

## A Case Study on “Retail Branding and Brand Hygiene of Jaquar & Company Pvt. Ltd.”

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**Case Summary:** The topic of retail branding and brand hygiene is nothing new to the world. It is something that the world follows and also obeys to. The importance of brand hygiene is very evident to the retail world and more so when the retailers’ business depends upon how the product looks like and what is the store environment like. The customer will always prefer that product which looks appealing and to that store which provides good environment. This case study highlights the facts that it is important that the retailers maintain proper branding and more so from the company point of view also. The company must look forward to fulfilling the interest of the dealers and converting a dealer into a happy dealer. Also, the case study highlights the fact that the retailer must concentrate on the basics of keeping the store neat and tidy both inside and outside the store (nearby area). The case also focuses on the factors that a customer often looks for while choosing which store to go and shop. It describes how dealer sells the product and how satisfied or unsatisfied the dealer is with the company and the brand. The project also focuses on the various issues of retail branding and also the various areas for improvement as far as the brand hygiene is concerned. India is a growing market when it comes to touching the world standards in the sanitary market. With the advent of the local guerrillas in the sanitary market the competition is very tough especially in the lower segment. Since the middle class group in the south-Asian and the Asian countries has shown their interest in the luxurious washroom segment it would be justified to say that the sanitary ware industry will definitely see a boom in the near future.

### Importance Of Retail Branding & Brand Hygiene



**THINGS YOU DID NOT KNOW ABOUT:**

**“ JAQUAR ”**

- Jaquar was the first company in its product category to introduce the already existent concept of after sales service.
- Jaquar adds 2000 customers daily to its long list of clientele.
- Jaquar has established its sales and service outlets in the far flung areas like the Andaman and the Nicobar islands.
- Jaquar maintains uniform prices for its dealers throughout the country.

The sanitaryware industry is on the rise ever since the world has seen a rise in the needs and wants of the people around the world. We can see this as the improved sanitation levels, low energy and the decrease in the labor cost that have somewhat been the main reason why we see a major and a sudden rise in the sanitary ware industry. This is also accompanied by the changing lifestyle of the consumers who are ready to go to any length to get world class sanitation facilities right at their disposal and at their homes. This is what has led to the growth of the sanitary ware industry during all these years.

There are a lot of items which come under the category of sanitary ware such as: wash basins, urinals, sinks, bath tubs etc to name a few. The latest sanitary ware items have different qualities like corrosion resistance, good abrasion resistance, and glazy surface with a variety of colours. It is because of properties like these that make the sanitary items irreplaceable with substances like steel and fibre etc.

This sanitary ware industry in India was earlier neglected may be in the nascent stage but now it is creating ripples in the international market with its promising features and the ever growing demand. The companies are coming out with out-of-the- box solutions to the needs of the people and also with their effective and efficient customer management systems. Bathrooms are becoming more and more luxurious, more and more nature friendly i.e. more and more eco-friendly. This means that not only there is more saving of water but also different range of marvellous features to the end user. Each and every item in today's sanitary ware industry is so designed that it gives more and more comfort and options to its users, for ex:- faucets, showers, waterless urinals, cisterns which are now automatic in operation.

Consumer perceptions of these dimensions of retailer image can help develop a strong and unique retail brand associations in the minds of the consumers. They also influence the

utilitarian and the hedonic benefits that the consumers feel they gain from the retailer patronage and ultimately the price that the premium consumers will pay the extra effort they will be willing to expend in order to shop the retailer, and the share of trips, share of requirement, and the loyalty that the retailer enjoys. By influencing the consumer preferences and the shopping behaviour in these ways, retailers' image becomes an important base for their retail brand equity.

The ceramic sanitary ware items come with an added advantage of less expensive, easy to clean and to add to that long list of advantages it comes with the variety of different colours. Gone are the days when the bathroom in our rooms were just functional rooms, the modern day washrooms come up with the unique features of automated fittings and less expensive but luxurious looking fittings. These washrooms have now become a thing to be shown-off to the guests in your home.

Today people are more than happy to spend their entire fortune just to make their washrooms according to what and how they like. There is more than 50% of the urban population that did not have any access to proper sanitation facilities, states a research carried by the government. The rural condition is even more worse which says that only around 6% of the population is covered by proper sanitation. One can clearly see the growth that the sanitary industry has gone through in the last 7-8 years. This also means that the key players have also doubled in number and so has their production capabilities and their capacity. India is a major giant when it comes to the bath and sanitaryware industry in the Asia-pacific region. Today's condition is that the unorganised sector enjoys more than half of the total market share in this industry. But the unorganised sector poses the real threat to this industry (if any). In terms of the market value, organised players lead the market but on the other hand in terms of volume, unorganised players hold the majority or we say the major share. Housing and the institutional sectors are the major growth drivers.

Sanitaryware industries in India for the last 6-7 years have shown a tremendous growth with the major players doubling their production capacity. The companies have also upgraded their manufacturing system by introducing battery casting, beam casting and have gone for the latest imported technology. These companies have also upgraded and have also introduced high value range in the market for example; JAQUAR introduced

their premium brand called ARTIZE just to grab the attention of the upper class of customers. This has been appreciated and been accepted by the people and the market.

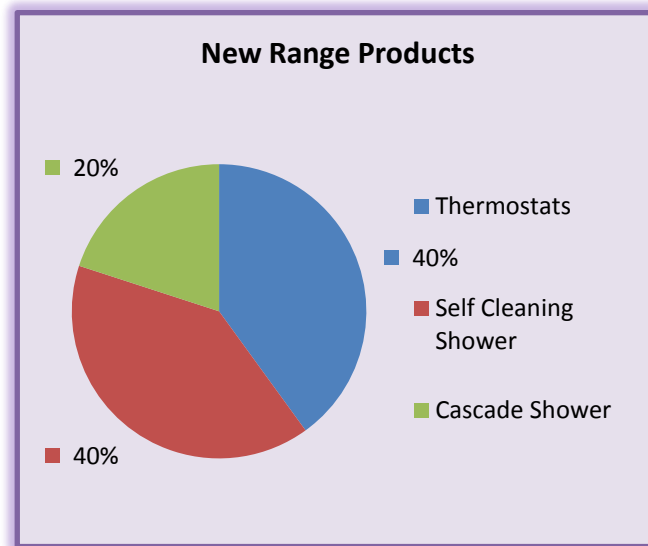


Figure : new range products (South Delhi)

the above figure shows a study that says that out of 10 dealers for a leading sanitaryware brand only 20% knew about a certain product. Then around 40% dealers were unaware of the rest of the product line which the company had already launched in the market. Moreover, around 40% of them were uncertain that a certain product even existed in the market or not. This is where the role of company should be focused upon. The company should primarily focus upon these type of the dealers and give them proper training about the company products. The company can even hold a meeting at a common place where all the dealers are called and told in detail about what the company expects out of the dealers and what it wants in the near future.

This is practiced by some firms but is yet to come in full flow as far as the other companies are concerned.

The demand for the high value sanitaryware in India is growing very fast. The companies are trying to meet the demand as per the realization per metric ton for high value product is very good which ultimately results in good profitability. In order to educate the customers in India to go for quality products and also for higher value sanitaryware, companies have adopted a very aggressive advertisement campaign.

Companies have also strengthened their dealer network by offering incentives and some are even luring the dealers to adopt their brand by giving special incentives like holiday packages for the entire family or other gifts on the sale of a pre-determined amount.

The demand for bathroom fittings is on the rise especially due to the rise in the ever increasing housing policies of the government.

When the researcher, goes past a few stores to check on the sign boards he notices one thing that if the tube lights of the boards are missing in the night then as a customer feels miserably irritated and does not wishes to go inside the store. This may be one case where a customer might feel hesitant to go inside the store; other one where a store management has not done proper branding. This brings us to the situation where in we say that branding is of pivotal importance to any retailer. More so because we live in the age of branding and marketing.

So, what are the key aspects of luring a customer into the store and make him shop for the products inside the store. This can be answered by some of the marketers by saying that proper marketing, branding this can be achieved.

Although this might look to be a herculian task but anything for an increased sales and a much bigger clientele. A proper branding should focus both on the inner as well as

the outer aspects of what is called the “**Brand hygiene**” concept. The outer branding should include how the boards look like.

Whether the lights inside the board are functioning properly or not. This and the fact that a customer always looks for quality even if he has to pay a little more to get things straight. The access to the store through which a customer enters the store also matters a lot. If there is any hindrance to the customer in the path that leads to the entry of the store then next time he might not even consider that store for his purchase.

So, the overall experience of any customer of shopping should be such that it should have a lingering effect on the Customer so much so that he becomes a fan of your store.

Next big thing could be in-store environment that could affect the choice of the customer while purchasing.

The store environment could play a vital part when it comes to the customer buying any products from the store. As the sanitary ware industry continuously grows at a rapid rate and every day new players are joining in and the existing are making the segment more and more tough it is hence so very important that the management pays heed to these important issues.

One such issue on hand is how to price the products and promote the brand. As it plays a very important role in today's market scenario hence marketers need to evolve ideas to be able to remain in the hunt. Now the in-shop branding issues such as knowledge of the brand and the product among the employees is also a major contributing factor. The employees should be thorough with what they have and what they are selling. Employees should also be aware about the competitor's drawbacks and where their product lacks behind.

These all points should be considered. Next comes the behaviour of the employees. The way the employees treat the customers define for how long the company would be able to retain its customers. A customer is always looking for people who value his time and deal with him with utmost respect and this is nothing new to any business.

The concept of brand hygiene and retail branding is nothing new to any business.

When we talk of brand hygiene, the next big thing that comes to our mind is the assortment of products.

How well the products are placed inside any store also determine whether a customer would be interested to go inside the store or not. A lot of the people have often been heard saying that they would prefer going to a store which has less options to choose from but has well assorted product line rather than to a store which less assorted but has more options to choose from.

Here we talk of the depth and breadth of the product line.

More organised a store is more will be the customer satisfaction. According to a recent survey it was said that people preferred going to a shop with much more organised structure rather than to a shop which showcased more products.

People liked places where there was an organised structure and more so because of the placement of the products there as well. The products which were of high utility to the customer were placed at an eye level and those which proved to be less utile were placed below on the gondulas. Even at Jaquar the company seeks proper assortment of its products. Even the dealers have been conveyed the same message that they should obey the set rules and the regulations set by the company.

Any deviation from the set rules and the regulation by the dealers is dealt with seriousness by the company as it is a matter of great pride for the company which is at stake and something which the company will be looking forward to. This is because the company values its customers the most and works only for the betterment of its customers and the services provided to them.

The dealers have been given strict instructions to maintain proper brand hygiene by looking at the factors that might harm the image of the company such as the fixing of the boards, the tubes inside them and even the colour of the boards. Whether it is intact or has it been damaged by the weather etc.

Now, we say that once the in-shop and the out-shop branding have been done, the company should now focus on the interests of the dealers. Look upto them to get the sales graph shifted or take a spike. This is very important from the company point of view because the company is not always in direct contact with the customer and the dealer is.

So it is the duty of the company management to take full care of the dealers.

The dealers must be aware of the new range products and also the current market scenario about the brand. A research shows that around 90% of the dealers of a well known company did not even know about the latest of the new range products. When such is the case we say that this should ring alarming bells for the company as

the dealer is the only touch point where the customer comes in direct contact with the brand and with the product of the brand. The dealer must make sure that he is fully aware of the company policies and what the company is trying to promote.

The concept of retail branding is widespread and that it cannot be understood just by going through some of the dealers. Rather it requires a constant effort to see how things work in the real life. Dealer satisfaction, customer relatedness and satisfaction, careful planning of the **ERP** systems all should be mainly focussed if the concept has to be understood with clear understanding.

The concept of brand hygiene stems from the belief that once a customer watches a brand closely he/she relates to it more often in the way it is being presented. This would mean that the customer chooses quality over quantity. This could be a defining moment for the brand or the company.

### **Sanitary ware demand:**

This would be worthwhile to see that whether the retail would be in a 'product' sense in a 'place' sense or in a 'promotional' sense. Again we need to measure how to measure this brand equity? To measure this brand equity, we need to rely on the metrics. But, developing retail brand metrics is challenging because of two main reasons. Firstly, consumer experience forms the building blocks of retail brand equity. There is a considerable amount of variation in these experiences among the consumers, which makes it desirable to measure retail brand equity at the individual level. Secondly, the challenge to measure the retailer's brand equity is dynamic and it accrues over time via consumer learning and decision making process. Managers would like to not only measure current retail brand equity but also monitor the temporal evolution of their retail brand. With the advent of the e-commerce industry we can say that the day is not far when even the sanitaryware products will be also made available online.

This might sound a bit funny at this moment but with the technology growing at a rapid rate we can say that there is certainly a reason why we can say this. When sanitaryware industry can see a rise by 30% in the last 10 years then there is every chance of it becoming even more hit with the online customers and hence the future of this particular industry will be an ever rising chapter.

