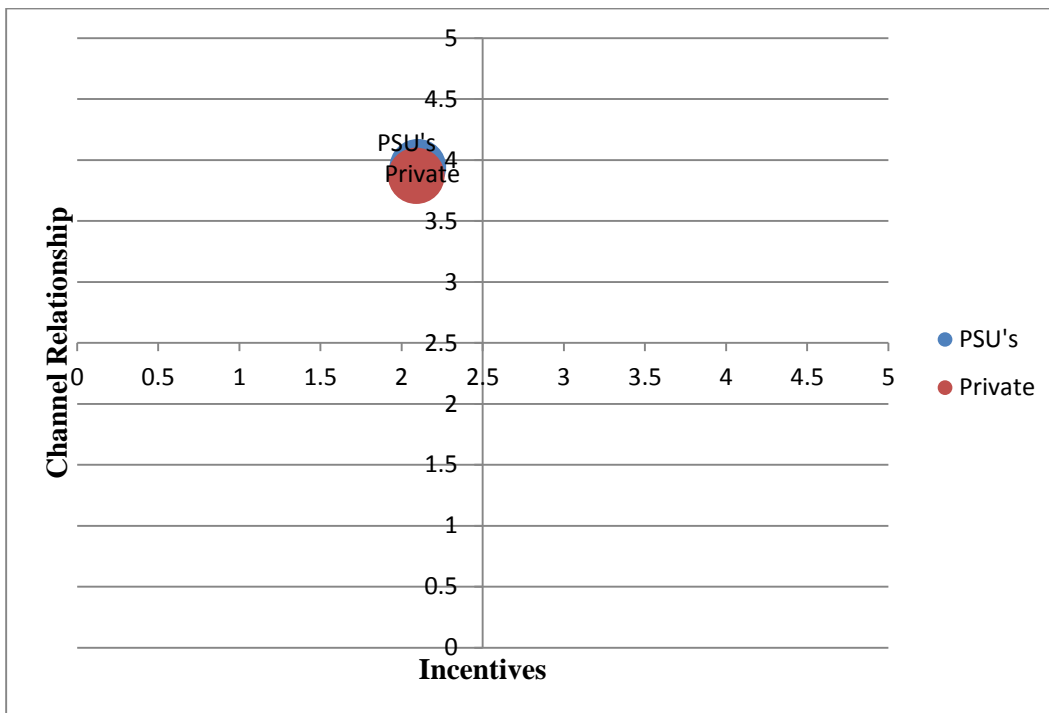


Fig 5.6

Findings: Perceptual map shows that PSU's brands are lagging behind private brands on the factors Incentives and channel relationship.

Perceptual Mapping between Incentives and Brand Competitiveness of different brands for four wheeler segment mechanics.

| Brands | Incentives | Brand Competitiveness |
|---------------|-------------------|------------------------------|
| Servo | 2.11 | 2.3 |
| HP Lube | 2.08 | 1.94 |
| Mak Lubricant | 2.12 | 2.29 |
| Veedol | 3.94 | 3.81 |
| Castrol | 4.14 | 3.83 |
| Gulf | 3.9 | 3.37 |
| Others | 3.79 | 4.02 |

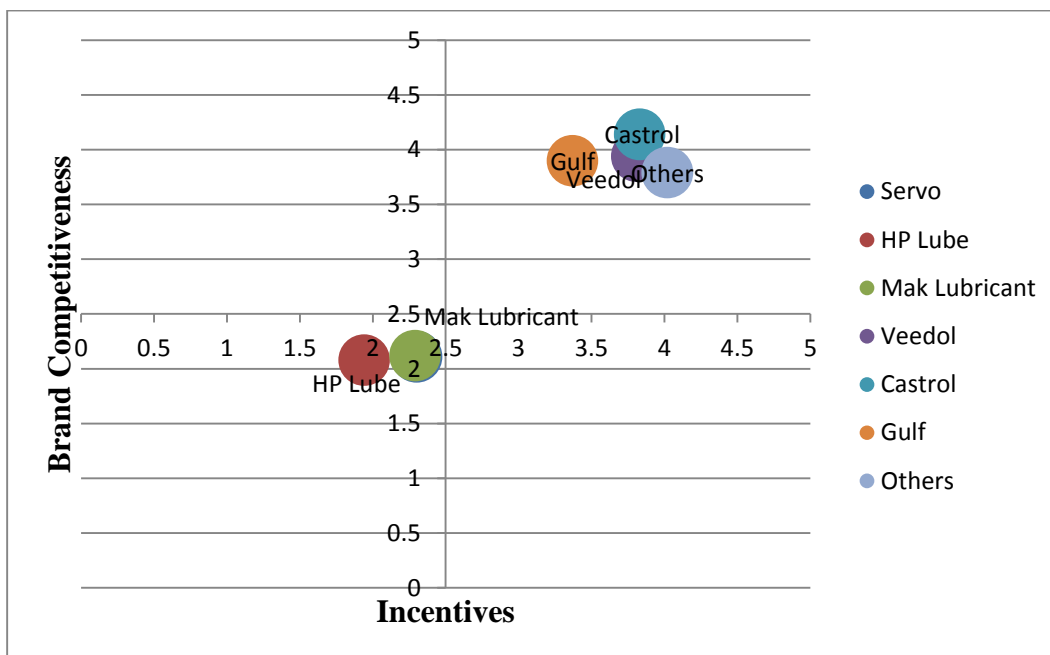


Fig 5.7

Perceptual Mapping between Incentives and Brand Competitiveness of PSU's and Private brands for four wheeler segment mechanics.

| Brands | Incentives | Brand Competitiveness |
|---------------|-------------------|------------------------------|
| PSU's | 2.10 | 2.18 |
| Private | 3.94 | 3.76 |

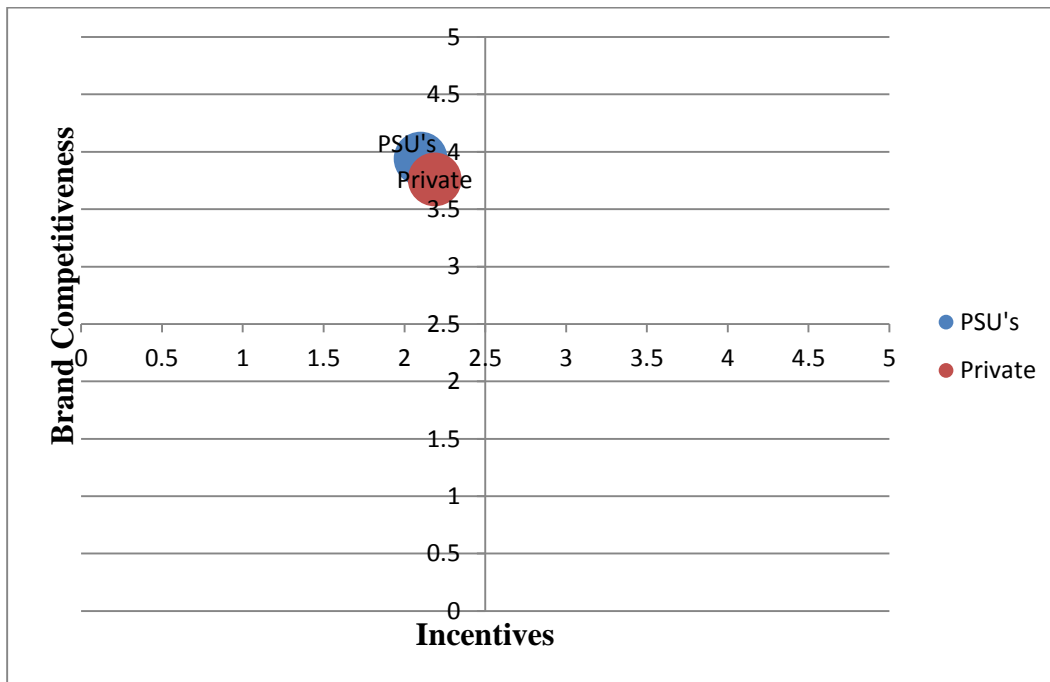


Fig 5.8

Findings: Perceptual map shows that PSU's brands are lagging behind private brands on the factors Incentives and brand competitiveness.

Perceptual Mapping between factors Accessibility and Channel Relationship of different brands for four wheelers segment mechanics.

| Brands | Accessibility | Channel Relationship |
|---------------|---------------|----------------------|
| Servo | 4.02 | 2.22 |
| HP Lube | 3.97 | 2.16 |
| Mak Lubricant | 3.27 | 1.89 |
| Veedol | 2.31 | 3.56 |
| Castrol | 2.39 | 4.03 |
| Gulf | 2.21 | 4.01 |
| Others | 2.33 | 3.89 |

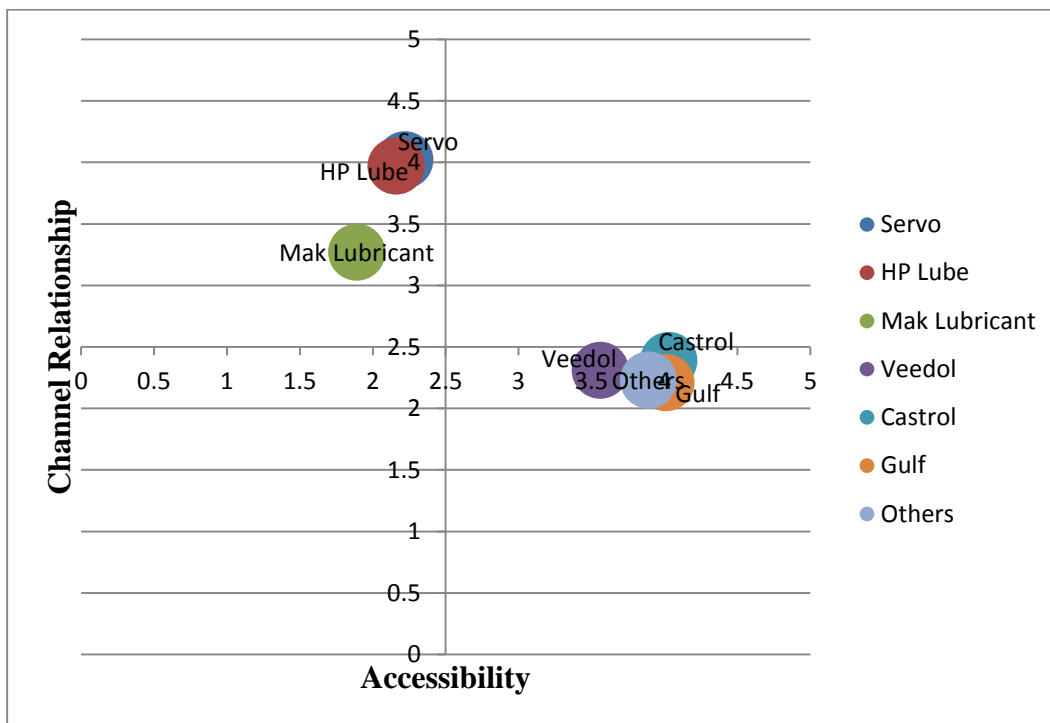


Fig 5.9

Perceptual Mapping between Accessibility and Channel Relationship of PSU's and Private brands for four wheeler segment mechanics.

| Brands | Accessibility | Channel Relationship |
|---------|---------------|----------------------|
| PSU's | 3.75 | 2.09 |
| Private | 2.31 | 3.87 |

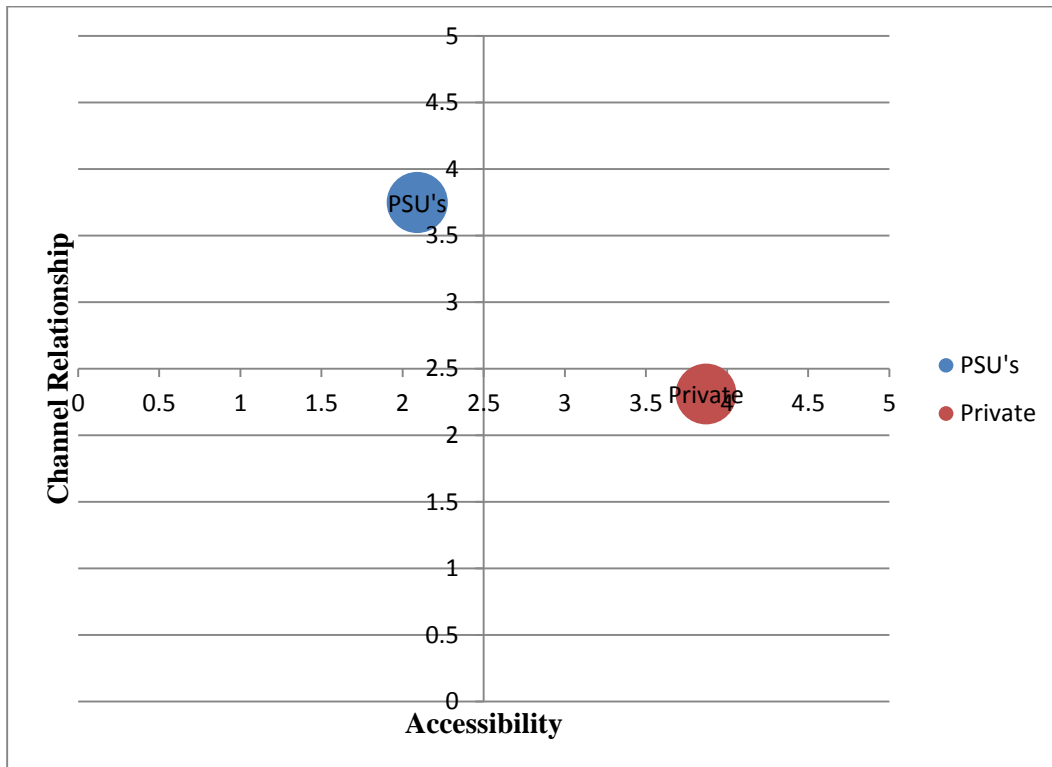


Fig 5.10

Findings: Perceptual map shows that PSU's brands are stronger than private brands on factor accessibility but lagging behind private brands on the factor channel relationship.

Perceptual Mapping between Accessibility and Brand Competitiveness of different brands for four wheeler segment mechanics.

| Brands | Accessibility | Brand Competitiveness |
|---------------|----------------------|------------------------------|
| Servo | 4.02 | 2.3 |
| HP Lube | 3.97 | 1.94 |
| Mak Lubricant | 3.27 | 2.29 |
| Veedol | 2.31 | 3.81 |
| Castrol | 2.39 | 3.83 |
| Gulf | 2.21 | 3.37 |
| Others | 2.33 | 4.02 |

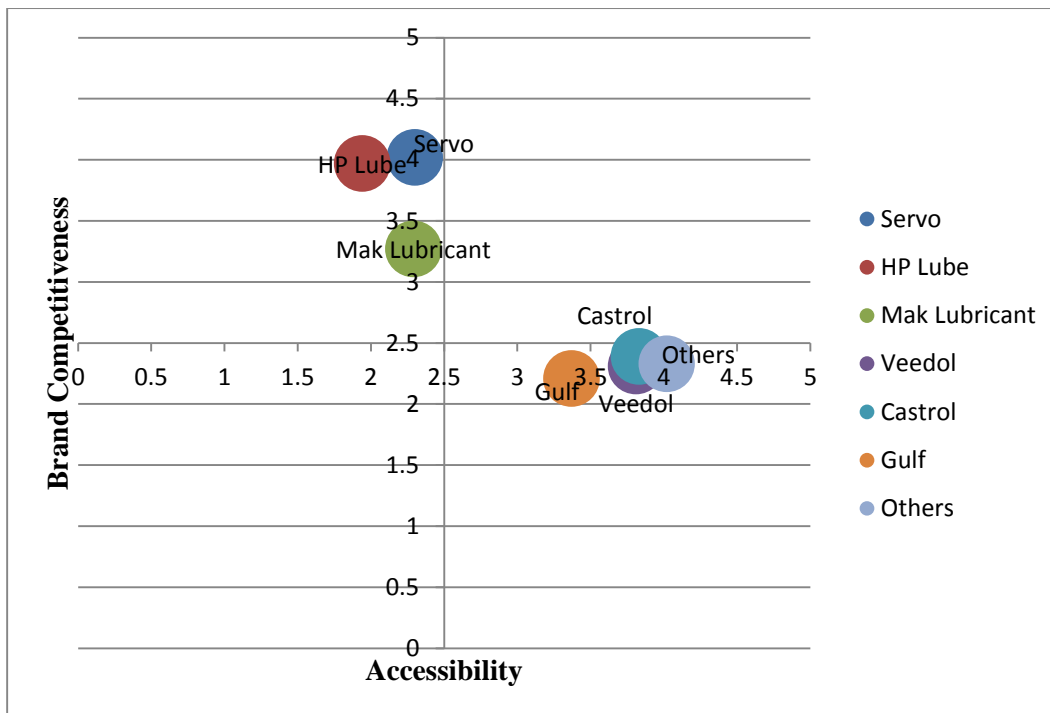


Fig 5.11

Perceptual Mapping between Brand Competitiveness and Accessibility of PSU's and Private brands for four wheeler segment mechanics.

| Brands | Accessibility | Brand Competitiveness |
|---------|---------------|-----------------------|
| PSU's | 3.75 | 2.18 |
| Private | 2.31 | 3.76 |

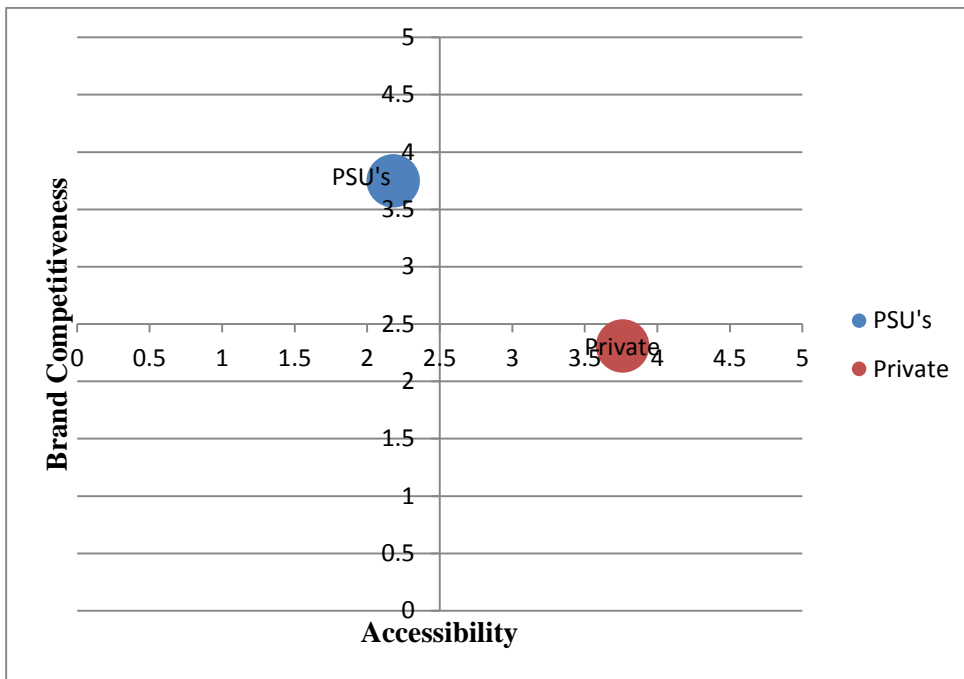


Fig 5.12

Findings: Perceptual map show that PSU's brands are performing better on factor accessibility in comparison private brand but lagging behind private brands on the factor brand competitiveness.

Perceptual Mapping between Channel Relationship and Brand Competitiveness of different brands for four wheeler segment mechanics.

| Brands | Channel Relationship | Brand Competitiveness |
|---------------|-----------------------------|------------------------------|
| Servo | 2.22 | 2.3 |
| HP Lube | 2.16 | 1.94 |
| Mak Lubricant | 1.89 | 2.29 |
| Veedol | 3.56 | 3.81 |
| Castrol | 4.03 | 3.83 |
| Gulf | 4.01 | 3.37 |
| Others | 3.89 | 4.02 |

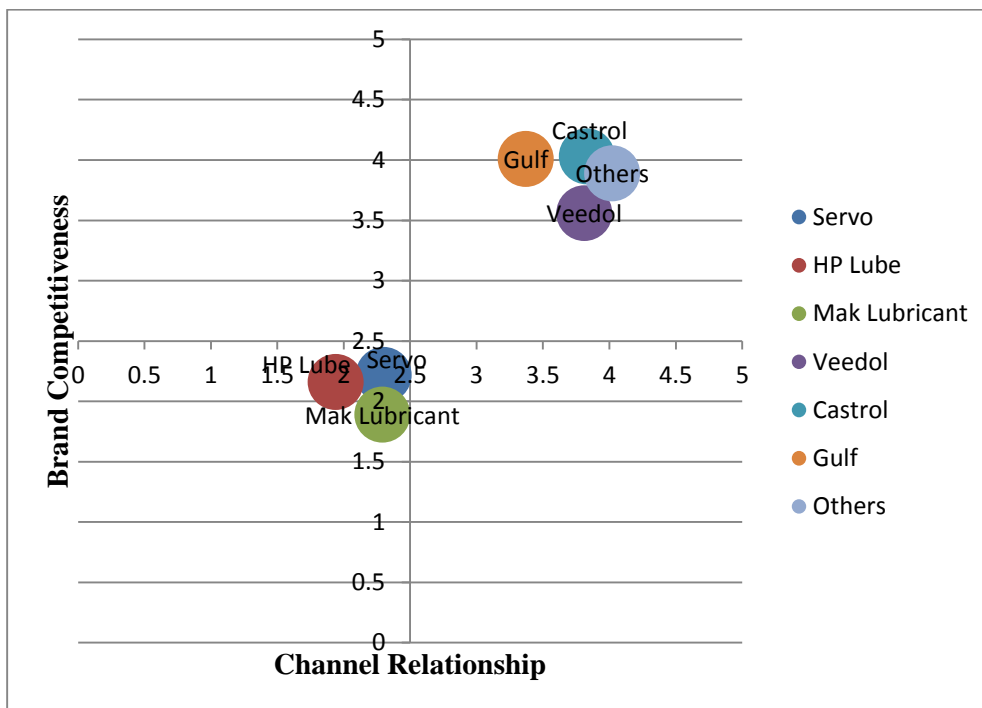


Fig 5.13

Peceptual Mapping between Channel Relationship and Brand Competitiveness of PSU's and Private brands for four wheeler segment mechanics.

| Brands | Channel Relationship | Brand Competitiveness |
|---------------|-----------------------------|------------------------------|
| PSU's | 2.09 | 2.18 |
| Private | 3.87 | 3.76 |

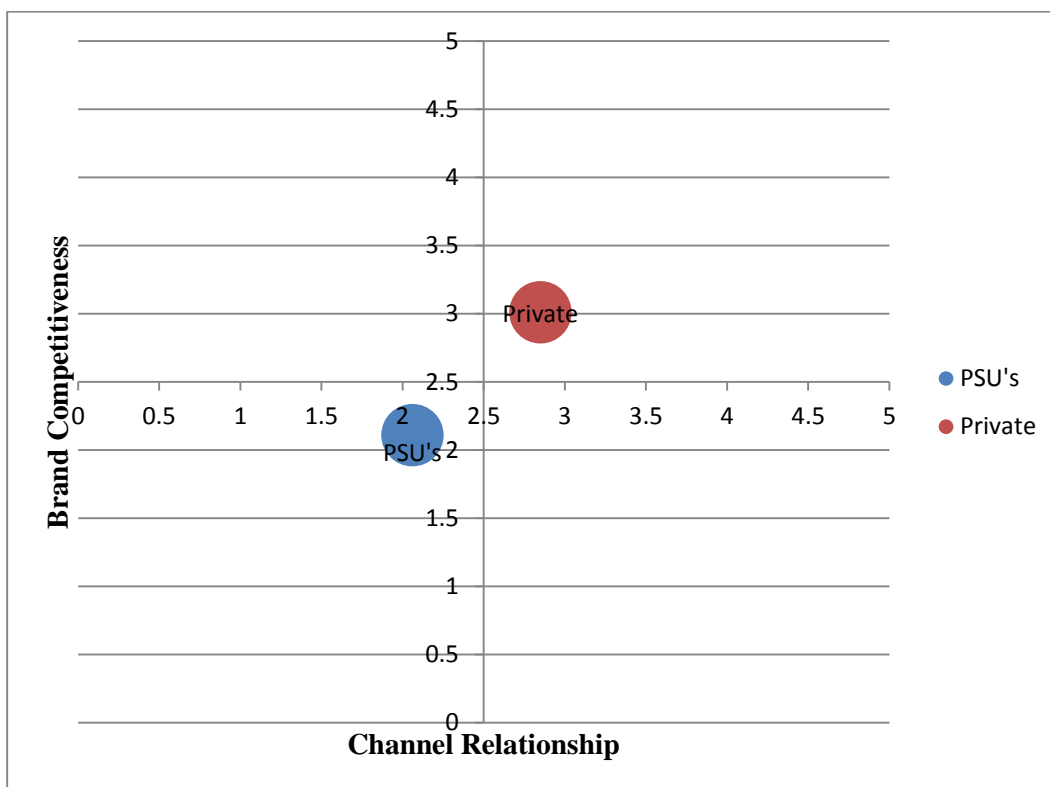


Fig 5.14

Findings: Perceptual map shows that PSU's brands are lagging behind private brands on the factors channel relationship and brand competitiveness.

Table: 5.13 Brands and Factors for four wheeler segment mechanics.

| Brand | Incentives | Accessibility | Channel Relationship | Brand Competitiveness |
|---------------|------------|---------------|----------------------|-----------------------|
| Servo | 2.11 | 4.02 | 2.22 | 2.3 |
| HP Lube | 2.08 | 3.97 | 2.16 | 1.94 |
| MAK Lubricant | 2.12 | 3.27 | 1.89 | 2.29 |
| Veedol | 3.94 | 2.31 | 3.56 | 3.81 |
| Castrol | 4.14 | 2.39 | 4.03 | 3.83 |
| Gulf | 3.9 | 2.21 | 4.01 | 3.37 |
| Others | 3.79 | 2.33 | 3.89 | 4.02 |

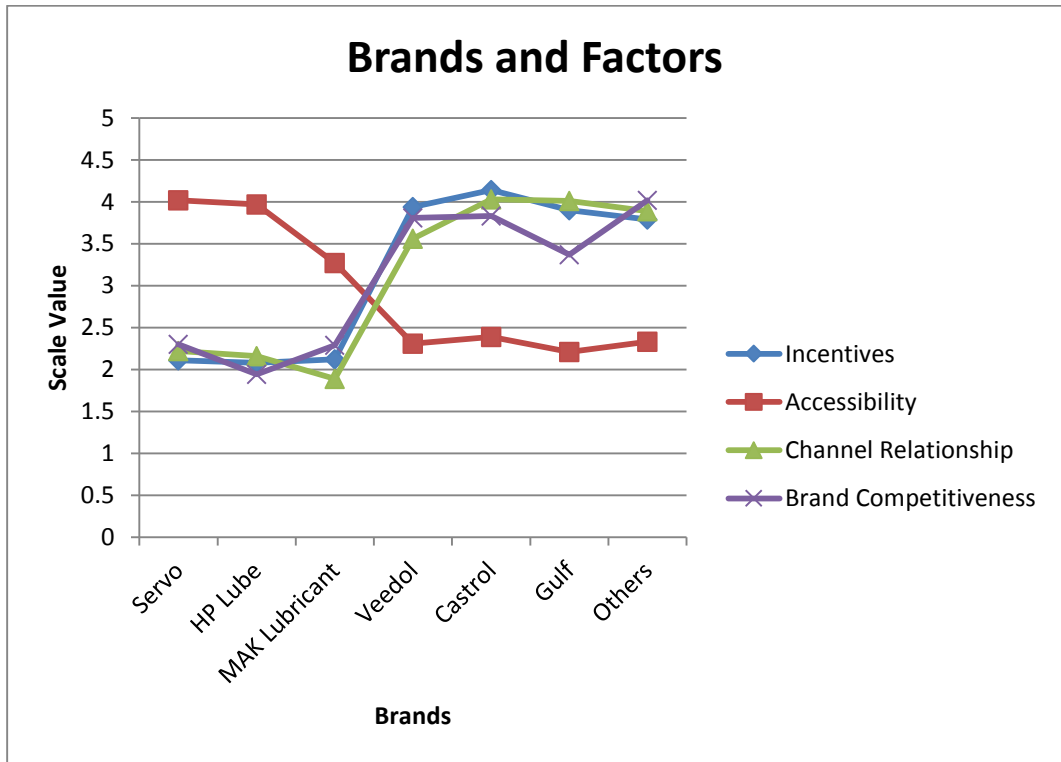


Fig 5.15

From all the above perceptual mapping based on the perception of the mechanics it has been identified that PSUs brands (Servo, HP Lube and Mak Lubricant) are lagging behind private brands (Veedol, Castrol, Gulf and Others) on the factors Incentives, Channel Relationship and Brand Competitiveness which is a combination of the following variables.

| Factors | Variables |
|-----------------------|---------------------|
| Incentives | Profit Margin |
| | Product Training |
| | Extra Benefits |
| Channel Relationship | Order Commitment |
| | Timely Delivery |
| | Purchase Experience |
| | Communication |
| Brand Competitiveness | Quality |
| | Brand Performance |
| | Price |

5.4 Z-test for four wheeler segment mechanics

H01: There is no significance difference between the Incentives of PSU's and Private automotive lubricant brands.

H1a: There is a significance difference between the Incentives of PSU's and Private automotive lubricant brands.

Group Statistics

| | Private/Public | N | Mean | Std. Deviation | Std. Error Mean |
|------------|----------------|-----|------|----------------|-----------------|
| Incentives | Public | 143 | 2.10 | 1.3891 | .03400 |
| | Private | 105 | 3.04 | .7837 | .04393 |

Table: 5.14 Z-Test for factor Incentives

| | | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | |
|------------|-----------------------------|---|------|------------------------------|-------|-----------------|-----------------|-----------------------|---|--------|
| | | F | Sig. | Z | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Incentives | Equal variances assumed | .765 | .237 | .303 | 246 | .032 | .90000 | .08291 | -.13289 | .28374 |
| | Equal variances not assumed | | | .205 | 213.3 | .024 | .90000 | .07819 | -.12734 | .27383 |

The p value or sig (2 tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the Incentives of PSU's and Private automotive lubricants brands. The mean value of PSU's brands is 2.10 whereas the mean value of private brands is 3.04. It shows that PSU's brands are lagging behind the private brands on factor Incentives.

H02: There is no significance difference between the Accessibility of PSU's and Private automotive lubricant brands.

H2a: There is a significance difference between the Accessibility of PSU's and Private automotive lubricant brands.

Group Statistics

| | PSU's/Private | N | Mean | Std. Deviation | Std. Error Mean |
|---------------|----------------|-----|------|----------------|-----------------|
| Accessibility | PSU's Brands | 143 | 3.75 | 1.292 | .034 |
| | Private Brands | 105 | 2.31 | 1.191 | .030 |

Table: 5.15 Z-Test for factor Accessibility

| | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | | |
|---------------|---|------|------------------------------|--------|-----------------|-----------------|-----------------------|---|-------|------|
| | F | Sig. | Z | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | | |
| | | | | | | | | Lower | Upper | |
| Accessibility | Equal variances assumed | .045 | .982 | -1.202 | 246 | .028 | 20 | .830 | -.350 | .090 |
| | Equal variances not assumed | | | -1.209 | 213 | .027 | -.129 | .830 | -.350 | .089 |

The p value or sig (2 tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the accessibility of PSU's and Private automotive lubricants brands. The mean value of PSU's brands is 3.75 whereas the mean value of private brands is 2.31. It shows that PSU's brands are performing better than the private brands on factor accessibility.

H03: There is no significance difference between the Channel Relationship of PSU's and Private automotive lubricant brands.

H3a: There is a significance difference between the Channel Relationship of PSU's and Private automotive lubricant brands.

Group Statistics

| | PSU's/Private | N | Mean | Std. Deviation | Std. Error Mean |
|----------------------|----------------|-----|------|----------------|-----------------|
| Channel Relationship | PSU's Brands | 143 | 2.09 | .850 | .077 |
| | Private Brands | 105 | 3.87 | .202 | .049 |

Table: 5.16 Z-Test for factor Channel Relationship

| | | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | |
|----------------------|-----------------------------|---|------|------------------------------|--------|-----------------|-----------------|-----------------------|---|-------|
| | | F | Sig. | Z | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Channel Relationship | Equal variances assumed | .9839 | .304 | .595 | 246 | .020 | .7900 | .069 | -.196 | .137 |
| | Equal variances not assumed | | | .993 | 213.03 | .033 | .7900 | .085 | -.187 | .126 |

The p value or sig (2 tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the channel relationship of PSU's and Private automotive lubricants brands. The mean value of PSU's brands is 2.09 whereas the mean value of private brands is 3.87. It shows that the PSU's brands are lagging behind the private brands on factor channel relationship.

H04: There is no significance difference between the Brand Competitiveness of PSU's and Private automotive lubricant brands.

H4a: There is a significance difference between the Brand Competitiveness of PSU's and Private automotive lubricant brands.

Group Statistics

| | PSU's/Private | N | Mean | Std. Deviation | Std. Error Mean |
|-----------------------|----------------|-----|------|----------------|-----------------|
| Brand Competitiveness | PSU's Brands | 143 | 2.18 | .756 | .045 |
| | Private Brands | 105 | 3.76 | .987 | .039 |

Table: 5.17 Z-Test for factor Brand Competitiveness

| | | Levene's Test for Equality of Variances | | Z-test for Equality of Means | | | | | | |
|-----------------------|-----------------------------|---|------|------------------------------|--------|-----------------|-----------------|-----------------------|---|-------|
| | | F | Sig. | Z | Df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Brand Competitiveness | Equal variances assumed | .728 | .452 | 1.839 | 246 | .033 | .9000 | .450 | -.034 | .357 |
| | Equal variances not assumed | | | 1.393 | 313.09 | .038 | .9000 | .343 | -.045 | .533 |

The p value or Sig. (2-tailed) value is less than .05. Hence the null hypothesis is rejected. It means that there is a significance difference between the Brand Competitiveness of PSU's and Private automotive lubricant brands. The mean value of PSU's brands is 2.18 whereas the mean value of private brands is 3.76. It shows that PSU's brands are lagging behind the private brands on factor competitiveness.

Validation by Z-Test

From the above all the perceptual mapping it has been identified on the basis of mechanics perception that PSUs brands (Servo, HP Lube and Mak Lubricant) are lagging behind the private brands (Veedol, Castrol, Gulf and Others) on the factors Incentives, channel relationship and brand competitiveness which is a combination of the following variables.

| Factors | Variables |
|-----------------------|---------------------|
| Incentives | Profit Margin |
| | Product Training |
| | Extra Benefits |
| Channel Relationship | Order Commitment |
| | Timely Delivery |
| | Purchase Experience |
| | Communication |
| Brand Competitiveness | Quality |
| | Brand Performance |
| | Price |

5.5 Conceptual Framework for Brand Positioning of PSU’s automotive lubricant brands for four wheeler segment.

The obtained result of objective two has been fitted into the Kevin Lane Keller model of brand positioning. The obtained model is the conceptual framework for brand positioning of PSU’s automotive lubricant brand for four wheeler segment (consumers and mechanics).

| | Present | Future |
|---------------------------------------|----------------------|--|
| Four wheeler segment consumers | Accessibility | Trustworthiness, Quality & Reliability, Promotional Tools, Past Purchase Experience |
| Four wheeler segment mechanics | Accessibility | Incentives, Relationship, Competitiveness, Channel Brand |

Fig: 5.16

The above model shows that on the basis of consumers’ perception PSU’s brands are performing better on factor accessibility whereas they are lagging behind the private brands on factors trustworthiness, quality & reliability, promotional tools and past purchase experience.

Similarly on the basis of the perception of four wheeler segment mechanics PSU's brands are performing better than private brands on factor accessibility whereas lagging behind the private brand on the factors incentives, channel relationship and brand competitiveness.

Researcher has done some slightly changes in Kevin Lane Keller model according their research. In place of community and organization researcher use four wheeler segment consumers and mechanics. This model were use by researcher to develop the conceptual framework for brand positioning of automotive lubricant of PSU's for four wheeler segment consumers / mechanics.

5.6 Findings

- Five factors have been identified for brand positioning of automotive lubricant for four wheeler segment consumers which are the combination of the following variables.

| Factor Name | Variables |
|--------------------------|---------------------|
| Trustworthiness | Brand Image |
| | Worthiness |
| | Novelty |
| | Performance |
| Quality & Reliability | Quality |
| | Superiority |
| | Reliability |
| Promotional Tools | Advertising |
| | Packaging |
| | Promotion |
| Accessibility | Price |
| | Availability |
| | Purchasing Location |
| Past Purchase Experience | Experience |
| | Extra Benefits |
| | Durability |

- There is a significance difference between the trustworthiness of PSU's and Private automotive lubricants brand. The mean value of PSU's brand on factor trustworthiness is 2.56 whereas mean value of private brand is 3.85. It shows private brand performing better than PSU's on factor trustworthiness.
- There is a significance difference between the quality & reliability of PSU's and private brands. The mean value of PSU's brand on factor quality & reliability is 2.63 whereas mean of private brand is 3.93. It shows private brand performing better than PSU's brand on factor quality & reliability.
- There is a significance difference between the promotional tools of PSU's and private brands. The mean value of PSU's brand on factor promotional tools is 2.64 whereas mean of private brand is 3.83. It shows private brand performing better than PSU's on factor promotional tools.
- There is a significance difference between the accessibility of PSU's and private brands. The mean value of PSU's brand on factor accessibility is 3.79 whereas mean of private brand is 2.44. It shows private brand are lagging behind the PSU's brands on factor accessibility.

- Four factors have been identified for brand positioning of automotive lubricant for four wheeler segment mechanics which are the combination of the following variables.

| Factors | Variables |
|-----------------------|---------------------|
| Incentives | Profit margin |
| | Product Training |
| | Extra benefits |
| Accessibility | Availability |
| | Purchasing location |
| | Packet size |
| Channel Relationship | Order commitment |
| | Timely delivery |
| | Purchase Experience |
| | Communication |
| Brand competitiveness | Quality |
| | Brand performance |
| | Price |

- There is a significance difference between the incentives of PSU's and Private automotive lubricants brand. The mean value of PSU's brand on factor incentives is 2.10 whereas mean vale of private brand is 3.94. It shows private brand performing better than PSU's brand on factor incentives.
- There is a significance difference between the accessibility of PSU's and private automotive lubricant brands. The mean value of PSU's brand on factor accessibility is 3.75 whereas the mean value of private brand is 2.31. It shows private brands are lagging behind PSU's brand on factor accessibility.
- There is a significance difference between the channel relationship of PSU's and private automotive lubricant brands. The mean value of PSU's brand on factor channel relationship is 2.09 whereas mean of private brand is 3.7. It shows PSU's brands are lagging behind private brands on factor channel relationship.
- There is a significance difference between the brand competitiveness of PSU's and private automotive lubricants brand. The mean value of PSU's brand on factor brand competitiveness is 2.18 whereas mean of private brand is 3.76. It shows PSU's brands are lagging behind private brands on factor brand competitiveness.

5.7 Concluding Remarks

In this chapter researcher used the factor analysis to reduce the number of factors. Further researcher applied the reliability test to test the reliability of the factors. In this chapter ten perceptual mapping has been mapped to determine the differences between brand positioning of PSU's automotive lubricant for four wheeler segment consumers. Eight perceptual mapping has been mapped to identify the differences between brand positioning of PSU's automotive lubricant for four wheeler segment mechanics. Kevin lane Keller model has been used to developed the conceptual framework for brand positioning of PSU's automotive lubricant brand for four wheelers segment.

Chapter 5

Conclusion and Recommendation

This chapter includes the conclusion of the research. The recommendation of the research is mention in this chapter. This chapter also consist the future scope of the study. Contribution to the existing theory also mention in this chapter.

6.1 Conclusion

- Factors of brand positioning of automotive lubricants for four wheeler segment consumers are following:

Trustworthiness

Quality & Reliability

Promotional Tools

Accessibility

Past Purchase Experience

- Factors of brand positioning of automotive lubricants for four wheeler segment mechanics are following:

Incentives

Accessibility

Channel Relationship

Brand Competitiveness

- PSU's brands are lagging behind private automotive lubricant brands on the following factors for four wheeler segment consumers:

Trustworthiness

Quality & Reliability

Promotional Tools

Past Purchase Experience

- PSU's brands are lagging behind private automotive lubricants brands on the following factors for four wheeler segment mechanics:

Incentives

Channel Relationship

Brand Competitiveness

- Conceptual framework has been developed for brand positioning of PSU's automotive lubricants brand for four wheeler segments by using Kevin Lane Keller model of brand positioning.

6.2 Recommendation

- PSUs should focus on the following factors to make their brand positioning effective and attract more consumers:

Trustworthiness

Quality & Reliability

Promotional Tools

Past Purchase Experience

- PSUs should focus on the following factors to make their brand positioning effective and attract more mechanics:

Incentives

Channel Relationship

Brand Competitiveness

- Kevin Lane Keller model can be used in automotive lubricants companies to develop the conceptual framework for their brand positioning.

6.3 Direction for Future Research

This research study is based on first step of brand management process which is identifying and establishing brand positioning and values. So this research is based on identifying the factors of brand positioning on which PSU's brand are lagging behind the private brands. The second step of brand management process is plan and implements brand marketing programs which can be the scope for future study. A further research can be done to identify the marketing plan to attract more number of customers on the basis of identified factors in this research. In future study various important tools for brand positioning of PSU's automotive lubricant can be identify.

6.4 Limitation of the Research Study

This research study has been carried out in Delhi and New Delhi region. This research is limited to four wheeler segment consumers and four wheeler segment mechanics. This research is based on comparative analysis of three PSU's automotive lubricant brands (Servo, HP Lube and MAK Lubricant) and three private brands (Veedol, Castrol and Gulf).

6.5 Contribution to the Theory

In this research factor of brand positioning of automotive lubricants has been identified. Five new factors of brand positioning have been identified on the basis of perception of the four wheelers segment consumers. These factors are trustworthiness, quality & reliability, promotional tools, accessibility and past purchase experience. On the basis of the perception of mechanics, four other factors have been identified. These factors are incentives, accessibility, channel relationship and brand competitiveness. Perceptual mapping has been used to do the comparative analysis between brand positioning of PSU's and private automotive lubricant brands. Perceptual mapping is a technique which is used to measure how particular brands make their brand image distinct in consumers mind in comparison to other competitors. Kevin Lane Keller model has been used first time to develop the conceptual framework for brand positioning of PSU's automotive lubricant brands. This conceptual framework represents the factors on which PSU's are lagging behind the private brands for four wheelers segment (consumers and mechanics).

6.6 Concluding Remarks

In this chapter researcher concluded that there are five major factors for brand positioning of automotive lubricants for four wheeler segment consumers this are trustworthiness, quality & reliability, promotional tools, accessibility and past purchase experience. After that researcher done the comparative analysis between

PSU's and Private brands and determined that PSU' brand are lagging behind the private brands on the factors trustworthiness, quality & reliability, promotional tools, and past purchase experience. Similarly, researcher identified the important factors for brand positioning of automotive lubricant of PSU's for four wheeler segment mechanics. These factors are incentives, channel relationship, brand competitiveness and accessibility. After that researcher done the comparative analysis between PSU's and Private brands and determined that PSU's are lagging behind the private brands on the factors incentives, channel relationship and brand competitiveness. After that researcher fitted all the obtained result into the Kevin Lane Keller model of brand positioning, and developed the conceptual framework for brand positioning of PSU's automotive lubricant brands for four wheeler segment (consumers and mechanics).

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Appendices

Annexure I

Questionnaire for Consumers

Name:.....

Age:.....

Occupation:.....

Address (Optional): ...;.....

Mobile No. (Optional):.....

1- Gender: Male Female

2- Marital Status: Married Unmarried

3- What is your annual income?

Less than 3,00,000 3,00,000 -5,00,000 5,00,000-7,00,000

More than 7,00,000

4- Do you have a four wheeler?

Yes No

5- If yes which type of four wheeler do you have?

Petrol Diesel others

6- For what purpose you are using your four wheeler?

Commercial Non Commercial

7- Which lubricant brand you are using for your four wheeler?

Servo

HP Lube

Mak Lubricant

Veedol

Castrol

Gulf

Others:.....

8- What do you perceive about the price of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

9- What do you perceive about the packaging of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

10- What do you perceive about the advertisement of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

11- What do you perceive about the purchasing location of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

12- What do you perceive about the availability of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

13- What do you perceive about the superiority of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

14- What do you perceive about the promotional scheme of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

15- What do you perceive about the novelty of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

16- What do you perceive about the brand image of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

17- What do you perceive about the reliability of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

18- What do you perceive about the performance of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

19- What do you perceive about the experience of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

20- What do you perceive about the quality of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

21- What do you perceive about the worthiness of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

22- What do you perceive about the extra benefits of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

23- What do you perceive about the durability of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

Annexure II

Questionnaire for Mechanics

Name:.....

Age:.....

Name of the Service Station:.....

Address of the Service Station: ...;.....

Contact No. (Optional):.....

1- Gender: Male Female

2- Marital Status: Married Unmarried

3- What is your annual income?

Less than 1,00,000 1,00,000 -2,00,000 2,00,000-3,00,000
More than 3,00,000

4- Do you repair four wheeler or do the servicing of four wheeler?

Yes No

5- Which lubricant brand you are using for the four wheeler?

Servo

HP Lube

Mak Lubricant

Veedol

Castrol

Gulf

Others:.....

Kindly give your opinion about the lubricant brand which you are using in the four wheeler:

The ratings are as follows:

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5-Strongly Agree

6- What do you perceive about the profit margin of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

7- What do you perceive about the price of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

8- What do you perceive about the product training of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

9- What do you perceive about the purchasing location of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

10- What do you perceive about the availability of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

11- What do you perceive about the timely delivery of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

12- What do you perceive about the purchase experience of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

13- What do you perceive about the packet size of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

14- What do you perceive about the communication of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

15- What do you perceive about the extra benefits of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

16- What do you perceive about the order commitment of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

17- What do you perceive about the quality of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |

18- What do you perceive about the brand performance of the following automotive lubricant brand?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------|-------------------|----------|---------|-------|----------------|
| Servo | | | | | |
| HP Lube | | | | | |
| Mak Lubricant | | | | | |
| Veedol | | | | | |
| Castrol | | | | | |
| Gulf | | | | | |
| Others | | | | | |