

Measuring Brand Loyalty in Cola Market: A Three Dimensional Approach

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Abstract

Purpose of this study is to test the approach of tri-dimensional brand loyalty in context of products. Data was collected from the young consumers of cola drinks using questionnaire. Data analysis was done using SPSS and LISREL. Findings revealed that brand loyalty is a tridimensional measure in context of product loyalty. Tridimensional brand loyalty has been only tested in service context; this research has examined this concept in product context. Future research can examine the same model and measures to develop the reliability of tridimensional brand loyalty measure.

Keywords: Brand Loyalty, Attitudinal, Behavioral, Cognitive

In today's highly competitive environment, the survival of firms is highly dependent on having loyal customers. With every passing day, markets are becoming more competitive so companies have to recognize the importance and try harder to develop and improve the customer loyalty towards their products and services (Mcmullan & Gilmore, 2008). Brands that are not having loyal customers are facing tough times at both sides; first these brands are purchased less frequently and second they are purchased in lesser quantity (Bandyopadhyay, Gupta & Dube, 2005). Loyalty customers carry variety of benefits for companies. Brand loyalty generate significant benefits like substantial entry barriers to competitors, enhanced ability in responding to competitive threats, greater sales and revenue, customers' resistance to competitive efforts (Delgado-Ballester & Munuera-Alema'n, 2001) and higher market share (Chaudhuri & Holbrook, 2001). Lower customer price sensitivity, reduced expenditure, and improved profitability are some other benefits which companies with higher number of loyal customers can experience (Rowley, 2005). Brand loyalty is a market based resource that cannot be easily imitated by the competitors and thus represents a sustainable competitive advantage (Delgado-Ballester & Munuera-Alema'n, 2005). Loyal customers are one of the core business assets but it can only be achieved through strong relationships with the customers. That's why the sources of brand loyalty and its measurement have been of utmost attention in marketing literature. Due to supreme importance of brand loyalty to firms' market share and growth, it has become increasingly

important for marketers to understand this concept otherwise they will end up in losing loyal customers (Jones & Taylor, 2007).

Brand loyalty is one of the most widely discussed concepts in literature of marketing. Brand loyalty is considered to be biased choice behavior with respect to branded merchandise (Tucker, 1964). Brand loyalty generally entails strong and continued commitment of a consumer for a specific brand (Bandyopadhyay, Gupta & Dube, 2005). Brand loyalty is essentially a relational phenomenon. It describes preferential behavior towards one or more brands out of a wider field of competing alternatives (Jacoby & Kyner, 1973). This implies that before talking of being loyal one must have the choice to be disloyal i.e. there must be choice of selection among competing brands. Different authors describe brand loyalty in different perspectives. Chi, Yeh, and Yang. (2009) described loyalty as the final destination of brand management efforts. Rundle-Thiele (2005) defined loyalty as a customer's allegiance or adherence towards an object. Matzler, Grabner-Krauter, & Bidmon (2008) defined brand loyalty either as a behavioral intention towards a brand or as an actual pattern of purchase behavior. Oliver (1999) defined loyalty as "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same brand or same brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior".

Nature of services is different from products and so on the concepts of brand loyalty. Loyalty in services is mostly dependent on interpersonal relationships as compared to tangibility in products (Macintosh & Lockshin, 1998). In services, customers pay more attention to intangible aspects like reliability, empathy (Dick & Basu, 1994) as opposed to context of products. In case of service loyalty, service providers (doctors, hair cutters) and the service organizations (hospital, saloon) are inseparable from the product/brand offerings (healthcare, hair cutting); whereas in case of products, loyalty to products (Pepsi & Coca Cola) is independent of the organization (Salegna & Fazel, 2011). These differences among services loyalty and products loyalty limit the generalizeability of findings from one context to other. Therefore it is important to study the measurements developed in one context should be tested in other context; for example measurement of service brand loyalty should be tested in product loyalty. Jones and Taylor (2007) explored the multi-dimensions dimensions of brand loyalty in services so this research tested those three dimensions (attitudinal, behavioral and cognitive) of brand loyalty in context of products. In this research cola market has been studied as an example. It will be interesting to study multi-dimension brand loyalty concept in market of cola drinks. Cola drinks are low cost, low involvement, and frequently purchased goods (Roehm, Pullins and Harper, 2002). It is very easy to undertake a trial of some other brand without any additional efforts or cost (Ulas & Arslan, 2006). Cola market experiences highest

level of rivalry (Kitchen, 1989) between the two cola joints (Biswas and Sen, 1999). In cola drinks, purchase decision is a low involvement decision (Roehm, Pullins & Harper, 2002). Given that cola is typically low involvement product, it is important to study that what leads to considering brand attitudes and choice behaviors (Sengupta & Fitzsimons, 2000).

Research Objectives

Jones and Taylor (2007) identified three dimensions of brand loyalty (Behavioral, Emotional & Cognitive) in context of services, whereas the purpose of this study is to test these three dimensions of brand loyalty in context of products. First this research will redefine the concept of measuring brand loyalty and ensure that it is tridimensional measure. Second this will improve the reliability of the scales developed to measure these dimensions of brand loyalty. Finally this will expand the applicability of tridimensional service loyalty approach to product loyalty

Literature Review

Dimensions of Brand Loyalty

With the evolution of the brand loyalty research, the conceptualization and its measurement of loyalty has become increasingly complex. Initially, loyalty for a brand was measured as a uni-dimensional construct, that is behavioral or purchase or action loyalty (Jacoby & Kyner, 1973). As the concept of loyalty developed further, another dimension of attitude (Bandyopadhyay, Gupta & Dube, 2005) was also taken into consideration. So, brand loyalty conceptualization and measurement included both the attitudinal and behavioral dimensions of the loyalty (Matzler, Grabner-Krauter, & Bidmon, 2008; Rundle-Thiele & Bennett, 2001; Broyles, 2009). Attitudinal and behavioral loyalties are two different constructs that dissimilarly affect the brand loyalty (Broyles, 2009). Recently cognitive dimension has also been added for the measurement of brand loyalty along with attitudinal and behavioral dimensions (de Ruyter, Wetzels and Bloemer, 1998; Bloemer, de Ruyter & Wetzels, 1999; Punj & Hillyer, 2004).

There are quite few studies that examined these three dimensions of brand loyalty. Concept of testing this tridimensional brand loyalty has just been tested in services only. Jones and Taylor, (2007) and Worthington, Russel-Bennett & Hartel, (2009) examined tridimensional brand loyalty in services. This study aims to test this tridimensional brand loyalty approach in context of products. Literature review discusses three dimensions of brand loyalty namely behavioral, emotional and cognitive loyalty which were studied by Jones and Taylor (2007).

Behavioral Loyalty

Behavioral loyalty is easily observable in consumer goods from the purchase data (Rundle-Thiele, 2006). Brand loyalty is considered to be equivalent to actual purchase action (Matzler, Grabner-Krauter, & Bidmon, 2008) or repeat purchases grounded on no attested factors of behavioral determination factors (Jensen & Hansen, 2006). Jacoby and Kyner (1973) defined loyalty as a preferential choice for some brand with other competing brands. Brand loyalty measured with behavioral loyalty measures describe the actual purchases observed over a specific period of time (Mellens, Dekimpe & Steenkamp, 1996). Behavioral loyalty means continuance of purchases for a specific brand (Kuenzel & Krolikowska, 2008). Although this approach seems very useful in amplifying the consumer behavior in of frequently purchased low involvement products yet purchase decisions for frequently purchased goods are rarely made on arbitrary basis (Jensen & Hansen, 2006). Although behavioral measures describe the real purchase behavior but they fail to explain the driving force for that behavior; the attitude of customers towards a specific brand (Cobb-Walgren, Ruble & Donthu, 1995). Measuring brand loyalty only through behavioral approach does not sound good as it does not address the attitude or preference and favorable intentions associated with a brand (de Matos, Henrique & De Rosa, 2009).

Attitudinal Loyalty

Later, Brand loyalty was conceived more like an attitude or a purchase intention it is commonly believed that researchers can investigate those factors contributing to the brand loyalty and can build loyalty for their brands as per those factors (Jensen & Hansen, 2006). Behavioral loyalty is defined as the willingness of the average consumer to repurchase the brand and attitudinal loyalty is the level of commitment of the average consumer towards the brand (Chaudhuri & Holbrook, 2001). Martenson (2008) described attitudinal loyalty as relationship intentions. In relationships, he described that people trust cognitively based on brand's attributes and emotions attached with the brand, and behaviorally by taking actions of purchase and exhibiting the reliability for and dependability on the brand. Attitudinal measures are based on the preference for a brand and intentions to purchase (Mellens, Dekimpe & Steenkamp, 1996).

Cognitive Loyalty

Jacoby and Chestnut (1978) highlighted the importance of cognitive loyalty by stating "If brand loyalty is ever to be managed, not just measured, it will have to be elaborated in a much more detailed description of cognitive activities rather than focusing only on behavioral aspects of brand loyalty (e.g., repeat purchase)". Jones et al. (2000) explored an additional dimension of loyalty recognized as "cognitive

loyalty”, which plays an important role in consumer’s conscious decision-making process while evaluating alternative brands for purchase. Cognitive loyalty for a brand means commitment to stay with the brand based on the concerns of switching costs and brand attributes evaluation (Worthington, Russel-Bennett & Hartel, 2009). Cognitive loyalty is loyalty based on prior brand knowledge or recent experience based information and belief that the brand is preferable to its competitors (Harris & Goode, 2004; Oliver, 1999). Cognitive loyalty occurs when a customer wants to stick to a particular brand based on prior knowledge. In loyalty framework developed by Dick and Basu (1994) also identified the cognitive loyalty as an important dimension and it is considered to be associated with a “rational” decision making based on the informational determinants. According to Sivadas & Baker-Prewitt (2000), cognitive loyalty is a strong predictor of affective loyalty. Cognitive loyalty for a brand means commitment to stay with the brand based on the concerns of switching costs and brand attributes evaluation (Worthington, Russel-Bennett & Hartel, 2009).

Theoretical Framework

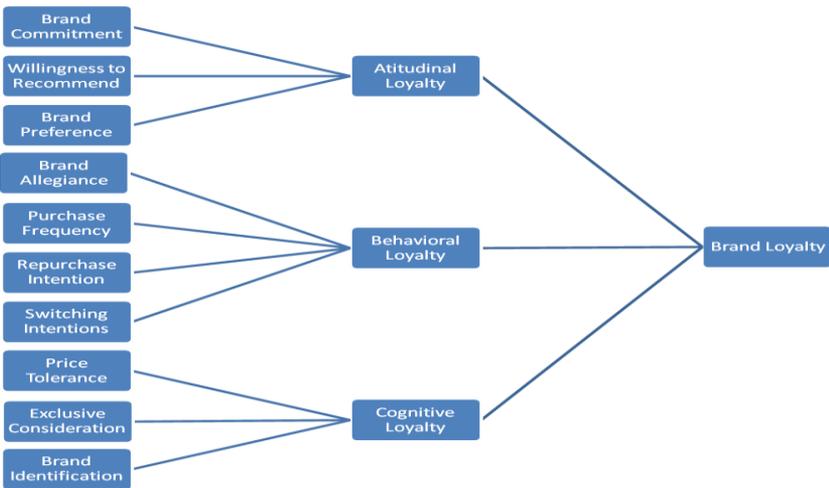


Figure 1. ABC (Attitudinal, Behavioral and Cognitive) Loyalty Measurement Model

Research Methodology

Measures

This research expands the scope of tridimensional brand loyalty from service loyalty to product loyalty presented by Jones and Taylor (2007), so measures for each dimension were used similar to scale used in base study (with adjustments required for product loyalty). Other aspects of originality in this study are that it examined the brand loyalty

in context of cola market in which customers have comparatively low involvement, and it is frequently purchased (Roehm, Pullins, & Harper, 2002) from a developing economy.

This research used the same three loyalty-related dimensions explored by Jones and Taylor (2007) in services. These included behavioral, cognitive and attitudinal loyalty. Variables and scales for each dimension were selected using previously product loyalty literature. These scales were developed on a five-point likert scale. Wording of questions was changed to cola drinks as focus of this research was cola drinks whereas previously questions were worded to address manifestations of loyalty directed towards the other products. Variables for each dimension are mentioned below along with their resources.

Behavioral loyalty:

- Purchase frequency (Bandyopadhyay, Gupta & Dube, 2005; Broyles, 2009; Jacoby & Kyner, 1973; Rajh, Vranesevic & Tolic, 2003)
- Repurchase intention (Ulas & Arslan, 2006; Jones & Taylor, 2007; Worthington, Russel-Bennett & Hartel, 2009; Matzler, Grabner-Krauter, & Bidmon, 2008; Chaudhuri & Holbrook, 2001)
- Switching intentions (Jones & Taylor, 2007; Rundle-Theile, 2005)
- Brand allegiance (Worthington, Russel-Bennett & Hartel, 2009; Chaudhuri & Holbrook, 2001)

Attitudinal loyalty:

- Commitment to a brand (Worthington, Russel-Bennett & Hartel, 2009; Rundle-Theile, 2005; Matzler, Grabner-Krauter, & Bidmon, 2008; Chaudhuri & Holbrook, 2001; Bandyopadhyay, Gupta & Dube, 2005)
- Willingness to recommend (Jones & Taylor, 2007; Reichheld, 2003),
- Brand preference (Broyles, 2009; Rundle-Thiele, 2006; Hellier, Geursen, Geursen, & Rickard, 2003)

Cognitive loyalty:

- Price tolerance (Ulas & Arslan, 2006; Matzler, Grabner-Krauter, & Bidmon, 2008; Chaudhuri & Holbrook, 2001; Jones & Taylor, 2007; de Ruyter, Wetzels & Bloemer, 1998)
- Exclusive consideration (Jones & Taylor, 2007; Worthington, Russel-Bennett & Hartel, 2009)
- Brand Identification (Jones & Taylor, 2007; Worthington, Russel-Bennett & Hartel, 2009)

Sampling: Literature supports that a sample size of 250-300 (Delgado-Ballester & Munnera-Aleman, 2005; Chi, Yeh, & Yang, 2009; Jones & Taylor, 2007) is enough for such a study. A sample of 875 students of the five public universities of five cities (Islamabad, Rawalpindi, Gujrat, Lahore, and Multan) was used. The purpose was to have diverse response, better measurement and generalize-ability. Applying this questionnaire to university students is convenient in some ways. First, they belong to different regions and thus represent different subcultures and purchasing habits (Ulas & Arslan, 2006). Second, higher numbers of younger people consume cola drinks and even more frequently and this will ensure higher response rate (Ulas & Arslan, 2006). Third, during the early stages of life cycle, younger adults develop many of their habits which are observed much throughout of their lives (Shukla, 2009). Four, they are easy to reach. The questionnaire comprised of three sections. First section was about demographic information; the second was questioned about their choice of cola brand and purchase frequency for the five last purchases. In third section, statements for three dimensions of brand loyalty were measured along 5-points likert scale.

Data Analysis: Data analysis was done by using SPSS and LISEREL. SPSS was used for factor analysis and scale refinement. LISEREL was used for Structural Equation Modeling.

Table 1. *Factor Analysis Results*

Construct	KMO	Eigenvalue	Variance	Cronbach's Alpha
Purchase frequency (3)	0.615	1.643	54.66%	0.538
Repurchase intention (2)	0.642	1.697	56.66%	0.615
Switching intentions (2)	0.500	1.458	72.78%	0.626
Brand allegiance (2)	0.500	1.293	64.66%	0.423
Brand Commitment (2)	0.500	1.247	62.36%	0.397
Willingness to recommend (3)	0.647	2.099	69.94%	0.784
Brand Preference (2)	0.500	1.407	70.33%	0.562
Price tolerance (2)	0.500	1.400	70.00%	0.556
Exclusive consideration 2 nd	0.579	1.365	68.26%	0.527
Brand Identification (2)	0.684	2.018	67.25%	0.733

Assessing Reliability & Validity: Reliability of indicators was ensured according to the widely accepted thumb rule that value of Cronbach's alpha should be 0.7 or more (Nunnally, 1978). One item was deleted from exclusive consideration to raise the value of Cronbach's alpha up to level of acceptability. Brand allegiance was not used in further analysis as its Cronbach's alpha value was lower than 0.50 (no item was removed to raise the Cronbach's alpha value as it was only containing two items). In assessing the construct validity, factor analysis was conducted using PCA extraction and Varimax rotation (Emory and Cooper, 1991). Results shows that each of the constructs load with Eigenvalue above

1.0, total variance explained higher than 50% and value of KMO equal or higher than 0.50.

Table 2. SEM Results LISERAL (Tri-dimensional & Three Order Factors of Loyalty)

Loyalty Related Outcomes	St. Coefficients	R ²
Purchase frequency (3)	0.92	0.85
Repurchase intention (2)	0.91	0.97
Switching intentions (2)	0.62	0.38
Brand Commitment (2)	0.91	0.84
Willingness to recommend (3)	0.80	0.64
Brand Preference (2)	0.74	0.55
Price Tolerance (2)	0.53	0.52
Brand Identification (2)	0.62	0.66
Chi-Square	349.09	
Degree of Freedom (DF)	157	
Root Mean Square Error of Approximation (RMSEA)	0.044	
Normed-fit index (NFI)	0.98	
Comparative fit index (CFI)	0.99	
Adjusted Goodness of Fit Index (AGFI)	0.93	
Standardized RMR (SRMR)	0.0441	

Thumb Rule for model fitness: CFI & NFI should be greater than 0.9; RMSEA should be less than 0.08; SRMR of less than 0.08 are indicative of a good measurement model

Data Analysis and Results

Total of 875 questionnaires were distributed among the respondents in five different cities, 711 were collected back at 81% of the response rate. Among those 711 returned questionnaires, 663 questionnaires were entered in SPSS for further analysis and 48 were rejected due to missing values. Finally data analysis was done using 663 respondents. Among these respondents, 48% were male and 52% were female. Major age group of the respondents is 21-25 years, from which 65% of the respondents belong.

Brand Preference: Respondents were also asked about their brand preference and brand choice from cola brands available in Pakistan. Pepsi Cola, Coca Cola and Amrat Cola were included the list of cola brands. In brand preference 55% prefer PC, 34% prefer CC, 6% like AC and 5% preferred other brands. The preference of PC was higher in females 60% and CC was preferred more by male respondents 54%. The results are given in table 2 (by using crosstab), showing the brand preference of the respondents as well as with respect to gender.

Table 3. Characteristics of the Respondents

Characteristics of the Respondents

Gender	Male	48%
	Female	52%
Age of the Respondents	20 years or below	29%
	21-25	65%
	26-30	7%
	Above 30 years	.2%
City of the Respondents	Islamabad	16%
	Rawalpindi	17%
	Lahore	21%
	Multan	23%
	Gujrat	23%
Brand Preference	Pepsi Cola	55%
	Coca Cola	34%
	Amrat Cola	6%
	Others	5%
Preference of Pepsi Cola	Male	40%
	Female	60%
Preference of Coca Cola	Male	54%
	Female	46%

Tri-dimensional Model Testing: In testing the model, LISER software was used. One factor (Brand Allegiance) from behavioral loyalty and one (Exclusive Consideration) from Cognitive loyalty were removed to achieve the good values of model fitness of measurement model. In model testing key values to prove the model fitness are CFI, NFI, RMSEA, SRMR and AGFI. Chi-square for sample size above than 400 is normally significant (Kenny, 2011). CFI which is abbreviation of comparative fit index and its value 0.90 or above confirms the unidimensionality (Byrne, 1994). In addition to CFI, the normed fit index (NFI) and root mean square error of approximation (RMSEA), Adjusted Goodness of Fit Index (AGFI) and Standardized SRMR were assessed. Rule of thumb for model fitness is that values of GFI, NFI and CFI should be equal or larger than 0.9; RMSEA and Standardized SRMR should be smaller than 0.08 (Bagozzi and Yi, 1988; Browne and Cudeck, 1993; Hair, Anderson, Joreskog and Sorbom, 1994; Armstrong, 2003). All of these found to be as per rule of thumb which ensures the model fitness and hence proves that the tridimensionality of brand loyalty which is shown in the figure 2 as ABC Loyalty Measurement Model (product loyalty).

that it is tridimensional measure. Second this improved the reliability of the scales developed to measure these dimensions of brand loyalty. Finally this expanded the applicability of tridimensional service loyalty approach to product loyalty. Future research should be repeated in other product categories for the establishment of reliability and validity of these measures.

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