

BRAND POSITION & CUSTOMER LOYALTY FOR PUBLIC SECTOR OIL MARKETING COMPANIES

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Abstract

A Brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. For a brand to have value, it must be valued by the customer. Brand Equity is normally measured by understanding the customer brand knowledge in terms of the position that the brand occupies in the customer's mind, the level of brand association, brand awareness and brand loyalty. India's oil market has so far been dominated by Public Sector Oil marketing Companies especially in the marketing of petroleum products. One particular customer behavior that has intrigued the marketers and researchers for long has been the indifference exhibited by fuel consumers while making choice amongst these three brands to refuel their vehicles. This research aims to study the brand position and customer loyalty for public sector oil marketing companies. The result points towards an opportunity which the oil marketing companies have to increase the brand position and customer loyalty by devising income wise segmentation strategies for different consumer groups.

Key Words:

Brand Position, Brand Loyalty, Brand Equity, PSU (Public Sector Units), OMCs (Oil Marketing Companies), HPCL (Hindustan Petroleum Corporation Ltd.), BPCL (Bharat Petroleum Corporation Ltd.), IOCL (Indian Oil Corporation Ltd.)

1. Introduction

A successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique added values which match their needs most closely (Christodoulides & Chernatony, 2010). A brand signals to the customer the source of the product, and protects both the customer and the producer from

competitors who would attempt to provide products that appear to be identical (Aaker, 1991).

Advocates of brand equity contend that for a brand to have value, it must be valued by the customer. If the brand has no meaning to the customer, none of the other definitions of brand is meaningful (Cobb-Walgreen et al., 1995; Keller, 2000).

Scott M. Davis (2002), in his book Brand Asset Management mentions that a strong brand position means the brand has unique, credible, sustainable and valued place in the customer's mind. It revolves around a benefit that helps one's product or service to stand apart from the competition. From a behavioural perspective, Brand Loyalty is defined as the degree to which a buying unit, such as a household, concentrates its purchases over time on a particular brand within a product category (Schoell and Gultinan, 1990) while from an attitudinal perspective, brand loyalty is defined as "the tendency to be loyal to a focal brand as demonstrated by the intention to buy it as a primary choice" (Oliver, 1997). Amongst the various parameters to measure brand equity, high brand position and brand loyalty are indicative of a higher brand equity which a brand enjoys.

The oil industry influences almost all aspects of business, economics and geopolitics throughout the world. India's oil market has so far been dominated by state firms such as the Indian Oil Corporation Ltd. (IOCL), Bharat Petroleum Corporation Ltd. (BPCL) and Hindustan Petroleum Corporation Ltd. (HPCL), especially in the marketing of petroleum products. These represent pretty strong brands amongst themselves, but one particular customer behavior that has intrigued the marketers and researchers for long has been the indifference exhibited by fuel consumers while making choice amongst these three brands to refuel their vehicles.

With the rise in the disposable income of the Indian consumers and the ever increasing population of vehicles in the country there is going to be a huge increase in the demand for Auto fuels (SIAM-Society of Indian Automobile manufacturers, 2010).

Petroleum Planning and Analysis Cell report on consumption of petroleum shows a 13.86% increase in consumption of petroleum in 2009-2010 as compared to previous year.

The Asian Development Bank report on Efficiency and Climate change considerations for on road transport in Asia has forecasted the vehicle population and fuel consumption in India to exhibit a fast growth.

Thus with the increase in the vehicular concentration there is going to be an increase in the demand for auto-fuel and there lies a huge opportunity before the Oil Marketing Companies (OMCs) to work on their brand equity so that they can compete with the private players as well as with their Public Sector Unit (PSU) counterparts.

In the oil marketing business, product differentiation is very hard to sustain. Despite the fact that companies have introduced different octane fuels, the apparent lack of switching costs creates a challenge for marketers, as consumer has no reason to stay with one particular brand.

Since all brand decisions rely on in-depth understanding of customer to create a point of differentiation for sustainability over time, this research was carried out aiming to study the brand position and customer loyalty for public sector oil marketing companies in the city of Indore in Madhya Pradesh in India. The results from this study would provide market insight to the OMCs regarding their current position in the mind of customers and the level of loyalty expressed by them.

2. Brand Building Initiatives of PSU OMCs in India

Various initiatives were taken up by the OMCs to create differentiation in the minds of the customer and hence attract a higher share of their wallet. Indian Oil launched Xtrapremium and Xtramile branded fuels and also set up XTRACARE retail outlets for select urban and semi-urban markets. For highway motorists, it launched large format Swagat brand outlets and KisanSeva Kendra's for the rural markets. The XTRAPOWER Fleet Card program was launched as a smart card-based fleet management solution for fleet operators and corporates for cashless purchase of fuel & lubes. IOCL made its presence felt in 2004 by advertising through banners and

contests on the website Indiatimes.com. The 'SaalBhar Free Fuel' and the 'Car in A Tank' offer on the purchase of branded fuels from Indian Oil outlets were campaigns run for building customer loyalty (www.iocl.com).

BPCL launched Speed the branded petrol and Hi Speed diesel, introduced the loyalty card- PetroCard and Smartfleet loyalty card for fleet owners and corporate customers and also initiated the enhanced Fuel Proposition movement, 'Pure for Sure' to communicate the brand promise to the customers. 'PETROZINE', was the 'e'-initiative of the company for keeping in touch with their valued customers and it launched Petrodaily (e-magazine) to keep the valued customers updated on the happenings in the Petroleum industry worldwide as well as in India. The company opened non-fuelling utilities such as "In & Out" convenience stores, ATMs, Cyber Cafes etc. at the retail stations. Another innovative project started by BPCL to win customer loyalty was the concept, "Ghar located at major highways across the country, which offered "Dhaba" services, secure parking spaces, restrooms, an essential items store, emergency assistance and messaging services to the fleet owners. BPCL made its presence felt in 2005 by advertising through banners and contests on the website Indiatimes.com and also executed the promotional campaigns of "Bharo Petrol Chalo London" to build customer loyalty (www.bpcl.com).

HPCL's Branded Fuel "Power" and "Turbojet" were introduced along with the normal fuel at the retail outlets. The non-fuel activities at the retail outlets include ATM, take away food counter, "C" Store, vehicle accessories etc. The sales promotion campaign 'HP Happy Wheels Offer' was designed to build customer connect and loyalty with the customers. The company started "RasoiGhar" project in rural market, whereby the villagers paid for the gas used, and were not required to pay any deposit. HPCL also introduced several loyalty cards, namely CLUB HP Smart1, i-mint card, Drive track card for the benefit of customers and fleet owners. For "Club HP" outlets mass media campaign was effectively utilized to communicate the brand promise under the banner "Club HP" "AchchaLagtaHai". The new Retail Brand "Club HP" assured customers of high-quality personalized "Vehicle and Consumer Care"(www.hpcl.com).

3. Theoretical Background & Review of Literature

Brand Strength or Brand Equity is normally measured by understanding the customer brand knowledge in

terms of the position that the brand occupies in the customer's mind, the level of association with the brand values, the brand awareness and the degree of brand loyalty expressed by the customer (Aaker, 1991).

According to Keller (2002), consumer brand-knowledge can be defined in terms of the personal meaning about a brand stored in consumer memory, that is, all descriptive and evaluative brand-related information. Different sources and levels of knowledge such as awareness, attributes, benefits, images, thoughts, feelings, attitudes, and experiences get linked to a brand and its understanding by the consumer.

In the increasing clutter of brands, marketers are finding it difficult to create a distinct place for their brands. One of the most important brand management activities is positioning the brand properly where marketers try to create an image or identity in the minds of their target market for its product, brand or organisation. Thus positioning is something (perception) in the minds of the target market. This positioning as the name implies involves identifying the optional location of a brand and its competitors in the minds of the consumers to maximise potential benefit to the firm.

That the concept of positioning is recognized as one of the important components of advertising and modern marketing theory and practice (Alden, Steenkamp, and Batra, 1999; Hooley and Greenley, 2005; Prince, 1990; Ries and Trout, 1986) cannot be overemphasized and has been studied and established as main objective behind designing all marketing communication activities. This is more so because advertising and positioning are inextricably geared toward creating value for any firm and its offerings, in that they enhance firm performance and reduce systematic risk (McAlister, Srinivasan & Kim, 2007). How a firm chooses to position itself and/or its offerings is central to the creation of marketing strategy and dictates the implementation of advertising and marketing communications practices in the short, medium, and long term (Hooley, Greenley, Fahy, and Cadogan, 2001; Porter, 1996; Ries and Trout, 1986; Trout, 1996). The employment of positioning strategies that leads to creating a position in the marketplace is undertaken over time through deployment of marketing practices including advertising, public relations, promotion, sales inducing efforts, publicity, etc., brand management, firm image and reputation, product development, and cost controls (Burton and Easingwood, 2006) and putting in place

pertinent market orientation processes. Positioning is conceptualized as a complex multidimensional construct that attempts to positively adjust the tangible characteristics of the offering and the intangible perceptions of the offering in the marketplace. The findings of the brand positioning study carried out on the automobile sector by Blankson et al., 2008 reveal positive association between positioning strategy and firm performance. The study concluded that there existed a strong correlation between the brand equity and brand position of that company in the minds of the customer.

When a respondent to market research studies is asked to name a brand (or company) for a particular product category then the first name that is taken by the respondent is the measure of the brand position in his/her mind. Although the respondent may be aware of many other brands/ companies for the mentioned product category, but the fact that he/she responds with a particular brand name as a response to the query put forth by the interviewer reflects that the brand mentioned enjoys a higher position in the mind of the respondent as compared to other brands. Since 'position' of a brand is its perception among target consumers, all the companies try to identify Unique Selling Propositions (USPs) so that they can do effective positioning for a place in the consumer's mind (Sengupta Subroto, 2005)

Repeated purchase in terms of volume and value was alone a significant measurement of customer loyalty until the 1950s. This one dimensional measurement model of loyalty concept customer behaviours was criticised in that the domain of customer loyalty had to conceptually go beyond customers' behavioural measures. Dick and Basu, 1999 argued that loyalty should not be regarded as mere repurchase behaviour. This opened the door for a large number of variables that can be examined as the consequences of evaluative constructs in studies of brand loyalty. From a behavioural perspective, it is defined as the degree to which a buying unit, such as a household, concentrates its purchases over time on a particular brand within a product category. From an attitudinal perspective, brand loyalty is defined as "the tendency to be loyal to a focal brand as demonstrated by the intention to buy it as a primary choice" (Oliver, 1997). Brand loyalty is also sometimes viewed as a special case of relationship marketing, where the consumer has a significant psychological attachment to the brand entity consumed. Researchers have investigated the relational variables that lie at the heart of a consumer - brand relationship (Chaudhuri

and Holbrook, 2001), which lead to brand loyalty. Knox and Walker, 2001 have differentiated between two categories of brand loyals i.e. Pseudo-loyals and Committed loyals. Pseudo-loyals are the customers who go for repeat purchase of a particular brand but do not have strong attitudes towards the brand. They may buy the brand because of its price sensitivity or availability of a brand. Committed loyals also known as active loyals are the customers who will only purchase one particular brand.

Punniyamorthy and Prasanna Mohan Raj in 2007 had developed an empirical model based on factor analysis for measuring brand loyalty in English newspapers.

Study on customer based brand equity was carried out for hotel industry by Kayaman and Arasli in 2007 where the aim of the research was to explore interrelations of the four brand equity components i.e. brand awareness, brand loyalty, perceived quality and brand image. Their paper concluded that managers should try to influence perceived quality, brand loyalty, brand image and brand awareness in their organization as all these components contribute towards increasing the brand equity of the organization.

Tong and Hawley in 2009 in their paper titled Measuring Customer Based Brand Equity: Empirical Evidence from the Sportswear market in China concluded that brand association and brand loyalty are influential dimensions of brand equity.

Similar studies on brand position and brand loyalty were done for fast moving consumer goods (FMCG) (Buckinx, Van den Poel, 2005) and apparel industry (Voss, Godfrey and Seiders, 2010; Chazen, 1996) where it was established that higher level of brand position and brand loyalty is directly linked to higher brand equity of the organization in the market.

Dag Bennett, Andrew Ehrenberg and Gerald Goodhardt in 2000 had studied the brand loyalty amongst the petrol buyers in London. They had compared the purchase behaviour of the customers over two consecutive purchases. Their study concluded that loyalty related measures could be revealed through the analysis of just two purchases over a period of time.

A statistical analysis was carried out by Ang and Tan in 1990 on how diesel and petrol sales to road vehicles are affected by several non-price marketing strategies in Singapore. The analysis was based on the monthly sales data over a four-year period for a subsidiary of a major international oil company. The results depicted the effectiveness of these marketing strategies in the

highly competitive Singapore retail market.

Kumar and Sahay in 2004, in their paper titled Retailing at Petrol Pumps: From commodity dispensing to customer service, have emphasized how maintaining customer relationships through service elements are being practised by the oil marketing companies in India. Their work investigated various elements of products and services and developed a model for designing the services at petrol retail outlets to create customer satisfaction.

Marketing and Development Research Associates (MDRA) in 2003 conducted a survey on 336 customers to identify the preference of customers for branded fuels. Their research concluded that though more than 40% of the customers preferred using branded fuel, still there existed a large group of people who did not prefer the branded fuel because of it being highly priced. Also the advantages of switching over from unbranded fuel (unleaded normal fuel) to branded fuel with high octane levels and additives were not clearly perceived by the customers. No study at that time was conducted to study the brand position of public sector oil marketing companies and the level of loyalty expressed by the customers towards these companies in their purchase behaviour.

4. Objectives of the research

Based on the literature review a gap has been identified for a very limited research which has been carried out to understand the customer based brand position and brand loyalty amongst the petrol buyers in India.

The objectives thus framed for this research are as follows:

- ❖ To study the brand position of the public sector oil marketing companies.
- ❖ To study the level of customer loyalty for the public sector oil marketing companies.
- ❖ To study income wise difference in brand position and customer loyalty for the public sector oil marketing companies

Hypothesis:

Since HPCL, BPCL and IOCL are all Public Sector oil marketing companies dealing in the same product category and having identical prices for the product, it is assumed that they would be positioned equally in the customer's mind and also that there would not be any significant difference in the brand loyalty levels exhibited by the customers for these companies. The brand building initiatives have been for the masses and no specific income group seems to be targeted through the marketing communication and

promotional campaigns. Hence it is assumed that brand position and loyalty exhibited by the customers would be uniform across all income levels. Based on the above assumptions following hypothesis have been formulated:

Hypothesis 1

H0: There is no significant difference in the brand position of the public sector oil marketing companies

H1: There is a significant difference in the brand position of the public sector oil marketing companies

Hypothesis 2

H0: There is no significant difference in the position of a brand in the minds of the customers of different income levels

H1: There is a significant difference in the position of a brand in the minds of the customers of different income levels

Hypothesis 3

H0: There is no significant difference in the level of customer brand loyalty for the public sector oil marketing companies

H1: There is a significant difference in the level of customer brand loyalty for the public sector oil marketing companies

Hypothesis 4

H0: There is no significant difference in the level of brand loyalty exhibited by customers of different income levels.

H1: There is a significant difference in the level of brand loyalty exhibited by customers of different income levels.

5. Research Methodology

Although the need is to study the brand building exercises of all the OMCs in India across all states but due to constraints on time, financial and physical resources, the researcher has scaled down the scope of research in terms of (a) geographical spread and (b) products marketed by the OMCs. As far as geographical spread is concerned the city of Indore in Madhya Pradesh has been selected. In product category the focus has been kept on marketing of Petrol. With this backdrop the study was limited to the city of Indore in Madhya Pradesh to understand the consumer brand position and loyalty for OMCs amongst the petroleum consumers.

5.1 The pilot study

In view of the exploratory nature of the study and enhance the data collection, prior to conducting the pilot studies, the initial questionnaire received extensive reviews and suggestions from four senior academicians with expertise on the subject matter. To ensure "respondent-friendly" structured

questionnaire, it was pilot tested with 10 academicians before commencing the actual pilot studies.

Convenience sampling method was used to carry out the research and 400 respondents were targeted for the study. The questionnaire was filled by the respondents and care was taken to approach them at places other than petrol retail outlets to avoid any biased responses. 25 responses were discarded due to incomplete filling of questionnaire.

6. Findings and Analysis

The frequency table 4 indicates that all companies are having a marginal presence in the consumers' minds. Though these companies are rated very high as Fortune 500 companies but they are not adequately positioned in the consumer's mind and hence there is a scope for all the companies to increase their visibility/ space in the consumers' minds.

One way ANOVA test is done to identify the positioning of the oil marketing companies amongst the oil consumers. The oil consumers have been segmented based on their income levels. Following income levels were constructed:

- ❖ Income Less than Rs.50 000/- pm
- ❖ Income between Rs.50 000/- pm to Rs. 1 00 000/- pm
- ❖ Income above Rs. 1 00 000/- pm

Since there are more than two income levels i.e. the Independent variables, hence one way ANOVA is used to test the difference in the positioning of the brands of the oil marketing companies.

Table 5 shows the one way ANOVA table where significance of 0.000 which is less than 0.05. Hence the null hypothesis of hypothesis 1 gets rejected and it can be concluded that there is significant difference in the positioning of the oil marketing companies amongst the consumers. In order to identify where this difference lies, Post_Hoc test is carried out.

The table 6 for the Post-Hoc test shows two subsets that are created based on the responses of the individuals towards the question "which company sells petrol". Coding of the responses for the petroleum companies stated is as follows: "1" for HPCL, "2" for BPCL, "3" for IOCL and "4" if the response is a private company. As seen from the table above, the income group having a monthly income less than Rs.50 000/- exhibits a higher brand positioning for IOCL as their score of 2.48 is very close to the coding "3" for IOCL. This group is different from the other income levels. The middle income group belonging to the income bracket of Rs.50 000/- pm to Rs.100 000/- pm showed a higher positioning of BPCL with their scores of 1.91 being very close to the coding

"2" for BPCL. The high income group with an income above 100000/- pm also had a higher brand positioning for BPCL with their score of 1.95 being close to coding of "2" for BPCL.

BPCL has a higher positioning in the minds of the customers of middle income group and higher income group whereas the people belonging to the category of lower middle to lower income group have a higher brand position for IOCL. Thus from the post hoc test the null hypothesis of hypothesis 2 that the position of a brand for Public Sector Oil Marketing Companies in the minds of the customers is uniform across all income levels gets rejected and it can be concluded that oil marketing companies are positioned differently amongst the different income levels.

In order to study the brand loyalty exhibited by the customers, the respondents were required to respond about their purchase behaviour of auto fuel. The 5 point Likert scale was constructed to collect responses about the frequency of purchase of auto fuel from a particular oil marketing company. The scale ranged from "Only purchase from this company" to "never purchase from this company".

From table 7 and the exhibit 1 it can be clearly seen that the consumers of the oil marketing companies exhibit a higher loyalty for IOCL as compared to other two public sector oil marketing companies. The peak of the graph in the centre corresponding to the customer response of visiting all the petrol station sometimes has a clear indication of the indifferent purchase behaviour of the customers and one can say that there is no significant difference in the level of customer brand loyalty for the oil marketing companies but the purchase behavior exhibited in table 7 shows that IOCL is leading in the brand loyalty scores exhibited by the customers. Hence the null hypothesis of hypothesis 3 which states that there is no significant difference in the level of customer brand loyalty for the public sector oil marketing companies gets rejected.

ANOVA test was further conducted to study if purchase of the fuel from the retail outlet of a particular oil marketing company varied significantly amongst customers belonging to different income groups.

Table 8 shows a significance level of ANOVA test of 0.037 for HPCL, 0.031 for BPCL and 0.009 for IOCL and all these significance values are less than 0.05. Hence the null hypothesis of hypothesis 4 gets rejected and it can be concluded that there is significant difference in the level of customer brand loyalty for the oil marketing companies across

different income levels.

In order to identify where this difference lies, Post_Hoc test is carried out. For the analysis through SPSS the various income levels were coded as "1"- Income above Rs. 100 000/-pm ; "2" - Income between 50 000/-pm to 100 000/- pm and "3" Income below 50 000/- pm . The purchase pattern on 5 point Likert scale was coded as "1"- Only purchase from this company; "2"- Mostly purchase from this company, "3"- Sometimes purchase from this company; "4"- Rarely Purchase from this company and "5" -Never purchase from this company.

From the three tables(table 9, 10 and 11) obtained after conducting the Post-Hoc test to identify the difference in the loyalty expressed by the customers for the oil marketing companies it is observed that though two subsets have been formed exhibiting difference in the purchase behaviour by customers belonging to different income groups but this difference is not very large. Almost all the scores can be rounded off to 3 showing that the customers sometimes visit the petrol station of one oil marketing company and sometimes that of the other company. It can be safely concluded from this that the household consumers of oil marketing companies cannot be categorised as committed loyals. Also since there is not differential pricing strategy followed by any of the PSU oil marketing company so the consumers also cannot be categorised as Pseudo loyals who switch their brand loyalty under the influence of price cuts or discounts. The qualitative responses of the customers for their reasons for visiting a particular petrol retail outlet revealed the following reasons:

- ❖ Petrol station enroute to the workplace or near the home
- ❖ Friendly dealer staff that serves as a proxy for good quality
- ❖ Reversal of service charges on payment through a particular credit card which has a tie up with that oil marketing company.

Hence although the post hoc test results do not show very large difference in the scores of the subsets formed but they definitely point towards the fact that there is a significant difference in the level of brand loyalty exhibited by customers of different income levels.

7. Conclusion

Thus on one hand the oil marketing companies are trying to build loyalty of the customers through introduction of loyalty cards and running promotional schemes, while on the other hand the customer is

exhibiting indifference in his purchase behaviour. As is evident from the differential position of the brands in the minds of the customers belonging to different income levels, the oil marketing companies need to target their customers differently with different value added propositions and benefits to cater to customers of different income levels. Aggressive customer relationship building schemes coupled with marketing communication efforts need to be executed so that the customers are able to differentiate between the oil marketing companies based on their brand promise and unique selling propositions communicated and the level of trust generated through customer relationship building programmes.

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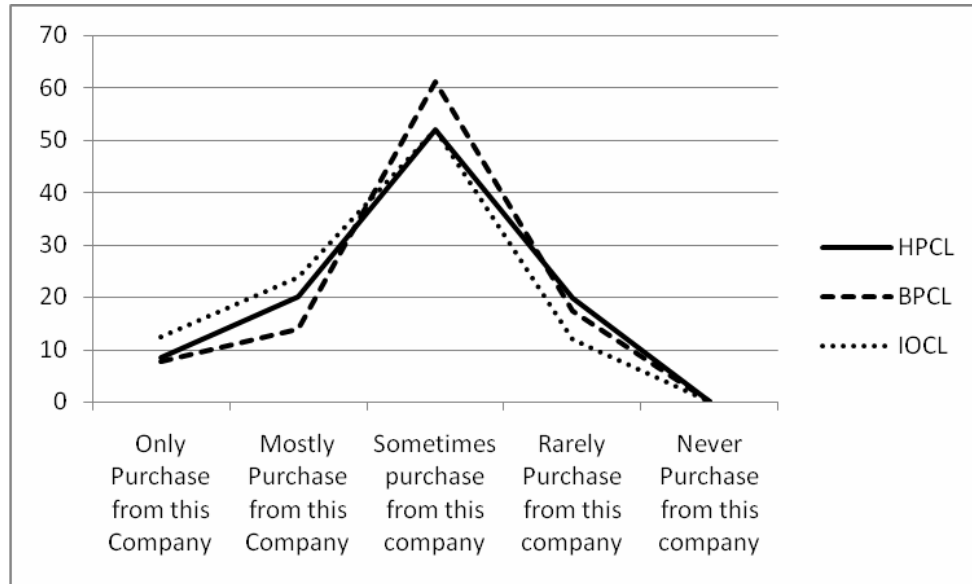
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List of Exhibits:

Exhibit 1: Loyalty exhibited towards OMCs



List of Tables:

Table 1: Consumption of Petroleum in India

Consumption of Petroleum (in '000 tonne)					
Year	2005-06	2006-07	2007-08	2008-09	2009-10
Consumption	8 647	9 286	10 332	11 257	12 818
YOY increase in consumption		639	1 046	925	1 561
YOY Increase %age		7.38%	11.26%	8.95%	13.86%

Source: Petroleum Planning and Analysis Cell, 2010

Table 2: Forecast of Vehicle Population in India

Forecast of Vehicle Population in India				
Vehicle Type	2005	2008	2015	2025
2-W	35.8	46.1	87.7	174.1
3-W	2.3	3	5.3	8.8
HCV	2.4	2.9	4.6	9.1
LCV	2.4	3.2	5.7	12.5
Car	6.2	8.8	18	41.6
Grand Total	49.1	63.9	121.3	246.1

Source: Asian Development Bank Report, 2008

(2-W= 2 wheelers; 3-W= 3 wheelers; HCV=Heavy commercial vehicles; LCV= Light Commercial Vehicles)

Table 3: Forecast of Fuel Consumption in India

Forecast of Fuel Consumption in India				
Year	2005	2008	2015	2025
Million Tons of Oil Equivalent (mtoe)	58	73	115	221

Source: Asian Development Bank Report, 2008

Table 4: Brand Position of PSU OMCs

Petrol company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HPCL	130	34.7	34.7	34.7
	BPCL	117	31.2	31.2	65.9
	IOCL	117	31.2	31.2	97.1
	Private company	11	2.9	2.9	100.0
	Total	375	100.0	100.0	

Table 5: One way ANOVA for Income –wise brand Position of OMCs

ANOVA					
Petrol company					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.912	2	13.456	19.634	.000
Within Groups	254.944	372	.685		
Total	281.856	374			

Table 6: Post Hoc test for Income-wise position of OMCs

Petrol company			
Tukey HSD			
Income interval	N	Subset for alpha = 0.05	
		1	2
Between 50,000-1,00,000 pm	150	1.91	
Above 1,00,000 pm	87	1.95	
Less than 50,000 pm	138		2.48
Sig.		.899	1.000

Table 7: Loyalty exhibited towards OMCs

Company Name	Only Purchase from this Company	Mostly Purchase from this Company	Sometimes purchase from this company	Rarely Purchase from this company	Never Purchase from this company
HPCL	8.3%	20.0%	52.0%	19.7%	0%
BPCL	7.7%	13.9%	61.1%	17.3%	0%
IOCL	12.3%	23.7%	52.0%	12.0%	0%

Table 8: ANOVA test for Income-wise brand loyalty for OMCs

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Purchase from HPCL	Between Groups	4.609	2	2.304	3.325	.037
	Within Groups	257.807	372	.693		
	Total	262.416	374			
Purchase from BPCL	Between Groups	4.214	2	2.107	3.509	.031
	Within Groups	223.386	372	.600		
	Total	227.600	374			
Purchase from IOCL	Between Groups	6.669	2	3.335	4.734	.009
	Within Groups	262.008	372	.704		
	Total	268.677	374			

Table 9: Post Hoc test for income- wise difference in loyalty for HPCL

Purchase from HPCL			
Tukey HSD			
Income Interval	N	Subset for alpha = 0.05	
		1	2
Less than 50 000 pm	138	2.73	
Between 50 000-100 000 pm	150	2.81	2.81
Above 100 000 pm	87		3.02
Sig.		.733	.130

Table 10: Post Hoc test for income-wise difference in loyalty for BPCL

Purchase from BPCL			
Tukey HSD			
Income Interval	N	Subset for alpha = 0.05	
		1	2
Above 100 000 pm	87	2.74	
Between 50 000-100 000 pm	150	2.85	2.85
Less than 50 000 pm	138		3.01
Sig.		.514	.250

Table 11: Post Hoc test for income-wise difference in loyalty for IOCL

Purchase from IOCL			
Tukey HSD			
Income Interval	N	Subset for alpha = 0.05	
		1	2
Less than 50 000 pm	138	2.46	
Above 100 000 pm	87	2.71	2.71
Between 50 000-100 000 pm	150		2.75
Sig.		.060	.926