

BRAND IMAGE AND BRAND LOYALTY

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Abstract

This study was conducted to determine the level of brand loyalty and image, to examine interactive role of those factors that determines brand image and loyalty, to determine level of brand loyalty and image of Toyota car users and to suggest measures for developing brand loyalty in district Peshawar. The data was collected through questionnaire from a sample of 100 Toyota car users that were selected through convenience sampling method. The results were analyzed on the basis of Chi-Square (χ^2) test to determine the differences among the group factors. The study on the basis of the results of the test statistics showed that Brand Image and Loyalty was highly insignificant with age group, level of education, point of purchase and repeat purchase duration. While it was observed by the results of the test statistics that brand image and loyalty was highly significant with brand choice of Toyota, level of satisfaction of the use of product, different feature of the product, coloring scheme of Toyota brand, the repeat purchase frequency of the product in contact and different societal factors associated with the product. The study recommended that the Toyota if want to remain on the top is required to adopt a lean and green marketing strategy against its main competitors, Toyota management should focus on consumer satisfaction, Toyota must beware of arrogance. The study also recommends that for Toyota, it is important to be able to establish supply chain management systems.

Keywords: Brand Image, Brand Loyalty, Toyota, Car users.

Introduction

Automotive industry in Pakistan has shown a glooming era in recent years. These trends have necessitated the industry to customize their process for developing brand image and loyalty. Purchasing a car is a complex buying behavior phenomena in consumer purchasing decision making process.

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In the automotive industry, global consolidation, flat-to-depressed vehicle demand, declining loyalty, and overcapacity issues are leading to fierce competition that is resulting in lower prices and eroding profit margins. Automotive manufacturers are scrambling to offer more features at lower costs and coupling them with the most attractive financing options offered to consumers in years. Likewise, consumers are better informed than ever before and in a much more powerful negotiating position. Furthermore, they've become accustomed to quick results and individualized attention, thanks in part to the immediacy the internet has provoked in other industries.

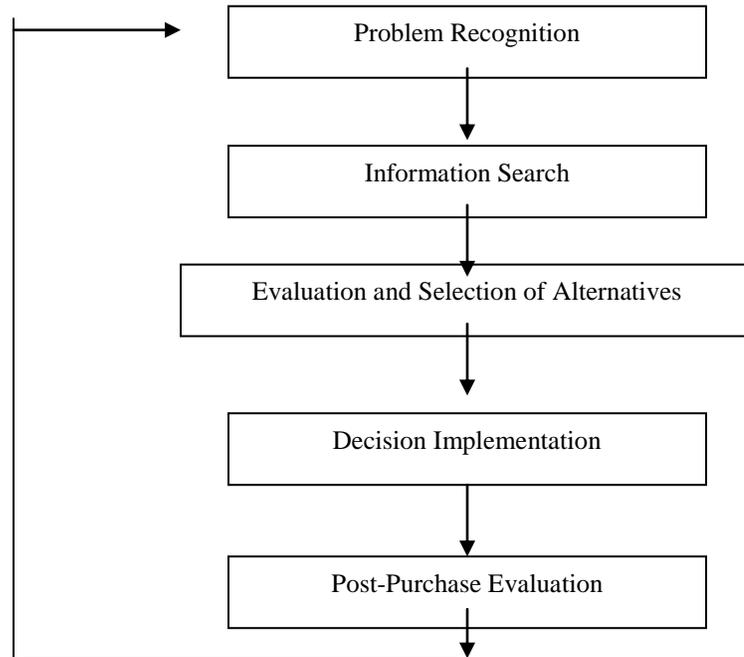
Clive *et al.* (2003) stated that, the automotive industry, accustomed to addressing customer expectations with a response that calls for meeting average rather than specific customer demand, finds itself unable to respond adequately to raised customer expectations and individual demands. To fill the gap between what customers want and what has actually been produced, the manufacturers hold a large supply of vehicles in inventory – to give the customer a so-called choice of make, color, and options packages – and rely on ever more costly sales incentives to help boost demand. While these initiatives promise cost savings and faster response to the individual customer, they fail to address the entire customer lifecycle ownership experience. To foster brand loyalty, vehicle manufacturers must now work to improve the customer experience by adopting state-of-the-art, proven customer relationship management systems and processes.

Athar, (2006) mentioned that for automotive industry in Pakistan, there are a lot of brand choices of passenger car to compare and evaluate before making a purchase decision. With the severe competition among the car companies. It is very critical to understand the customer requirement and provide the products that satisfy the customer needs and lead them to final step of purchasing the car. The local Pakistan vehicle industry demonstrated very impressive growth of 46.7

percent over the past fiscal year (2005), due mainly to growth in demand fuelled by the availability of consumer credit and low interest rate loans. The government of Pakistan is also taking action to boost the auto industry. The boom began in 2002 when the banking sector started giving out auto loans at low interest rates. Pakistan has 500 vendors that meet the car manufacturing requirements. These vendors invest in the latest technology and expertise. Since 2001-02 the automobile market is growing rapidly by over 40 percent per annum and if an average annual growth of 30 percent is maintained, Pakistan's market will cross the milestone of 500,000 units by the year 2010, according to Finance Ministry's latest survey in 2006. Production of cars in first nine months of 2005-06 increased from 87,104 to 112,478 units. Another 16,885 different types of vehicles were imported during July 2005 to February 2006 under transfer of residence, baggage and gift schemes as compared to only 5,177 units in the same period last year, showing an increase of 230 percent. The rise in automobile demand has resulted in increased production, giving a healthy impetus to the industrial output and also generating opportunities for imported auto parts/materials and foreign auto parts making machinery.

The Stages of the Buying Decision Process

According to Kotler, (1997) the buying decision process consists of five stages: problem recognition, information search, evaluation and selection of alternatives, decision implementation, and post-purchase evaluation. But this is not the case: Consumers may skip or reverse some stages.

Figure – 1: The Consumer Information Processing Model

Source: Kotler 1997

Objectives of the Study: The purpose of this research was to describe brand loyalty and image with the context of customer satisfaction toward the consumer purchasing decision making. Hence the research has the following objectives:

- To explore factors for brand loyalty and image.
- To determine level of brand loyalty and image of Toyota Car users.
- To examine interactive role of those factors that determines brand image and loyalty.
- To suggest measures for developing brand loyalty.

Scope of the Study: This research focused on respondents who were passenger car users. The research provided fruitful information about Toyota car usage, acquisition and brand preference to Toyota customers.

Limitation of the Study: In this research, the researcher examined factors responsible for brand loyalty of the product to customers' satisfaction, brand image and brand preference of the product that is Toyota Car. The study focuses on only the passenger car market; does not include the other vehicle types. In addition, this study does not cover all provinces of Pakistan.

Review of the Related Literature

Shopping around can be time- and energy-consuming, and consumers do not always possess enough product knowledge to ensure the best buy. Under such circumstances, consumers usually go by well-known brands, which may result in higher costs but requires less research efforts. Thus, brand image not only affects how consumers view a product but has the benefit of lowering purchase risks (London *et al.* 1998). Brand management has become increasingly important, given the rapid change of the global market and elevation of competition. Effective brand management creates clear product differentiation, consumer preference and loyalty, resulting in broadening market share. Aaker, (1991) believes brand establishment and management should be not only one of the operating focuses for major industries but viewed as a source of competitiveness. For consumers, a brand provides a certain degree of product guarantee.

The success of a firm depends largely on its capability to attract consumers towards its brands. In particular, it is critical for the survival of accompany to retain its current customers, and to make them loyal to the brand. Former Ford Vice President Basil Coughlan, estimates that every percentage point of loyalty is worth \$100 million in profits to his firm (Serafin *et al.* 1994), and major enterprises like Del Monte, Harley Davidson and General Motors are spending large sums of money to induce brand loyalty (Monzo, 1994). Elizabeth, (2004)

states that brand loyalty is still believed to affect many product categories in the modern world market. Examples of brand loyalty promotion abound, showing the brand loyal customer is an asset to corporations. As brand names continue to revel in a history of consumer success.

Brand Image: Akaah, (1988) conclude that consumers are more likely to purchase well-known brand products with positive brand image as a way to lower purchase risks. This argument is also supported by Rao and Monroe, (1988) that a brand with a more positive image does have the effect of lowering consumers' product perception risks and increasing positive feedback from consumers. Therefore, consumers generally believe they can make a satisfying purchase by choosing well-known brands and also lower any purchase risks by doing so. How much is a brand worth? How does a brand represent the product? Keller, (1993) defines a brand image as an association or perception consumers make based on their memory toward a product. Thus, brand image does not exist in the technology, features or the actual product itself, but is something brought out by promotions, advertisements, or users.

Thakor *et al.* (1997) said that through brand image, consumers are able to recognize a product, evaluate the quality, lower purchase risks, and obtain certain experience and satisfaction out of product differentiation. When it comes to experiential product evaluation, a positive brand image may make up for an inferior image of the origin country and raise the possibility of the product being selected. According to Grewal *et al.* (1998) the better a brand image is, the more recognition consumers give to its product quality. Consumers are usually limited in regards to the amount of time and product knowledge to make an informed purchase decision when facing similar products to choose from. As a result, brand image is often used as an extrinsic cue to make a purchase decision.

Kotler, (2000) contends that brand is a name, term, symbol, design or all the above, and is used to distinguish one's products and services from competitors. For example, Nike adopts a check mark as its brand image, which creates a positive effect indicating approval. According to Kotler, (2000) image is the way that public perceives the company or its product. Image is affected by many factors beyond the company's control. The consumer develops a set of brand beliefs about where each brand stands on each attribute. The set of or its product. Image is affected by many factors beyond the company's control. The consumer develops a set of brand beliefs about where each brand stands on each attribute. The set of beliefs about a brand make up brand image. The consumer's brand image will vary with his or her experiences as filtered by the effects of selective perception, selective distortion and selective retention.

Romaniuk, (2003) studied the relationship between association of a brand with different types of image attributes and subsequent purchase of the brand. The image attributes incorporated were based on the product categories, situations and benefits offered. While mention of the brand for an image attribute was positively related to future purchase, this relationship did not vary between attributes once brand and attribute size was taken into account. However, a positive relationship was found between the number of attributes associated with the brand and future purchase.

The Concept of Brand Loyalty: The most elaborate conceptual definition of brand loyalty was presented by Jacoby *et al.* (1978). We will use and discuss this definition, because it covers the most important aspects of brand loyalty, & since it enjoys widespread support in the marketing literature, either in its original form or in slightly modified versions (Wilkie, 1990). Jacoby *et al.* (1978) defined brand loyalty, according to this definition, brand loyalty is: "The (a) biased, (b) behavioral response, (c) expressed over time, (d) by some decision

making unit, (e) with respect to one or more alternative brands out of set of such brand, and (f) is a function of psychological process.

Rethinking Brands from the Customer “Point of View”: According to Jim, (2003) many of the less successful experience brands are not meeting the challenge of a largely time-starved audience. Our research confirms that in most societies today, time has become more desired than money. Increasingly, people value experiences more than things. Consumers are really looking for ways to make the most of everyday “lived” experiences. So marketers need to constantly ask themselves, is our brand part of the problem or part of the solution? A brand’s role in becoming a solution for its audience can make it stand out for customers. In that sense, the meaning of brand is its use. Profitable customers are born when a powerful brand promise is fulfilled by a brand experience that exceeds expectations.

Effect of Satisfaction on Repeat Purchase Decision Making: Bitner(1990) said that at post-purchase stage, consumers have first-hand experience and familiarity on which to base satisfaction evaluations. Satisfaction in turn has been shown in a number of works to be a reliable predictor of repurchase decisions. Oliver et al. (1992) mentioned that satisfaction is a consumer’s post-purchase evaluation and affect response to the overall product or service experience.

Assael, (1993) mentioned that satisfaction occurs when customer expectations are met or exceeded and the purchase decision is reinforced. Satisfaction reinforces positive attitudes toward the brand, leading to the greater likelihood that the consumer will repurchase the same brand. Dissatisfaction result when consumer expectations are not met, such disconfirmation of expectations is likely to level to negative brand attitudes and lessens the likelihood that the consumer will buy the same brand again.

Paul *et al.* (1997) stated that satisfaction is very important, because a company’s sales come from two basic groups — new customers and repeat purchase

customers. It usually costs more to attract new customers than to retain current ones, and the best way to retain current customers is to keep them satisfied. Therefore, satisfaction will positively associate with re-purchase decision making.

Product Attribute: What is a product attribute? According to Crawford and Benedetto (2000), attributes are of three types: features, functions, and benefits: benefits can be broken down in an almost endless variety — uses, user, used with, used where, and so forth.

Theoretically, the three basic types of attributes occur in sequence. A feature permits a certain function, which in turn leads to a benefit. Crawford and Benedetto (2000) explained attributes with an example: a spoon is a small shallow bowl (feature) with a handle (another feature) on it. The bowl enables the spoon to function as a holder and carrier of liquids. The benefits include economy and neatness of consuming liquid materials. Of course, the spoon has many other features (including shape, material, reflection, and pattern). And many other functions (it can pry, poke, project, and so on).

Research Methodology

This survey research has utilized both primary and secondary data and information from different sources including Toyota Corporation, Text books, magazines, journals and websites about different variables of the study. This research uses questionnaires for finding the information obtained from the respondents in the sampling unit. The target Population for the research is the passenger car users in the city of Peshawar. The sample data is collected from the various places inside the Peshawar city which include University campus, Hayatabad, Kharkhano market, city area and cantonment area. This research selected 100 respondents as the sample size by asking them that whether they are

current passenger car users? The questionnaire gathered the primary data and recorded people responses for analysis.

RESULTS AND DISCUSSIONS

Brand Image and loyalty are considered as the determinants of customer choices regarding any product and these determine the competitive environment for a specific firm to compete in the market. The present study was undertaken with the context that what particular factors contribute towards brand loyalty and image that may be taken under consideration while developing a particular marketing strategy.

Toyota cars are taken as case study since this firm has a vast market share, and local customers derive for purchasing this specific brand need to be analyzed in light of Brand Loyalty and Image. The data so collected was analyzed using Chi-Square test. The results are presented and discussed accordingly in the following sections. Brand Loyalty & Image are considered as assets to corporations as these have the capability to attract customers towards brands. In the present study Brand Loyalty & Image relationship with other factors was determined using chi-square test.

Age Group: The respondents were grouped into different age categories who participated in the survey the relationship of age with brand loyalty is presented in Table no. 1.

Table-1: Brand image, Loyalty and Age Group

| Preference Range | Age Group | | | | Total |
|------------------|-----------|-------|-------|---------|-------|
| | 20-29 | 30-39 | 40-49 | 50 Plus | |
| Perfect | 13 | 6 | 5 | 1 | 25 |
| Excellent | 23 | 7 | 5 | 6 | 41 |
| Very Good | 10 | 6 | 8 | 2 | 26 |
| Good | 3 | 3 | 1 | 1 | 8 |
| Total | 49 | 22 | 19 | 10 | 100 |

(Source: Field Survey)

$X^2 = 7.713$ d.f = 9 P-Value = 0.563

Educational Level: Educational level was included as a factor that might play a role in determining a brand image and loyalty. However, the results as given in Table 2; reveal that there is no significant relationship between these attributes.

Table-2: Brand Image, Loyalty and Educational Level

| Preference Range | Education Level (Years) | | | | | Total |
|------------------|-------------------------|----|----|----|---------|-------|
| | 10 | 12 | 14 | 16 | bove 16 | |
| Perfect | 2 | 0 | 4 | 1 | 1 | 25 |
| Excellent | 5 | 1 | 12 | 6 | 6 | 41 |
| Very Good | 3 | 1 | 6 | 2 | 2 | 26 |
| Good | 0 | 1 | 3 | 1 | 1 | 8 |
| Total | 10 | 3 | 25 | 19 | 10 | 100 |

(Source: Field Survey)

$$X^2 = 11.766 \text{ d.f} = 12 \quad \text{P-Value} = 0.465$$

Automobile currently in use: The participants were asked about the brands that they are currently using. Many brands were compared in this regard, which included Toyota, Honda, Suzuki, Nissan and others. The association of these attributes with brand image and loyalty found to be highly significant with P-Value at .005. The results are presented in Table 3.

Table-3: Brand Image, Loyalty and Automobile currently in use

| Preference Range | Automobile currently in use | | | | | Total |
|------------------|-----------------------------|-------|--------|--------|--------|-------|
| | oyota | Honda | Suzuki | Nissan | Others | |
| Perfect | 16 | 4 | 5 | 0 | 0 | 25 |
| Excellent | 29 | 4 | 9 | 0 | 0 | 42 |
| Very Good | 22 | 0 | 2 | 0 | 0 | 24 |
| Good | 6 | 0 | 1 | 1 | 1 | 9 |
| Total | 73 | 8 | 17 | 1 | 1 | 100 |

(Source: Field Survey)

$$X^2 = 28.407 \quad \text{d.f} = 12 \quad \text{P-Value} = 0.005$$

Level of Satisfaction with Toyota: Data were assembled on asking question from the users of the Toyota that whether they are satisfied with the Brand they are using. The level of satisfaction was analyzed to be highly significant with 13—Value 15.356 and P-Value = .002. The results are presented in Table-4 as below.

Table-4: Brand Image, Loyalty and Level of Satisfaction with Toyota

| Preference Range | Level of Satisfaction | | Total |
|------------------|-----------------------|-----|-------|
| | No | Yes | |
| Perfect | 4 | 21 | 25 |
| Excellent | 7 | 35 | 42 |
| Very Good | 2 | 22 | 24 |
| Good | 6 | 3 | 9 |
| Total | 19 | 81 | 100 |

(Source: Field Survey)

$$X^2 = 15.356 \quad d.f = 3 \quad P\text{-Value} = 0.002$$

Likeness of the Brand: The respondents were exposed to the question regarding the specific brand that they like and they like to purchase. The results showed that users significantly prefer to purchase Toyota as compared to Honda, Suzuki, Nissan & others. The chi-Square value was 22.995 while P-Value was 0.028. The results are presented in the following table.

Table-5: Brand Image & Brand Loyalty

| Preference Range | Automobile currently in use | | | | | Total |
|------------------|-----------------------------|-------|--------|--------|--------|-------|
| | Toyota | Honda | Suzuki | Nissan | Others | |
| Perfect | 18 | 6 | 1 | 0 | 0 | 25 |
| Excellent | 35 | 4 | 3 | 0 | 0 | 42 |
| Very Good | 19 | 3 | 1 | 0 | 1 | 24 |
| Good | 3 | 4 | 2 | 0 | 0 | 9 |
| Total | 75 | 17 | 7 | 0 | 1 | 100 |

(Source: Field Survey)

$$X^2 = 22.995 \quad d.f = 12 \quad P\text{-Value} = .028$$

Point of Purchase: The respondents were also asked about their preferred channel of purchase. Different modes of acquisition were compared in this regard. The point of purchase normally plays a crucial role in the purchase of a product, but in the prevailing case the association of point of purchase with Brand Image and Loyalty showed an insignificant result with Chi-Square value of 13.695 and P-Value of .134. The results are shown in the table given below.

Table-6: Brand Image, Loyalty and Point of Purchase

| Preference Range | Age Group | | | | Total |
|------------------|-----------|-------------------|-------------|--------|-------|
| | Bank | Authorized Dealer | Open market | Others | |
| Perfect | 4 | 6 | 12 | 3 | 25 |
| Excellent | 10 | 4 | 28 | 0 | 42 |
| Very Good | 2 | 7 | 13 | 2 | 24 |
| Good | 3 | 1 | 5 | 0 | 9 |
| Total | 19 | 18 | 58 | 5 | 100 |

(Source: Field Survey)

$$X^2 = 13.695$$

$$d.f = 9$$

$$P\text{-Value} = .134$$

Features of Toyota: A feature of a product permits a certain function which in turn leads to a benefit and is considered a value addition to a particular product. The importance of features of a product cannot be ignored, because of this, users were asked about features of the Toyota. Particular features that were included in the questionnaire were pick of vehicle, seating capacity, economy of fuel & maintenance, status symbol, performance, reliability and resale value. The chi-square value was 32.766 with P-value of 0.049, which shows a highly significant value. The results are shown in the table as given below:

Table-7: Brand Image, Loyalty and Toyota Features

| Preference Range | Features of Toyota | | | | | | | | Total |
|------------------|--------------------|------------------|--------------|-------------|--------|-------------|-------------|--------------|-------|
| | Pick | Seating Capacity | Fuel Economy | Maintenance | Status | Performance | Reliability | Resale Value | |
| Perfect | 5 | 0 | 1 | 3 | 0 | 0 | 7 | 9 | 25 |
| Excellent | 3 | 0 | 1 | 3 | 2 | 10 | 11 | 12 | 42 |
| Very Good | 1 | 0 | 3 | 1 | 2 | 6 | 5 | 6 | 24 |
| Good | 0 | 1 | 0 | 0 | 1 | 1 | 1 | 5 | 9 |
| Total | 9 | 1 | 5 | 7 | 5 | 17 | 24 | 32 | 100 |

(Source: Field Survey)

$$X^2 = 32.766 \quad d.f = 21$$

$$P\text{-Value} = .049$$

Repeat Purchase Duration: The respondents were also asked regarding their repeat purchase duration mechanism. Several options were put besides them. They were asked that after how many years they repeat their repurchase decision. Different opinions come out of the data, but the result shows an insignificant relationship between repeat purchase duration and Brand Image and Loyalty. The chi Square value was 8.395 and P-Value was 0.498. The results are given in Table 8.

Table-8: Brand Image, Loyalty and Repeat Purchase Duration

| Preference Range | Repeat Purchase Duration | | | | Total |
|------------------|--------------------------|---------|---------|-------------------|-------|
| | 1 Year | 2 Years | 3 Years | More than 3 Years | |
| Perfect | 4 | 8 | 7 | 6 | 25 |
| Excellent | 13 | 7 | 11 | 11 | 42 |
| Very Good | 3 | 6 | 4 | 11 | 24 |
| Good | 2 | 3 | 2 | 2 | 9 |
| Total | 22 | 24 | 24 | 30 | 100 |

(Source: Field Survey)

$$X^2 = 8.359 \quad d.f = 9$$

$$P\text{-Value} = .498$$

Color of the Car: Respondents were asked about the specific color that appeals most to you while selecting Toyota car. A coloring scheme that included in the study was the color range of white, Black, Purple Red, Blue, Metallic Green and Metallic Silver. A significant difference among the choices of the color emerged wherein, χ^2 -Value was 24.491 and P-Value was 0.057 respectively. The highly appealing color was Black (34.0) followed by White (32.0) and subsequent color was Metallic Silver (21.0). Others less performed by the respondent. Results are presented in the following table.

Table-9: Brand Image, Loyalty and Repeat Purchase Duration

| Preference Range | Color you Like | | | | | | Total |
|------------------|----------------|-------|------------|------|----------------|-----------------|-------|
| | White | Black | Purple Red | Blue | Metallic Green | Metallic Silver | |
| Perfect | 7 | 6 | 3 | 4 | 2 | 3 | 25 |
| Excellent | 12 | 18 | 1 | 2 | 0 | 9 | 42 |
| Very Good | 7 | 8 | 0 | 0 | 1 | 8 | 24 |
| Good | 6 | 2 | 0 | 0 | 0 | 1 | 9 |
| Total | 32 | 34 | 4 | 6 | 3 | 21 | 100 |

(Source: Survey)

 $\chi^2 = 24.491$

d.f = 15

P-Value = 0.057

Conclusions

This research studied the relationship between Brand Loyalty and Image to age group, Educational Level, automobile currently in use, level of satisfaction with product in contact, different brands in the market, features of the product in contact, color of the product in contact, repeat purchase decision making and Factors contributing to purchase of the product in contact and the results were analyzed on the basis of Chi-Square (χ^2) test.

In the light of the research results Brand Image and Loyalty is not affected by age and educational level. Although age and education plays a vital role in

developing Brand Image & Loyalty but as large part of the sample was from the young age group and subsequently the same age group was highly qualified, so in the light of the opinions of the eminent scholars such age group which may not be mature and will be highly qualified, can create volatility problem of Loyalty and Image of a product no matter how much the product may be popular and having good quality.

The research also high lighted that respondents were broadly affected by their preferences regarding their choice of car model, coloring scheme, level of satisfaction with the use of car, innovative and improved features of the product which creates a strong positive correlation with the Brand Image and Loyalty of the product.

Finally it is the factor of satisfaction, which attracts the users towards the use of a product and innovations normally, plays a vital role now a day in the factor of satisfaction. As much the product may be innovative it will be preferred and will be liked by the users.

Recommendations

- After thorough investigation through research statistics the researcher recommend the following.
- Toyota if want to remain on the top is required to adopt a lean and green marketing strategy against its main competitors like Honda and Suzuki as it has adopted in US market against Ford and General Motors.
- In the part of improving, Toyota should provide the good driving system and long durability in car for the customers and consider the interior design and decoration of a car and level of Petrol plus CNG consumption of a car as the most important factors.
- Toyota must beware of arrogance, complacency on march to become country's best selling car,

- For Toyota, it is important to be able to establish supply chain management systems. In particular, rethinking of logistics and lead-time improvements are essential.
- Toyota should improve its innovative featuring capability and it should also try to overcome its styling deficiencies.
- Toyota is required to concentrate on its cost-saving strategy “VI” value innovation in order to cope with the economic recessionary pressure in Pakistan.

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