

**BRAND HEALTH AUDIT**

**A Study with Reference to Rupa & Co.Ltd.**

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## **DECLARATION**

I, Archita Killa hereby declare that the Project entitled “**BRAND HEALTH AUDIT, A Study with Reference to Rupa & Co.Ltd.**” submitted towards, partial fulfillment of the Degree of Master of Fashion Management is my original work and no part of the project has been copied from any other reports or any other work carried by someone else which has been submitted for any other degree/award. However, any material taken from any other published source has been suitably referred and acknowledged at various places.

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## **Executive Summary**

Rupa & Co. Ltd. has emerged as the country's largest manufacturing of hosiery and innerwear brand. Rupa has also been acclaimed for this in Limca Books of Records as the country's largest manufacturer of knitted wear for the last six years.

The USP of the brand has always been its value-for-money products that target all the segments of the society. During early days, the success formula was strong linkages in the market due to its hosiery trading business. Rupa is today facing a growing threat from leading brands like Jockey, Benetton, Tommy Hilfiger, Dollar and Amul as well as a slew of private label brands launched by Future Group and Westside.

With all the major brands eyeing for a share in one of the largest and most potential innerwear market in the world, Rupa is bracing itself for a tough marketing warfare. There also lies a greatest challenge for Rupa's marketer to fight the unorganized sector which dominates this market coupled with cheap imports.

The purpose of this brand audit is to evaluate the health of the company, including its brand equity in the past, present and future, to access the brand of Rupa from the perspective of consumers and the retailers. This report is also to evaluate the brands of Rupa and compare how the company is doing relative to other brands in its industry and to suggest ways to improve and leverage that equity.

The share of the Innerwear in organised apparel retail is increasing at a very high rate. In the men's innerwear segment, organised players have ~60% market share. On the other hand, the women's segment is relatively fragmented with only ~40% of the market being controlled by organised players (Images F&R Research). Branding remains the industry's largest source of competitive advantage. This is an area of clothing in which customers' purchasing choices are frequently determined by the star figures they admire, or the teams they follow, and the brands they aspire to wear. Therefore, brand equity plays a strategic role in helping innerwear brand managers gain competitive advantage and make wise management decisions. When correctly measured, it is the appropriate metric for evaluating the long-term impact of marketing decisions.

This study aims to test and operationalize the Brand building components and audit the brand equity of the company 'Rupa & co. Ltd.'. The end results of this research will also lead to a deep understanding of the consumer behaviour of innerwear in Kolkata. To accomplish the above stated goals, this study offers a brief introduction to

Indian innerwear market and about Rupa & Co. Ltd., followed by a review of relevant theoretical literature and a description of the hypotheses of the study. Next, it describes the methodology and rationale for measuring customer-based brand equity. Conclusions and managerial implications follow.

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## **2. INTRODUCTION**

### **1.1 GLOBAL APPAREL MARKET**

The Global Apparel Market was estimated to be USD 075 Bn in 2011 and was estimated to grow to USD 1670 Bn by 2020 by the estimates of Technopak. The Relative Apparel Market Size of Major Economies is listed in the table 1.1 showing the contribution of all the major countries in the world. It shows that EU (27) contributes 33% of the total Global Apparel Market with USD 350 Bn followed by USA, China, Japan and then India by USD 225Bn, USD 150 Bn and USD 110 Bn with 21%, 14% and 10%Figure 1.2 represents the market share of each country in the total global apparel market in percentages.

According to Technopak, the global share of India in textile industry was 4 per cent in 2011 and is expected to be 6 per cent in 2016 and 8 per cent in 2021. Globally, apparel industry is expected to grow at a CAGR of 6 per cent.

	<b>USD Bn</b>	<b>INR Crores</b>	<b>% Share in total Global Apparel Market</b>
<b>EU 27</b>	<b>350</b>	<b>Rs. 16,65,125</b>	<b>33.00%</b>
<b>China</b>	<b>150</b>	<b>Rs. 7,13,625</b>	<b>14.00%</b>
<b>United states</b>	<b>225</b>	<b>Rs. 10,70,438</b>	<b>21.00%</b>
<b>Japan</b>	<b>110</b>	<b>Rs. 5,23,325</b>	<b>10.00%</b>
<b>India</b>	<b>40</b>	<b>Rs. 1,90,300</b>	<b>4.00%</b>
<b>Russia</b>	<b>37</b>	<b>Rs. 1,76,028</b>	<b>3.00%</b>
<b>Brazil</b>	<b>45</b>	<b>Rs. 2,14,088</b>	<b>4.00%</b>
<b>Canada</b>	<b>24</b>	<b>Rs. 1,14,180</b>	<b>2.00%</b>
<b>Australia</b>	<b>20</b>	<b>Rs. 95,150</b>	<b>2.00%</b>
<b>Others</b>	<b>73</b>	<b>Rs. 3,47,298</b>	<b>7.00%</b>
<b>Total</b>	<b>1074</b>	<b>Rs. 51,09,555</b>	<b>100.00%</b>

Table1.1 Relative Apparel Market Size of Major Economies (Source: Technopak)

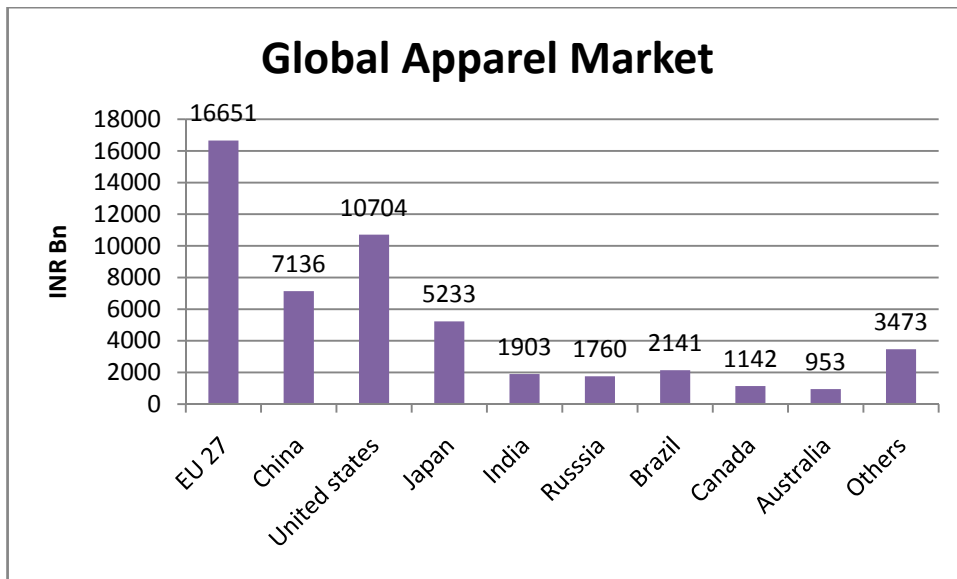


Figure 1.1 Apparel Market Size of Major Economies (Source: Technopak )

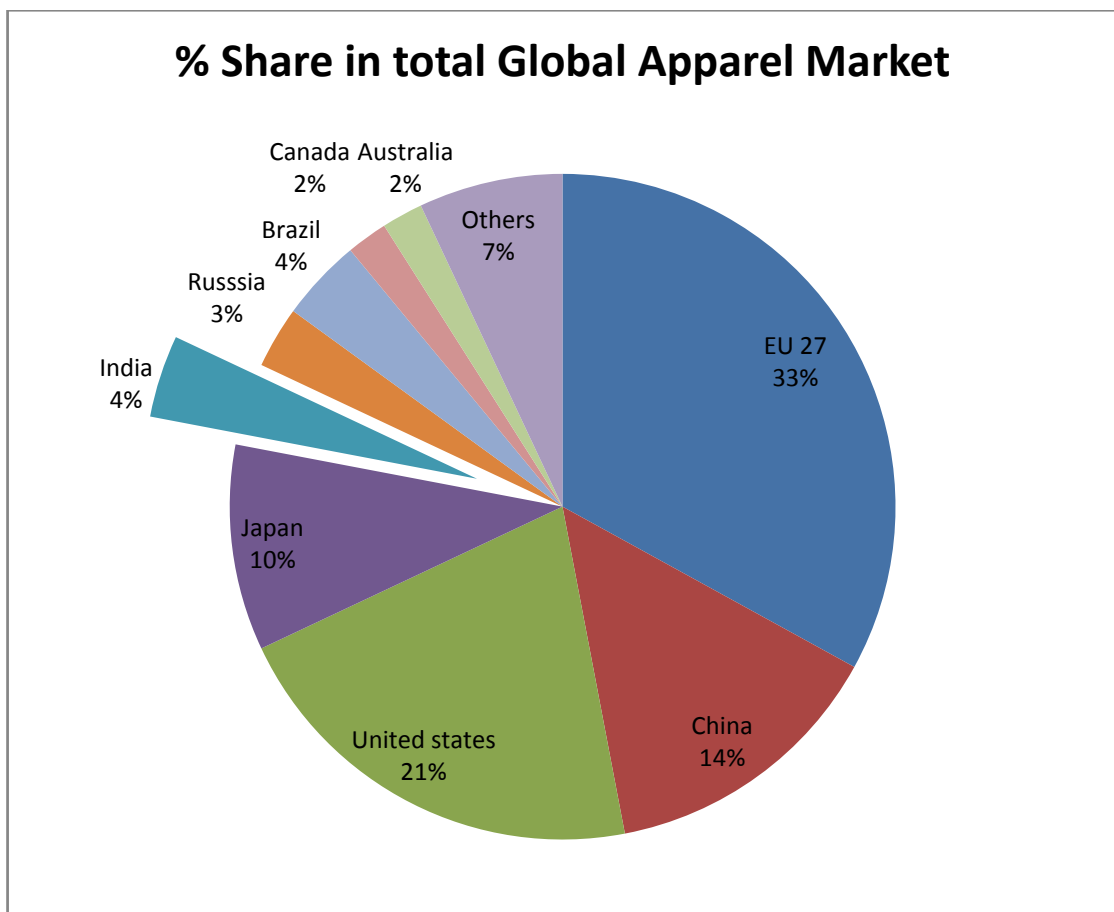


Figure 1.2:Percentage share of each country in the total global apparel market (Source: Technopak)

## 1.2 INDIAN APPAREL MARKET

In India, apparel is the second largest retail category (behind food and groceries), representing 7.3% of the total market but in organised retail, apparel and clothing has the biggest share of almost 35% followed by leisure products.

India's total textile and [apparel industry](#) size both domestic and exports is projected to grow at a [CAGR](#) of 9.5 per cent to reach Rs. 10,50,000 crores by 2021 from the Rs. 4,18,000 Crores in 2011, according to research firm Technopak.

The domestic textile and apparel market in India is worth Rs. 2,73,350 crores and has the potential to grow at a CAG of 9 per cent, to reach Rs. 6,63,800 crores by 2021. Overall, India's textile and apparel exports were at Rs. 1, 45,700 crores(\$31 billion) in 2011 and are growing at an annual rate of 10 per cent since 2005. The Indian apparel sector is expected to grow from Rs. 1,70,900 crores 2010 to Rs. 4,70,000 crores by 2020E, representing a CAGR of 10.6% as shown in Figure 1.5. During the past few years, there has been a significant rise in corporate interest towards the innerwear segment for various reasons. One of the reasons being the huge domestic market that today demands for better quality product and also the growing export prospects, especially to Europe.

Apparel and Clothing is 7.3% of the total retail industry of India as shown in Figure 1.3. It is the second largest segment next to Food and Grocery encompasses 67.6% of the industry.

But Apparel and Clothing has the largest share in organised retail covering 34.9% of the total organised sector, followed by Food and Grocery by 12.5% and then Footwear by 9.3% as shown in Figure 1.4. Apparel and Clothing is still estimated to grow at the rate of 13.2% by 2020.

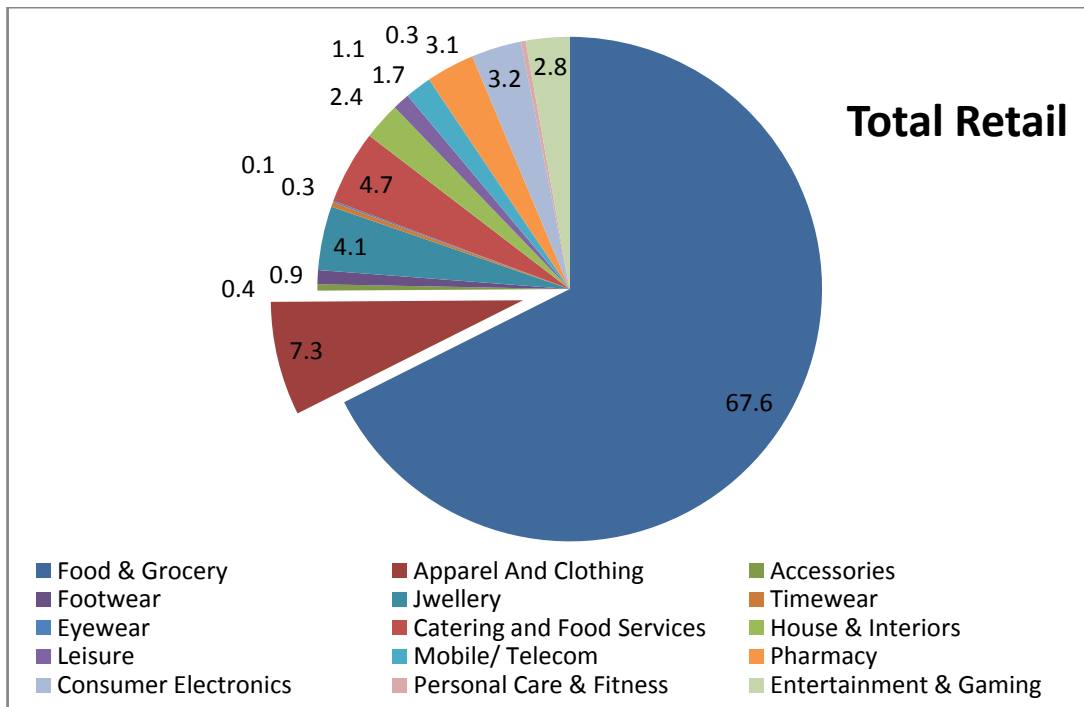


Figure 1.3 Percentage Share of various segments in the Retail Industry in the year 2011(Source: technopak)

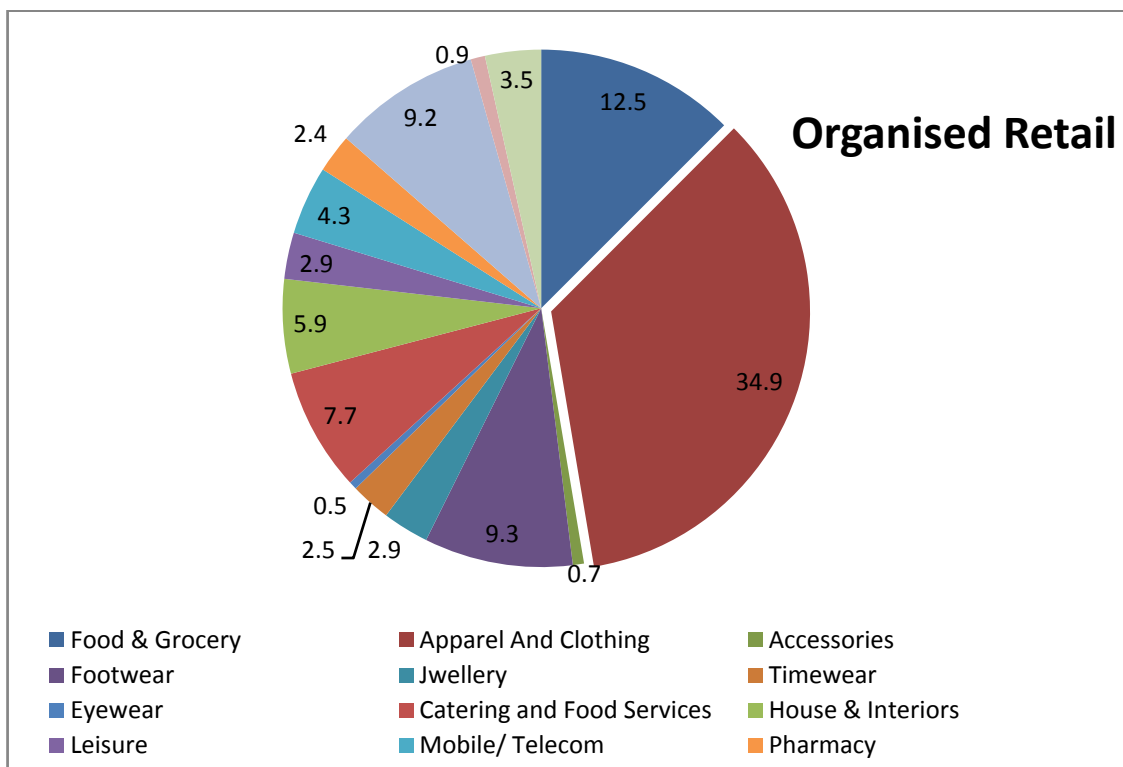


Figure 1.4 Percentage Share of Apparel and Clothing in Organised Retail of India 2011 (Source: Technopak)

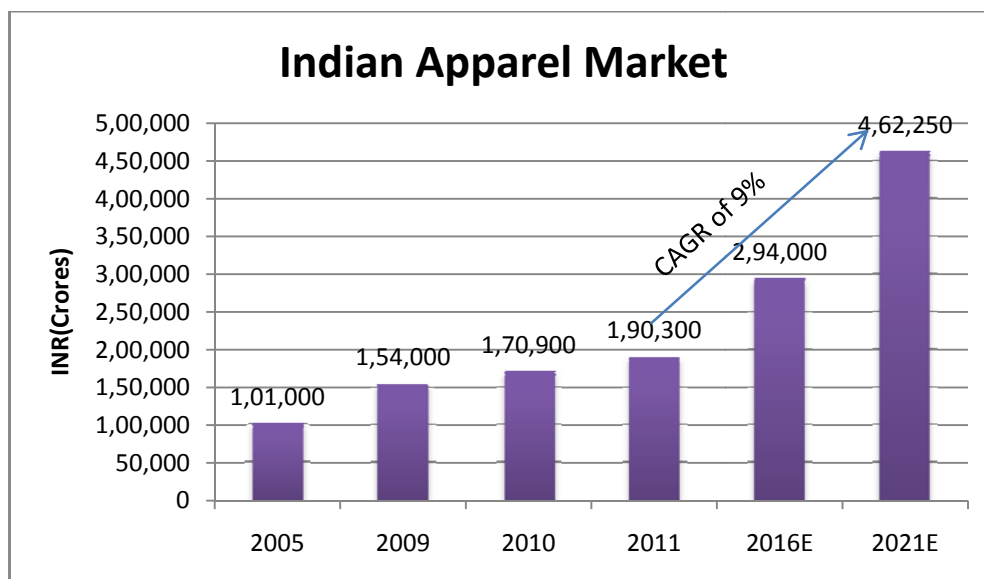


Figure: 1.5: Indian Apparel Market (in value) from 2009-2011 (Source: Images F&R Research, ICICIdirect.com Research)

INR Bn	Organised		Unorganised		Indian Apparel Market
2005	131	13%	879	87%	1010
2009	216	14%	1324	86%	1540
2010	273	16%	1436	84%	1709
2011	476	25%	1427	75%	1903

Table 1.2: Indian Apparel Organised and Unorganised Market from 2009-2011 (Source: Images F&R Research, ICICIdirect.com Research)

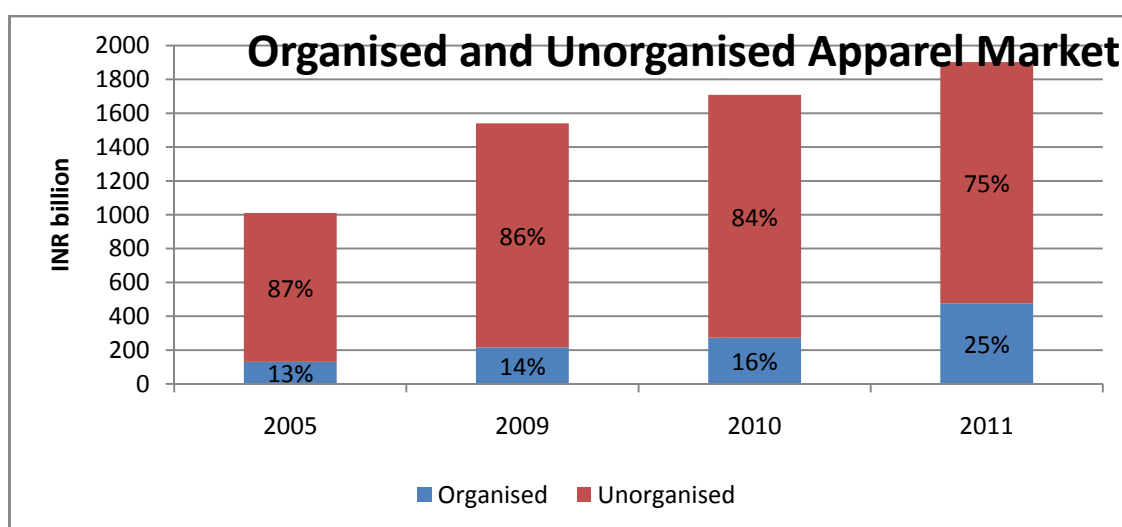


Figure 1.6: Indian Apparel Organised and Unorganised Market from 2009-2011 (Source: Images F&R Research, ICICIdirect.com Research)

<b>2011 (INR Crores)</b>	<b>% Share in Total Apparel Market</b>	<b>Organised</b>		<b>Unorganised</b>		<b>Total Share</b>
<b>Men</b>	40%	23,788	31.25 %	52,332	68.75 %	76,120
<b>Women</b>	35%	19,030	28.57 %	47,575	71.43 %	66,605
<b>Kids</b>	25%	4,757	10.00 %	42,818	90.00 %	47,575
<b>Total Apparel Market</b>	100%	47,575	25.00 %	1,42,725	75.00 %	1,90,300

Table 1.3: Percentage share of Men's, Women's and Kids' in Organised and Unorganised Apparel Market of India in 2011(Source: Images F&R Research,ICICIdirect.com Research)

The Indian Apparel Market was at Rs. 1,90,300 Crores in the year 2011 compared to Rs. 1,70,900 Crores in the year 2010 and is expected to grow at a compounded rate of 9% every year (shown in Fig:1.5) as per the estimates of Images F&R Research

The Organised apparel Market in year 2011 was 25% compared to the 16% of previous year(2010) which shows that apparel market is growing at a very fast rate. The transition of the Apparel Market from Unorganised to Organised is shown in the Figure 1.6.

Almost 31% of the menswear is organised and 29% of the women's is organised. Women's wear is expected to grow at a higher rate than the Men's wear towards the organised sector in the coming years.

Innerwear is increasingly being looked upon as a fashion accessory. The future of the innerwear looks positive as more MNC's are stepping into the arena with their unparalleled marketing strategies and their latest product range that is in tune with fashion trends the world over.

But the undergarment sector in India, till recently was one of the few markets that did not witness the entry of multinationals. However, the globalisation of the Indian Economy, international Brands/ Company entered Indian markets. Thus, the market, with the entry of new brands is set for a buoyant trend. Also the role of the media cannot be ignored.

There are lingerie shows being held by many companies to launch their new collection in the market. These companies also host various beauty contest and manhunt shows to promote their companies.

In a market like that of India, where competition is on the uptrend, the role of effective communication plays a vital role (apart from design innovations, quality and distribution) is making the brand a success.

The demographics of the Indian economy make it an ideal place for the growth of the consumer industry. Based on the existing rate of growth, the Indian population may surpass that of China by 2030. The per-capita income of Indians increased from Rs 31,206 to Rs 60,603 between FY07 and FY12. Moreover, India's urbanization is set to increase from 30% to 40% at a compounded annual rate of 2.4% - the fastest urbanization rate in the world. Close to 65% of Indians between 20-60 years are working, leading to higher disposable incomes.

The apparel market in India is dominated by the unorganized sector. However, there is a paradigm shift in the preferences of consumers which has led to an increase in the share of the organized sector. As per the Indian Brand Equity Foundation, India's retail market is expected to grow at 7% over the next 10 years, with organised retail growing at 25% to reach a size of \$200 billion by 2020. Such hyper growth in retail formats will drive greater penetration of branded apparels in India.

### 1.3 INDIAN INNERWEAR MARKET

As per estimates drawn by Images F&R Research, the innerwear market was valued at 14,300 crore in 2011 and is expected to grow to 43,700 crore by 2020E, growing at a CAGR of 13.2%, outpacing the growth of the overall apparel market. Also, the women's segment that has historically been smaller in size compared to the men's segment is expected to grow at a faster pace (CAGR of 15% over 2010-2020E as compared to 10% CAGR in the men's segment). The women's innerwear segment is likely to touch Rs. 30,000 crore from the Rs. 8,500 crore in the year 2011. On the other hand, the men's innerwear segment is likely to grow from Rs. 5,800 crore in 2010 to Rs. 13,700 crore in 2020E. Improving Indian demographics and increased preference for proper fits, sizes, etc. lend credence to the growth of organised players in the Indian innerwear market.

INR(crores)	2011(A)		2020(E)		CAGR
Men's Innerwear	5,800	40%	13,700	31%	
Women's Innerwear	8,500	60%	30,000	69%	
Innerwear market	14,300	100%	43,700	100%	13.2%

Table 1.4: Share of Men's and Women's innerwear in the Indian Innerwear Market in 2011 and expected 2020 (Source: Images F&R Research)

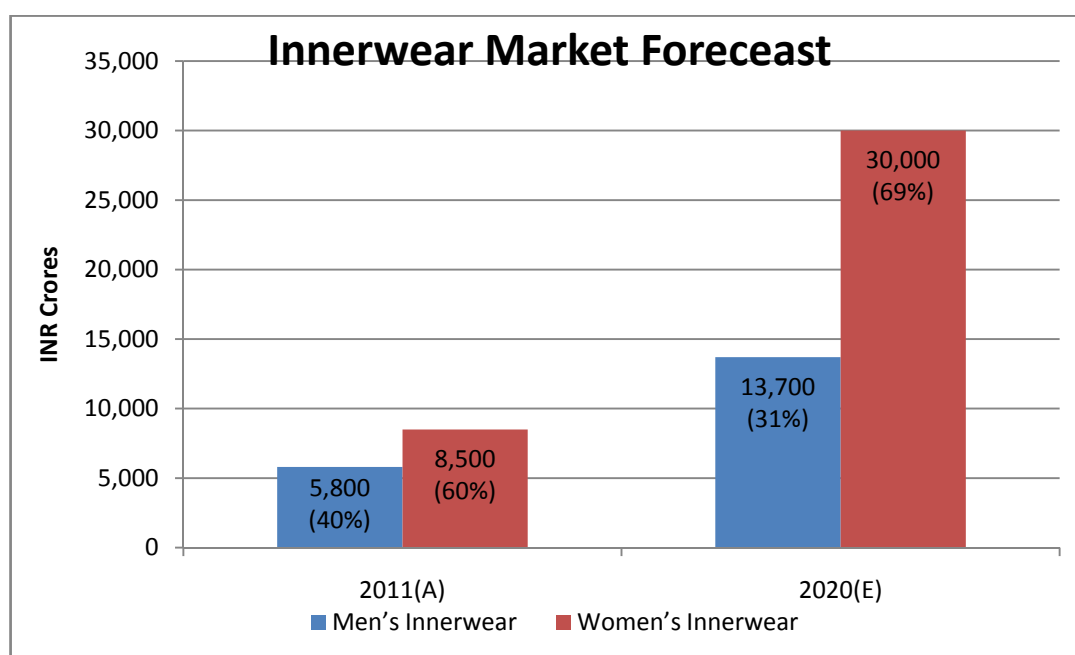


Figure 1.7: Share of Men's and Women's innerwear in the Indian Innerwear Market in 2011 and expected 2020 (Source: Images F&R Research)



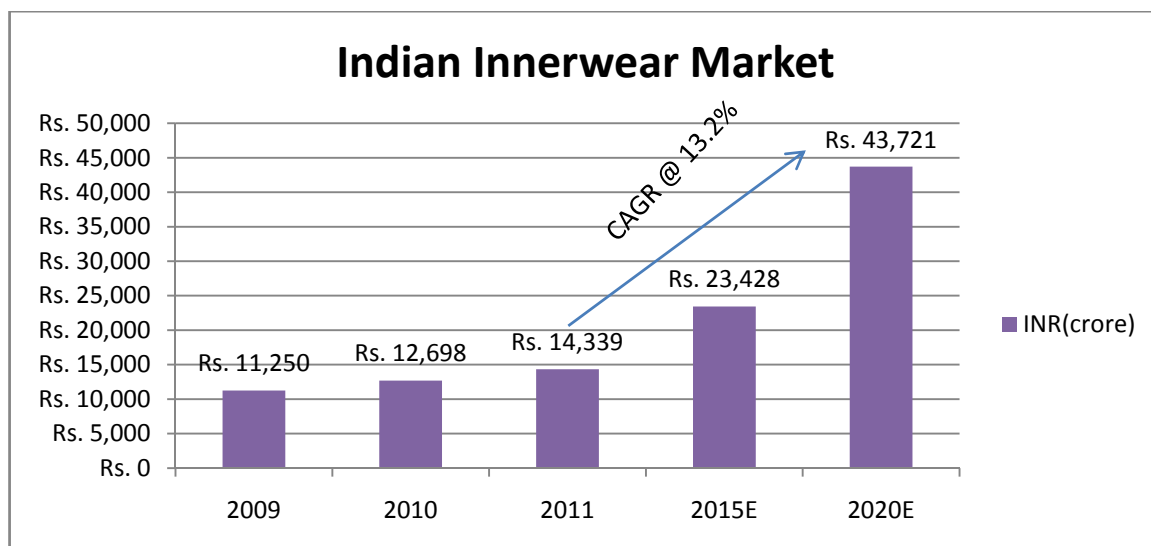


Figure 1.8: Indian Innerwear Market from 2009-11(A), 2015(E), 2020E (Source: Microsec Research)

2011 (INR Crores)	% Share in Total Innerwear Market	Organised		Unorganised		Total Share
Men	40%	3,400	59%	2,400	41%	5,800
Women	60%	3,400	40%	5,100	60%	8,500
<b>Total Innerwear Market</b>	100%	6,800	48%	7,500	52%	14,300

Table 1.5: Share of Organised and Unorganised in Men's and Women's Innerwear Market (Source:Microsec)

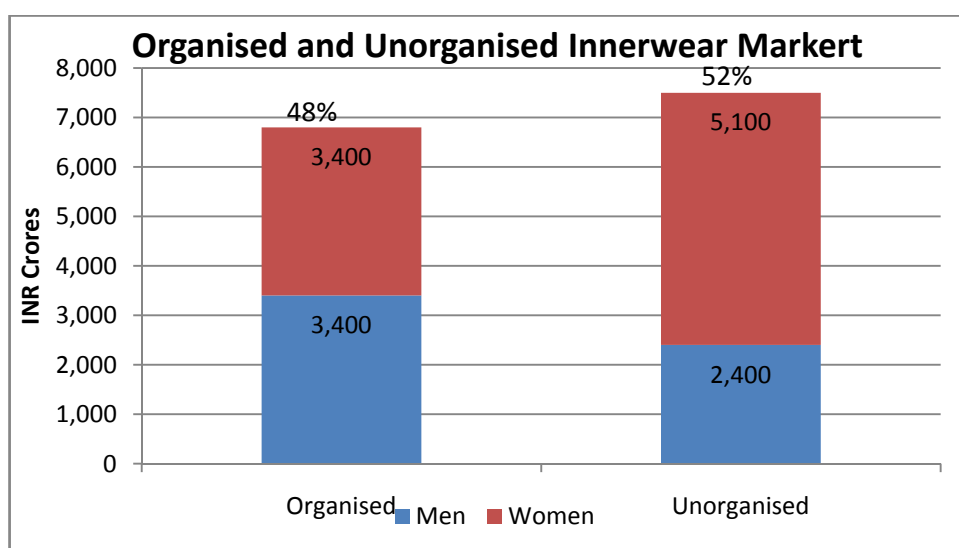


Figure 1.9: Share of Organised and Unorganised in Men's and Women's Innerwear Market (Source:Microsec)

In the men's innerwear segment, organised players have ~60% market share. On the other hand, the women's segment is relatively fragmented with only ~40% of the market being controlled by organised players. This also highlights the significant potential that organised players in the women's segment have. Images F&R Research estimates that at 15.0% CAGR during 2010-2020E, the women's segment will not only grow faster than the innerwear segment but will also grow significantly faster than the men's segment, which is expected to grow at a CAGR of 10.0% during the same period. The women's segment is expected to be worth Rs. 30,000 crore significantly outstripping the men's segment, which is likely to touch Rs. 13,700 crore by 2020E.

#### **ENTRY OF FOREIGN PLAYERS**

Year	Brand	Mode
1995	Jockey	Brand Licensing
1996	Lovable	Brought out Brand in December, 2010
2002	Triumph International	Exclusive outlet through the Franchise Model
2003	Enamor	JV between Gokaldas Image and French lingerie company, Barbara
2006	La Senza	Franchise with Fashion Brands India Pvt Ltd.
2007	Etam	Equal JV with Pantaloon Retail
2007	Amante	Wholesale Route of Shop in Shop
2007	Undercolour	United Colors of Benetton Lingerie Brand
2007	Esprit	Introduced lingerie line
2007	Calvin Klein	Brand Licensing
2007	La Perla	Partnership with Murjani Group
2009	Fruit of the Loom	

Source: Franchisee India, ICICI Direct.com Research

The Indian readymade garment industry can be classified into Domestic and Export segments on the basis of geographical areas. In recent years, the readymade garment segment has seen vertical growth. Accounting nearly Rs. 20,000 crores, this industry is growing at the rate of 20%, with massive visibility and consideration margins. The largest segment for the readymade garment segment includes the age-group of 16-35 that is very brand conscious and gives priority to high quality products. Branded readymade garments account over 21% of the readymade garment industry. On an overall basis, the domestic RMG market is estimated to have recorded a 6.4% CAGR over the last 5 years (2007 to 2012). By 2016 the apparel market size is expected to reach Rs. 1,855 billion translating into a 7.0% CAGR.

About 70% of India's total population still resides in rural area and contributes nearly 54% to the total RMG industry in value terms.

Rural markets are becoming increasingly important for readymade garments manufacturers, as increasing penetration in these markets reduces their dependence on urban markets, where demand is typically dependent on growth in the manufacturing and services sectors as well as the state of the financial markets. On the contrary, growth in rural areas primarily stems from agriculture and government programs such as National Rural Employment Guarantee Act (NREGA) etc

In terms of geographical mix, the rural market dominates the demand for innerwear in India. CRISIL Research expects demand from rural market to grow by 17.4% CAGR and urban market by 13.1% CAGR in between the 5 years (2010 to 2015). Higher rural market growth would be due to lower penetration of branded readymade garments as compared to urban market.

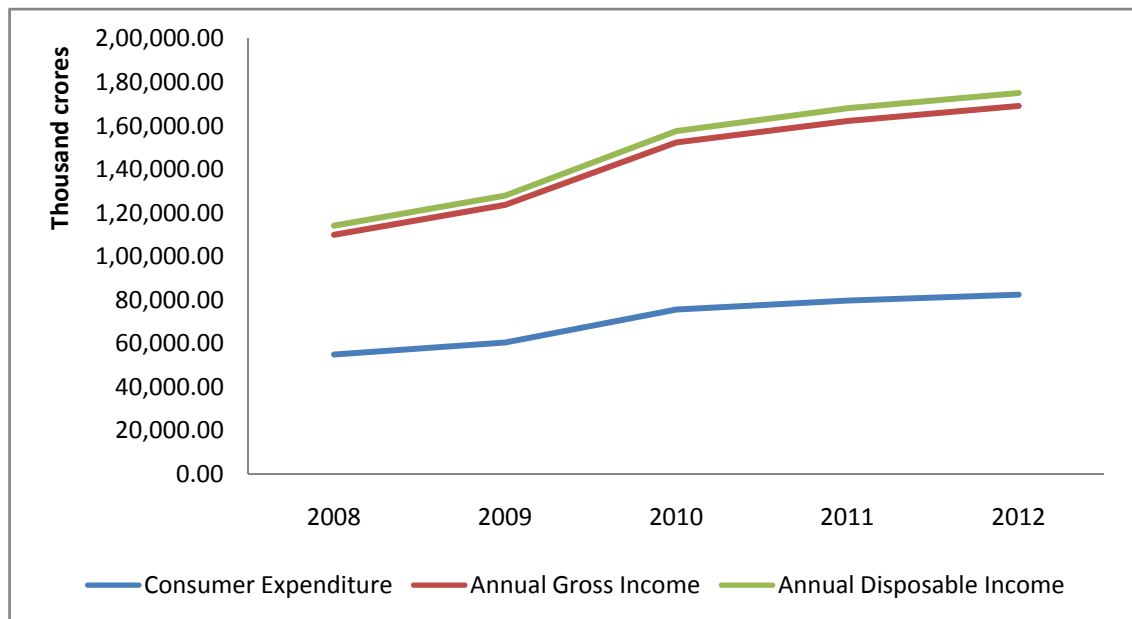


Figure:1.10 Changes in Consumer Expenditure, Annual Gross and Disposable Income from 2008 to 2012 (Source: Euromonitor)

In the last five years, between 2008 and 2012, Indian consumption expenditure has grown at a faster pace than the growth of disposable incomes. Moreover, over these past five years, the share of non-food items in the expenses has been growing at a fast clip. These trends are encouraging for consumer-driven industries as the low penetration levels of goods such as branded ones are likely to increase with the change in the consumer preferences of Indians.

As the purchasing power of the people is increasing, there is a good scope in the future for those who are in this segment. At present, many new brands are also entering in this category

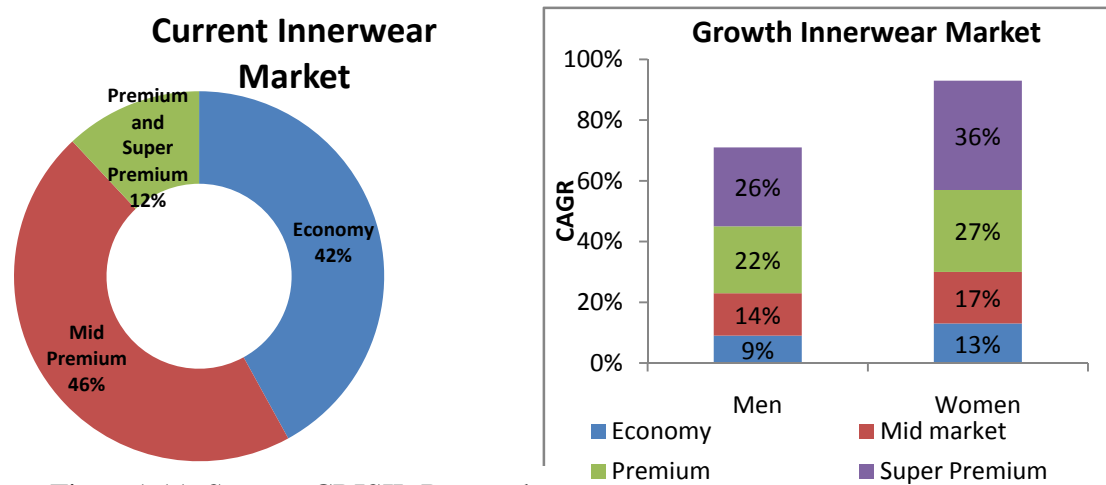
Next to apparels, people have started paying attention to accessories after spending on basic necessities, owing to rising salaries and retail becoming far more sophisticated.

It is because of a surplus disposable income that the innerwear category is finding a boom. Earlier, innerwear was considered just a functional garment. However, now with the consumer having reached a certain level where the basics are very well met, the premium innerwear market is witnessing a certain splurge of activity.

The innerwear industry in India is divided into various segments viz. Economy, Mid Market, Premium and Super-premium. In value terms, the innerwear industry is dominated by the economy segment, consisting of products that are priced below Rs.

100. The economy and mid-market segment together comprise of more than 88% of the total domestic innerwear market.

Estimating the size of premium innerwear market in India, the women's premium innerwear market is around Rs. 12.4 billion, which is around 15.9 percent of the total innerwear market. Men's premium segment also has a similar percentage share in total innerwear market. However, men's innerwear market is much bigger in terms of value than women's innerwear.



2. Figure 1.11, Source: CRISIL Research

## INNERWEAR MARKET

India holds immense growth potential for the innerwear industry, which is evident from the entry of large international brands in the Indian market in the last few years. A key factor characterizing the blooming Indian innerwear market is the increasing size of the organized market and the declining share of the unorganized market resulting in growing independent brands taking charge of the market. In addition, growing income levels of Indians and their changing lifestyles has rechristened innerwear from just an undergarment to a fashion clothing item, at least in the urban centers.

The main growth drivers of demand for the innerwear industry are:

- Increasing income levels and high spending power.
- Brand Loyalty: Perception similar to FMCG products, Low ticket, high repeat purchases; Availability and Brand matters
- Awareness and Availability: Function of ad spend and distribution network; Plethora of unbranded and branded offerings for every price-gender segment

- Changing Demographics: Higher disposable income leading to shift in preferences to branded and premium products
- Growth of organised retail: Helping enhance availability and driving growth of premium/ super premium segments
- Preference for recognizable brands.
- Growing urbanization.
- Increasing penetration of electronic media leading to greater preference for branded products.

## **1.4 ABOUT THE COMPANY**

### **RUPA & CO. LTD.**

Incorporated in 1985 by the Agarwala brothers, Rupa & Co. is one of the leading textile companies in India, engaged in manufacturing, designing, and selling hosiery and fashion wear products. The Company has an experienced management team led by its promoters, Mr. P.R. Agarwala, Mr. G.P. Agarwala and Mr. K.B. Agarwala, each of whom have more than 30 years of experience in the innerwear industry.

The company's product portfolio includes innerwear, casual wear and thermal wear. The company has created more than 10 brands, for which it maintains more than 2000 stock keeping units (SKUs). The company has a large distribution network of 1 lakh retail outlets across 600 locations and more than 950 dealers and distributors. The company has two subsidiary companies – Euro Fashion Inner International, which is engaged in selling premium hosiery products under the brand name, Euro; and Imoogi Fashions, which manufactures and sells outer fashion wear products for children in the age group of 0-12 years under the brand name, Imoogi.

Rupa & Co. functions through its three manufacturing facilities in Delhi, Tirupur, and Domjur, with a capacity to produce 7 lakh pieces a day. The company's business model focuses on creating brands and follows a model of outsourcing for manufacturing products to ensure that the investments in fixed assets is low. The entire procurement and handling of materials is controlled by the company, for which it has in place its own logistics and supply chain setup. In order to ensure quality, the company has kept the dyeing process in house and outsources only 50% of the knitting. The company has a fabric dyeing capacity of 25 tonnes per day and yarn dyeing of 5 tonnes per day. Apart from some part of the knitting, the company has outsourced manufacturing and stitching to independent job work firms. According to the company, 80% of these job work firms have been associated with Rupa & Co. for over 15 years. After the manufacturing process, the outward logistics and distribution is again controlled by the company. The company functions through three segments, viz. sales, service and power generation. Revenues are also segregated under domestic and exports. The sales division accounted for 95.2% of total revenues in FY12. Although the company's exports, as a proportion to total sales, stood at just 2.6%, there has been a threefold increase in exports in FY12.

Rupa is India's largest manufacturer with an annual turnover of over Rs. 750 crore in the year 2012. It has a 21% market share of Rs. 3400 crore branded hosiery undergarment market in India. Rupa has, over the years, strongly anchored itself to India's textile and hosiery market.

Rupa also exports its products to Middle East and is now planning to extend towards Southeast Asia and parts of Europe.

The premium innerwear industry is growing at the rate of 13% annually and Rupa with its brands Macroman M Series, Euro and Bunchum in the premium segment has been able to take advantage of this opportunity and is also growing at the rate of 35% every year.

#### **1.4.1 BRAND MANTRA**

##### **Vision**

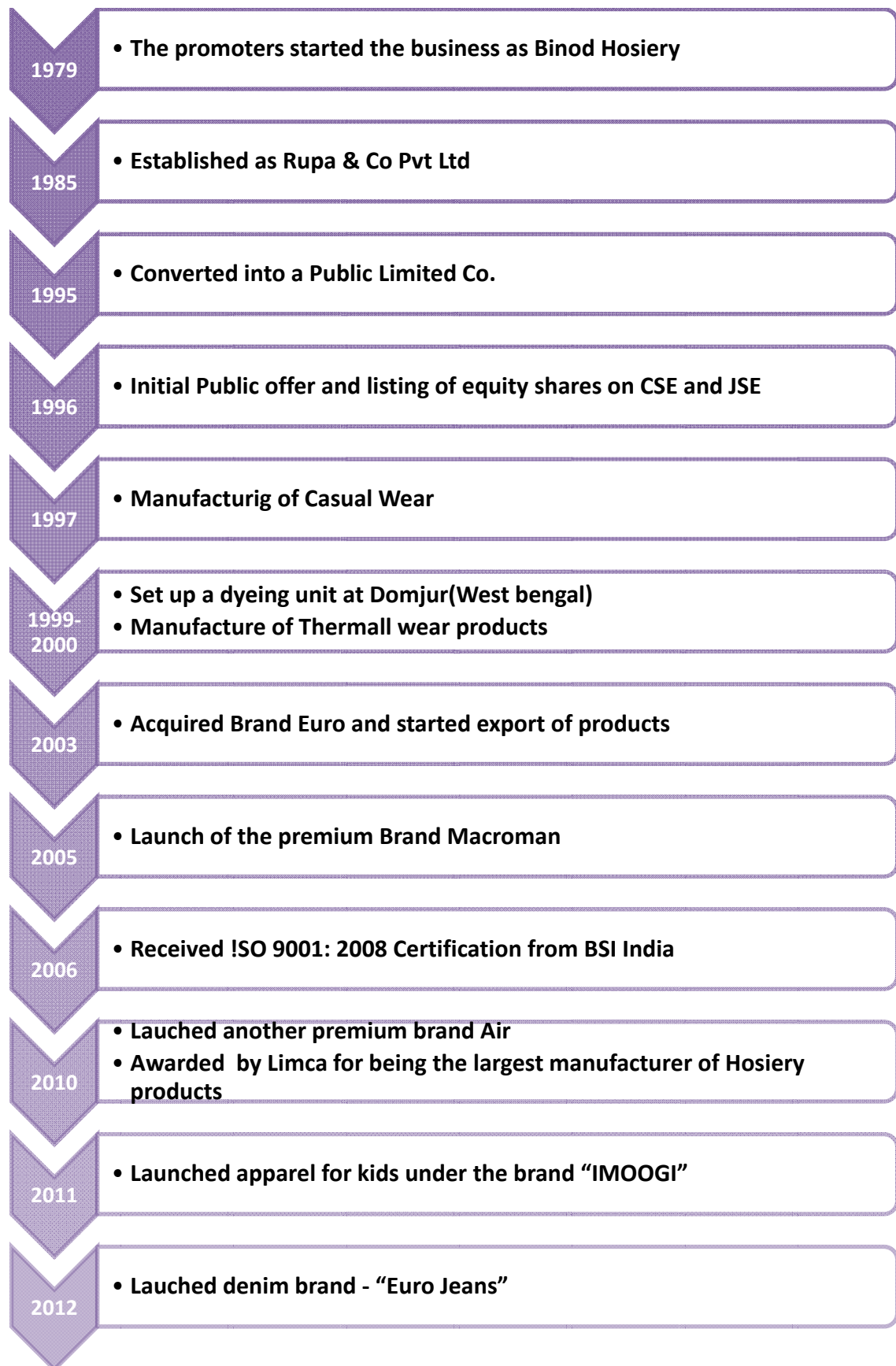
To be a world-class knitwear company committed to total customer satisfaction and enhancing shareholder's value, by building on our strengths - innovative designs, superlative quality of material, cutting-edge technology and demonstrating the highest standards of workmanship.

##### **Mission**

- To strengthen and retaining our leading position in the innerwear and casual wear category.
- To exceed the customer's expectations by consistently offering the best quality products across different categories.
- To promote the latest R & D and to follow eco-friendly production processes.
- To create and deliver value for all stakeholders.
- To create sustainable growth in returns to maximize the wealth of our stakeholders and enhanced support to our associates.
- To uphold the highest standards of business ethics and lead the way in fulfilling corporate social responsibilities.



### 1.4.2 COMPANY'S HISTORY



### 1.4.3. BUSINESS MODEL

Rupa focusses on creating brands and follows a fixed asset-light model by primarily outsourcing the production of its knitted products to a network of over 750 independent job work firms. Approximately 80% of these job work firms have been manufacturing for the Company for more than 15 years. The Company monitors the quality assurance system by appointing a technical team to closely supervise and inspect every stage of the production process. The Company has state of the art dyeing and bleaching facility at Domjur, West Bengal especially to dye products meant for its premium and super premium brands. The installed capacity of the dyeing and bleaching facility is 30 tonnes per day which constitutes 5 tonne for yarn dyeing and 25 tonnes of fabric dyeing per day. The Company has also installed a knitting unit at Domjur, West Bengal. The Company was accredited with the ISO9001:2008 from BSI India for its quality management system in relation to subcontract management for production and supply of knitted innerwear and casual wear goods.

The Asset Light Approach which the company follows can be best explained with the Figure 1.12. The company focus on the development of Design and Product and for the same they continuous invest in product design & innovation and control entire procurement and handling of raw materials. They have own logistics and supply chain set up for strong control of inventory. In-house Dying & Knitting is done to ensure quality control, they have state of the art dyeing, bleaching and knitting facility across West Bengal, Tamil Nadu and Delhi having a capacity of 25 tons per day (TPD) of Fabric dyeing and 5 TPD of yarn dyeing.

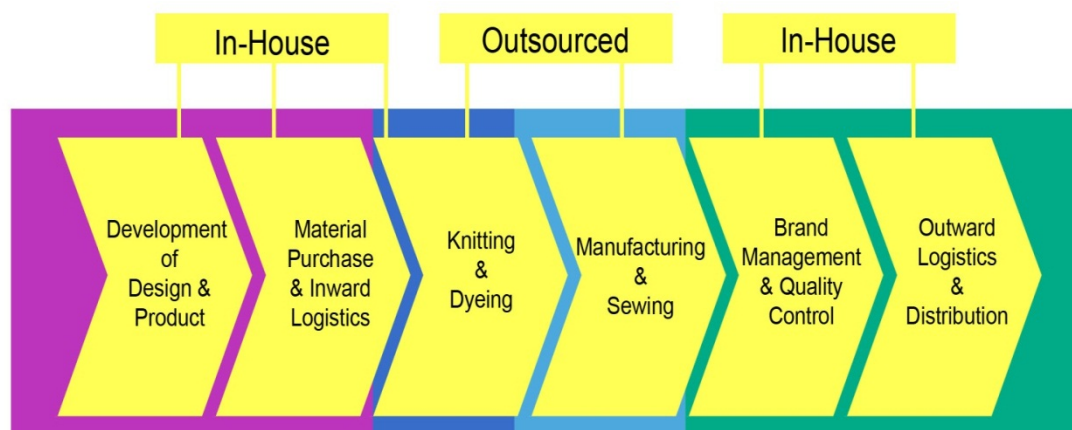


Figure 1.12, Asset Light Model

Labor intensive processes are outsourced to committed vendors. Stitching and 50% of knitting are requirements outsourced. These process require high capital investment, so the company had outsourced these activities, while the company handles the Brand promotional activities and also Quality Control. After the ready product is received, the company handles the distribution

# **Brand**

# **Health Audit**

## **RESEARCH OBJECTIVES**

### **PRIMARY OBJECTIVE**

- To Audit, Brand Health and Performance of the Rupa & Co. Ltd.

### **SECONDARY OBJECTIVES**

- To identify the Consumer Awareness of Rupa
- To identify Brand Association for Rupa
- To study the Loyalty Status of the brand Rupa
- To explore Perceived Quality to the brand Rupa
- To profile the Competitors of Rupa
- To analyse the financial condition of the brand Rupa in relation to its competitors

## **2.1 RESEARCH METHODOLOGY**

### **Research Design**

#### **Exploratory followed by Conclusive Research**

Exploratory Research is conducted to provide insights and understanding of the study.

Conclusive Research was further conducted to test specific hypotheses and examine relationships

It describes data and characteristics about the population or the phenomenon being studied.

This study aims to find the Brand Health Audit of Rupa & Co. Ltd.

The Brand Health Audit of Rupa & Co. Ltd was calculated by help of statistical method.

### **Type of Data**

#### **Secondary Data :**

Secondary data is the data that have been already collected and readily available from other sources.

Data on the current Innerwear Market of India and other sales data which were collected through various magazines and reports.

#### **Primary Data:**

Data observed or collected directly from first-hand experience.

### **Survey Method**

The survey method is the technique of gathering data by asking questions to people who are thought to have desired information.

Structured Non-Disguised Questionnaire was used, in which the question sequence are pre-arranged and the purpose of the

project is disclosed to the respondents. And Questions were mostly close ended.

Two sets of questionnaire were prepared

1. For the Customers
2. For the Retailer

- **Personal Interview :**

It is a market research technique for gathering information by contacting respondents personally.

## **Sampling Design**

The sampling Design Process includes the following:

### **1. Target Market :**

It is the collection of elements or object that possess the information sought by the researcher and find out which inference are to be made.

The target markets for the study were:-

- The Retailers of Rupa & Co

### **2. Sampling Technique**

**Non Probabilistic** - A sampling procedure in which each element of the population has a fixed probabilistic chance of being selected for the sample

### **Simple Random Sampling**

In it, each element in the population has a known and equal probability of selecting. Every element is selected independently of every other element and the sample is drawn by a random procedure from a sampling frame.

### **3. Sample Size**

It is the number of elements to be included in a Study

Sample size:

- 102 Customers and
- 22 Retailers

### **Analysis Tools Used in the Research**

#### **1. Chi- square:**

Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis.

It tests a null hypothesis stating that the frequency distribution of certain events observed in a sample is consistent with a particular theoretical distribution. The events considered must be mutually exclusive and have total probability 1.

If the significance value of Pearson chi square is more than .05 we accept the hypothesis and if it is below .05 then we reject the hypothesis. This has been calculated at 95% level of significance so .05 has been taken as a cut off point.

#### **2. Factor Analysis**

Factor analysis attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables



Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables. Factor more than .05 is an important factor because of the 95% level of significance

### **3. ANOVA**

The One-Way ANOVA procedure produces a one-way analysis of variance for a quantitative dependent variable by a single factor (independent) variable. Analysis of variance is used to test the hypothesis that several means are equal.

In addition to determining that differences exist among the means, it also shows which means differ.

### **3. LITERATURE REVIEW**

#### **3.1 BRAND AUDIT**

Kelvin Lane Keller in his book *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (2008, p. - 345-386) suggests way to study Brand Audit by developing equity measurement and management system. A brand audit is a comprehensive examination of a brand. Specifically, a brand audit involves a series of procedures to assess the health of the brand, uncover its sources of brand equity, and suggest ways to improve and leverage its equity. A brand audit requires understanding sources of brand equity from the perspective of both the firm and the consumer.

The brand audit can be used to set strategic direction for the brand. As a result of this strategic analysis, a marketing program can be put into place to maximize long-term brand equity. A brand audit should be conducted whenever important shifts in strategic direction are contemplated. (Source: *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 2008)

Moreover, conducting brand audits on a regular basis (e.g., annually) allows marketers to keep their "fingers on the pulse" of their brands so that they can be more proactively and responsively managed. As such, they are particularly useful background for managers as they set up their marketing plans. A brand audit consists of two steps:

1. The brand inventory and
2. The brand exploratory.

##### **3.1.1 BRAND INVENTORY**

The purpose of the brand inventory is to provide a current, comprehensive profile of how all the products and services sold by a company are marketed and branded. Profiling each product or service requires that all associated brand elements be identified as well as all aspects of the marketing program. This information is to be summarized in both visual and verbal form. As part of the brand inventory, profiling of competitive brands, in as much detail as possible, in terms of their branding and marketing efforts is important.

The brand inventory is a valuable first step in the brand audit. It helps to suggest what the consumer's current perceptions may be based on. Thus, the brand inventory provides useful information for interpreting follow-up research activity such as the brand exploratory that collects actual consumer perceptions toward the brand. Second, the brand inventory may provide some initial insights into how brand equity may be better managed. For example, the consistency of the branding and marketing for all the different product or services can be assessed. A thorough brand inventory should be able to reveal the extent of brand consistency.(Source: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 2008)

### **3.1.2 BRAND EXPLORATORY**

Although the "supply-side" view of the brand as revealed by the brand inventory is useful, actual consumer perceptions, of course, may not necessarily reflect the consumer perceptions that were intended to be created by the marketing program. Therefore, the second step of the brand audit is to provide detailed information as to what consumers think and feel about the brand by means of the brand exploratory.

Several preliminary activities are used for the brand exploratory. Firstly, a research on the consumer is undertaken to understand their perception, awareness and loyalty to the brand. Secondly, Interviews with several retailers were conducted to gain an understanding of their beliefs about the consumer perceptions for the brand and competitive brands.

Ideally, qualitative research conducted as part of the brand exploratory would vary in direction and depth as well as in the diversity of the techniques involved. Regardless of which techniques were actually employed, the challenge with qualitative research is to provide accurate interpretation going beyond what consumers explicitly state to determine what they implicitly mean. Qualitative research is suggestive but is often followed by a quantitative phase of research to provide more specificity.

(Source: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 2008)

### **3.2 BRAND EQUITY**

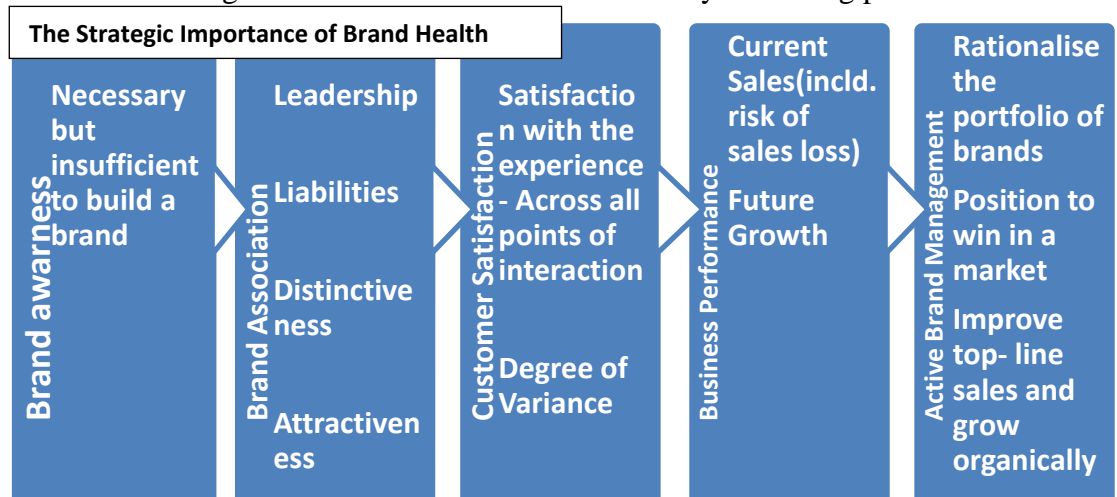
Businesses seek profits, and the only way to succeed with this is through value creation. Aaker (1996, p.7-8) defines brand equity as “a set of assets (and liabilities)

linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers."

Aaker (1996) divides these assets into four categories. Brand loyalty among customers will reduce costs and create trade leverage. Brand awareness is described as the strength of a brand's presence in the minds of customers; it is prerequisite for creating associations. Brand associations are perhaps the most important asset for brand equity and are driven by the brand's identity. Individuals can form associations to the brand through product attributes, celebrity spokespersons, symbols, etc. Perceived quality is the only association that has been found to drive financial performance (Source: Aaker,1996).

**Brand Health-** Dexter Berg, Matthews & O'Hare (2007, VOL. 40 NO.1) in their article on 'Measuring **Brand Health** to Improve Top- Line Growth' published in 'MIT Sloan Management Review' define brand health as comprising five key elements: leadership, liabilities (consumer hesitation, negative associations), attractiveness, distinctiveness and customer satisfaction. Their research indicates strong associations between these elements and current sales – but also, importantly, with future growth. It's not a great leap to infer that these five elements will also exert a positive influence on brand equity.

Although Dexter Berg, Matthews & O'Hare use a different definition of brand equity (in their case, this is closer to brand value since it is defined in economic value terms rather than consumer terms), their contribution is important. Citing empirical evidence, they observe that "customer satisfaction is the strongest determinant of brand health". This is hugely significant; but apparently largely unheeded given the scant attention given to customer satisfaction in many marketing plans.



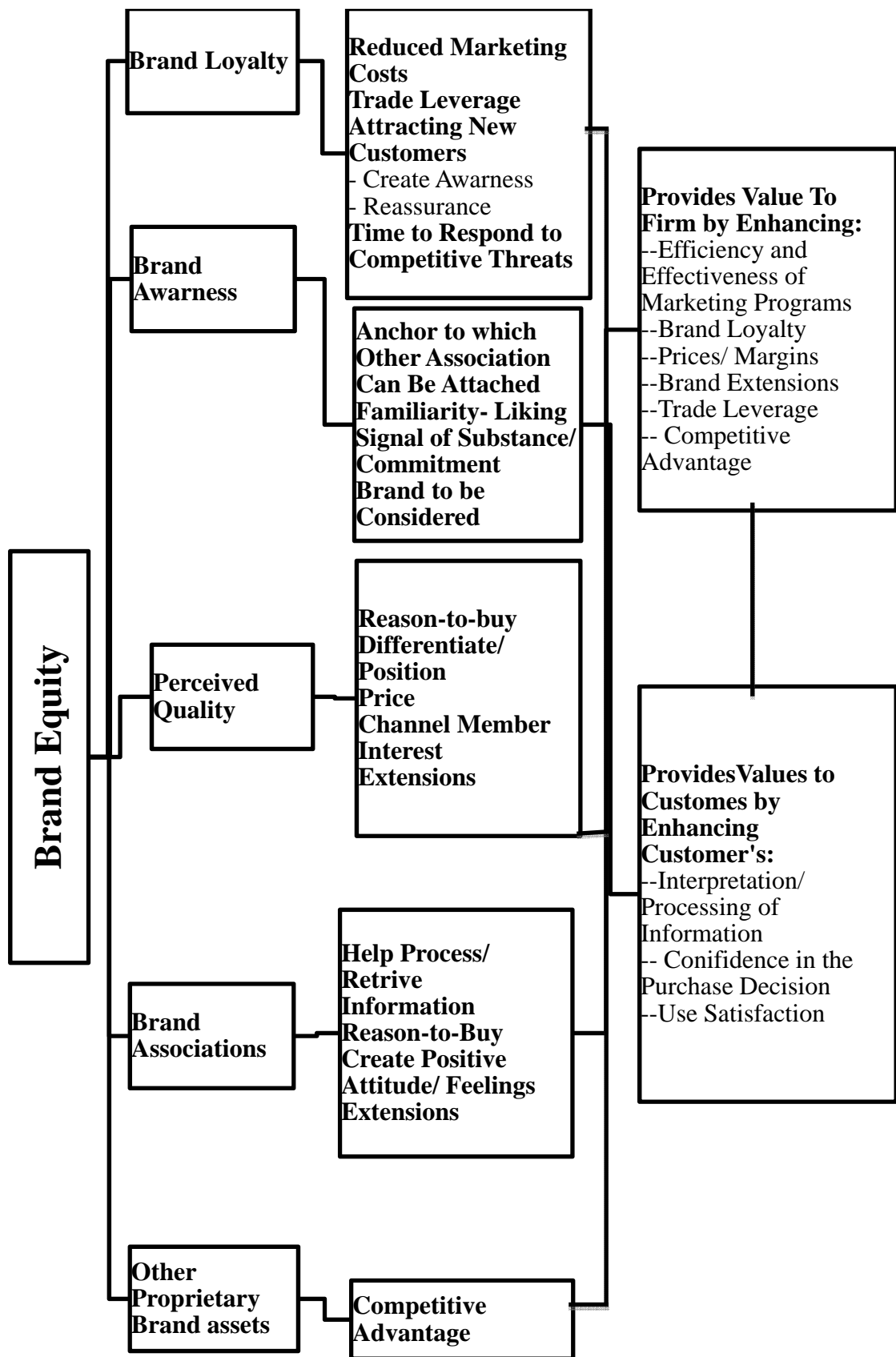


Figure 3.1 (Source: David A. Aaker– “Managing Brand Equity”, 1991)

According to Keller (1993), there is both an indirect and a direct approach to conducting a Brand Audit. The indirect approach tries to identify potential sources of such equity, whereas the direct approach focuses on consumer responses to different elements of the firm's marketing program. The implications of customer-based research suggest that measures of customers' brand perceptions are accurate reflections of brand performance in the marketplace.

Brand equity is a multidimensional concept and a complex phenomenon. Keller (2002) separated it into two components: awareness and association. Aaker (1991, 1996) grouped it into five categories: perceived quality, brand loyalty, brand awareness, brand association, and other proprietary brand assets such as patents, trademarks, and channel relationships. Among these five brand equity dimensions, the first four represent customers' evaluations and reactions to the brand that can be readily understood by consumers (Barwise, 1993; Yoo and Donthu, 2001), so they have been widely adopted to conduct brand audit in previous studies. In summary, strong brand equity means that customers have high brand-name awareness, maintain a favourable brand image, perceive that the brand is of high quality, and are loyal to the brand.

Among several brand equity models in the literature, this study uses the one constructed by Aaker (1991), which is the most commonly cited. It has been empirically tested in a number of previous studies. With Aaker's brand equity model, this study sets out to conduct a Brand Audit for Rupa & Co. Ltd.

The relationship between brand equity and brand equity dimensions

### **3.2.1 PERCEIVED QUALITY**

Perceived quality is the "core/primary" facet across the CBBE framework (Aaker, 1996; Farquhar, 1989). It is not the real quality of the product but the customer's perception of the overall quality or superiority of the product (or service) with respect to its intended purpose, relative to alternatives (Zeithaml, 1988). Perceived quality lends value to a brand in several ways: high quality gives consumers a good reason to buy the brand and allows the brand to differentiate itself from its competitors, to charge a premium price, and to have a strong basis for the brand extension (Aaker, 1991). Marketers across all product and service categories have increasingly

recognized the importance of perceived quality in brand decisions (Morton, 1994). Kotler (1991) notes the intimate connection among product and service quality, customer satisfaction, and company profitability.

### **3.2.2 BRAND ASSOCIATION**

Brand association is anything “linked” in memory to a brand (Aaker, 1991). It is believed to contain the meaning of the brand for consumers. Brand association can be seen in all forms and reflects features of the product or aspects independent of the product itself (Chen, 2001). A set of associations, usually organized in some meaningful way, forms a brand image. Brand associations create value for the firm and its customers by helping to process/retrieve information, differentiate the brand, create positive attitudes or feelings, provide a reason to buy, and provide a basis for extensions (Aaker, 1991). CBBE occurs when consumers have a high level of awareness and hold some strong, favorable, and unique brand associations in their memories

### **3.2.3. BRAND LOYALTY**

Brand loyalty is at the heart of brand equity. It is the major component (Aaker, 1991). Researchers have been challenged to define and measure 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 (Schoell and Guiltinan, 1990). 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). This study conceptualizes brand loyalty not on the basis of consumer behavior but rather on the basis of consumer perception. According to Aaker (1991), brand loyalty adds considerable value to a brand and/or its firm because it provides a set of habitual buyers for a long period of time. Loyal customers are less likely to switch to a competitor solely because of price; they also make more frequent purchases than comparable non-loyal customers (Bowen and Shoemaker, 1998)

Keller (2003) views brand equity from the perspective of customer-based brand equity. The associative network model describes how the human mind creates

associations towards brands. Brand knowledge is comprised of brand awareness and brand image. Brand awareness is related to the strength of the brand; stronger awareness increases the customer's ability to remember the brand. Brand recognition means that the consumer recognizes the brand to which they are exposed. Brand recall is another form of awareness that refers to the consumer's ability to recall the brand from memory when given a relevant cue. Furthermore, brand image will be determined by the type, favorability, strength, and uniqueness of brand associations, which are described as memory links.

A brand is represented by a node, and the related associations are represented by links to other nodes. A strong brand has many positive and emotional links/associations to other nodes that strengthen the brand. These associations represent customer-based brand equity, which is regarded as positive when the brand knowledge has a differential response on purchasing decisions (Keller, 2003). This means that a certain brand is preferred over competing brands, when similar products are being considered.

### **3.3 BRAND IDENTITY**

Brand identity is a concept that adopts the perspective of the firm, as seen from the following quote by Harris and de Chernatony, p. 442: "While brand image focuses on consumers' perceptions of brand identity, identity is more concerned with how managers and employees make a brand unique". Melin (1999) explains brand identity as what the brand stand for, gives it meaning, and makes it unique. The word *identity* is used in many disciplines and is derived from the Latin *identitus*, which means "complete conformity" . Brand identity is something that is constructed and can be changed and has recently become one of the most interesting and important concepts of the branding literature (Source: Merlin, 1999).



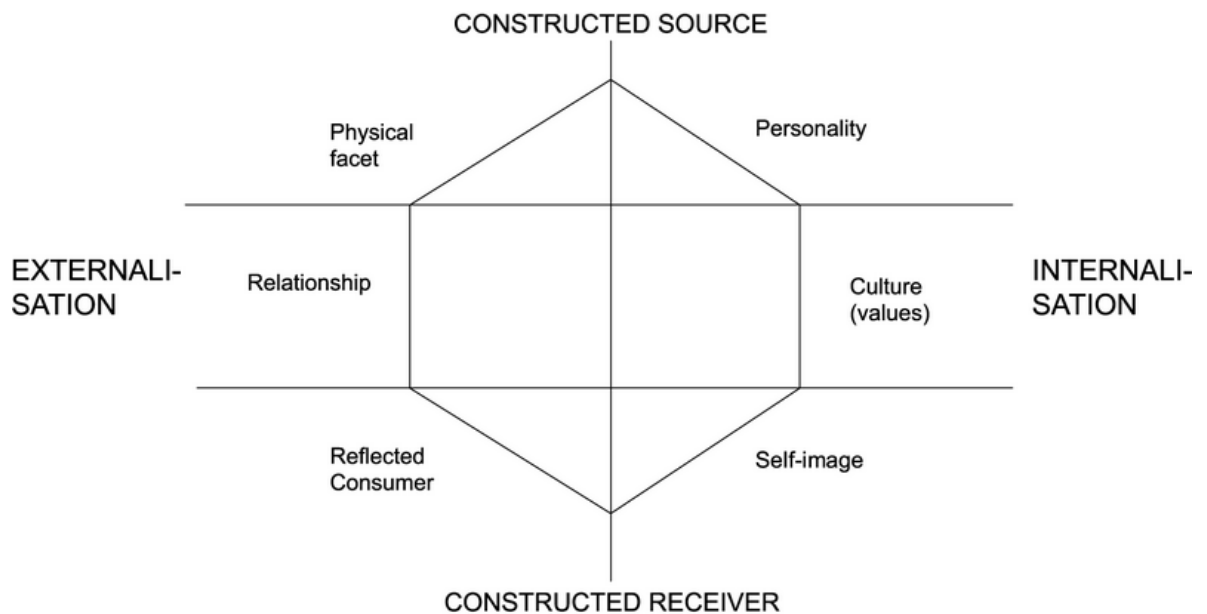


Figure:3.2, (Source: Kapferer, 1997, p. 100)

Kapferer (Melin, 1999) creates a conceptual model of brand identity. The overall goal is to develop a core identity that is consistent over time. *Brandidentity* is communicated by the firm through physical aspects (product, name) of the brand and through the brand personality. If the firm is successful in communicating an intended identity, the picture of the sender corresponds with the picture of the recipient. (Source: Merlin, 1999)

In other words, brand identity should reflect how the consumer wants to be seen and their self-image. It connects with the customer through a relationship with the brand. The identity is also shaped by the culture of the firm. This internalization does not apply to a stand-alone product brand (Melin, 1999).

### 3.4 BRAND ARCHITECTURE

Kapferer (2008: 351 - 352) says, that brand architecture deals with the hierarchical levels of brands, connections between brands and the visibility of the corporate/parent brand in a company. Furthermore, he determines two main strategic direction types nowadays: 'house of brands' and 'branded house'. Very briefly described, a 'house of brands' strategy means that the products of a company gain most of their brand equity through the brand of the product itself or the product line. In this case, all brands are more independent. In contrast, 'branded house' means that all products or services of a company are mainly covered by the company's corporate brand. Consequently, all brands of the company are strongly coherent

Kapferer developed the classification in 2008 by coming up with six different types: the product-brand strategy; the flexible umbrella strategy; the master brand strategy; the maker's mark strategy; the endorsing brand strategy; the source brand strategy. Although this kind of classification may be more specific, in reality it could be very complex for companies to implement and follow up

The research report "Indian Innerwear Sector" by ICICI Securities Ltd, explains the growth of the Indian Innerwear industry over the years. It also explains how the Market share of organized and unorganized . Also, it talks about the high comparative growth of Women's innerwear industry compared to Mens. The report goes on to explain the financials of three company :- Page Industries Ltd, Lovable Lingerie Ltd, and Rupa & Co Ltd.

[http://content.icicidirect.com/mailimages/ICICIdirect\\_IndianInnerwearSector\\_InitiatingCoverage.pdf](http://content.icicidirect.com/mailimages/ICICIdirect_IndianInnerwearSector_InitiatingCoverage.pdf)

In the report titled "Rupa Annual Report 2012", the companies Vision and Mission are provided. The report explains the financials of the company. It also explains the various brands and their performance. The report gives a snapshot of the market.

<http://www.rupa.co.in/images/downloads/Rupa%20Annual%20Report%202012.pdf>

## 4. BRAND INVENTORY

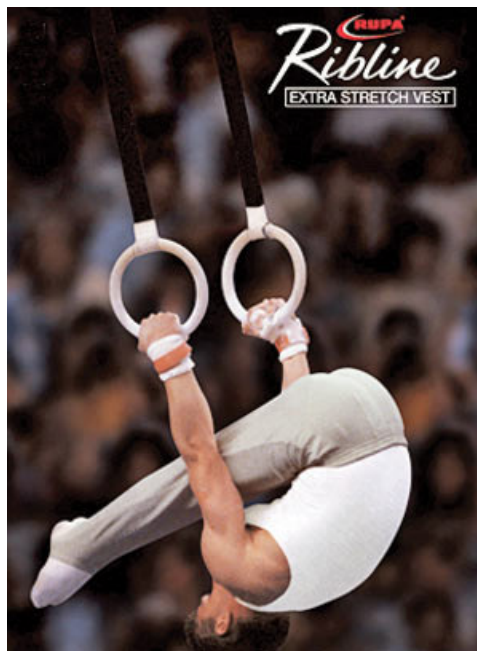
### 3.1 BRAND ELEMENTS:

It summarises the associations and aids in retrieval of brand information. It also simplifies new learnings

- **Logo:**



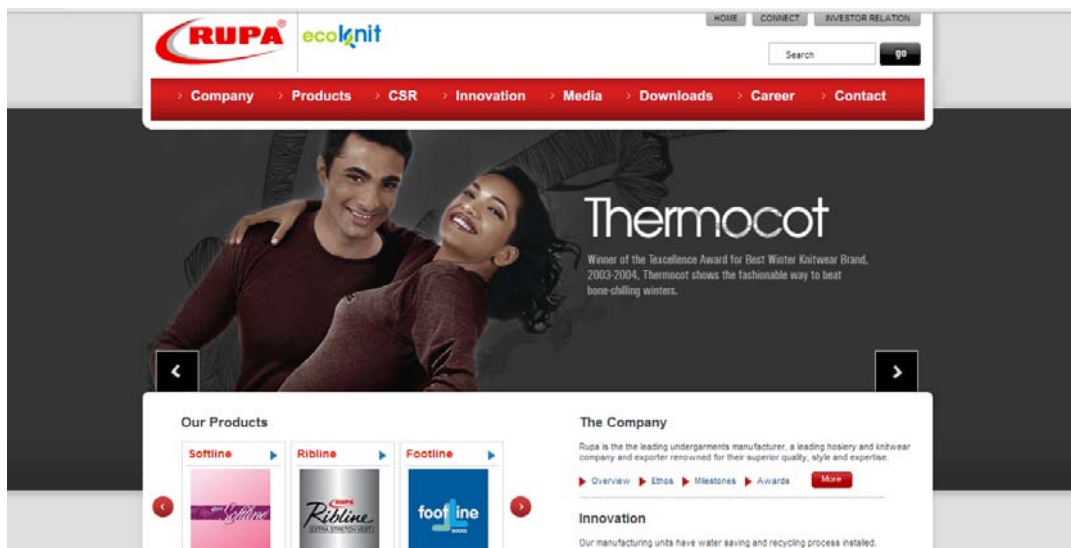
- **Advertisements:**



- **Sponsoring Sporting Events:** Rajasthan Royals IPL Cricket Team
- **URL:** [www.rupa.co.in](http://www.rupa.co.in)
- **Packaging:**



- **Web page**



- **Facebook Page:**



## 4.2 BRAND ARCHITECTURE:

Brand Architecture for a firm reflects the number and nature of common or distinctive brand elements applied to the different products sold by the firm. The role of defining the Brand Architecture is in twofold:

- Clarifies brand awareness: Improve consumer understanding and communicate similarity and differences between individual products
- Motivates brand image: Maximize transfer of equity to/from the brand to individual products to improve trial and repeat purchase

Rupa & Co. Ltd has wide range of products catering to different segments of the market. Brands like Euro, Macroman M series and Bumchums are treated as separate brand and are called as Endorsing Brands under Brand Architecture. Rest of the Brands have the companies name “Rupa” to reinforce the trust and “value for money” image of the parent brand. Further, Xing, Expando and Hunk are the Sub-brands of Rupa Frontline and hence are called Source Brands

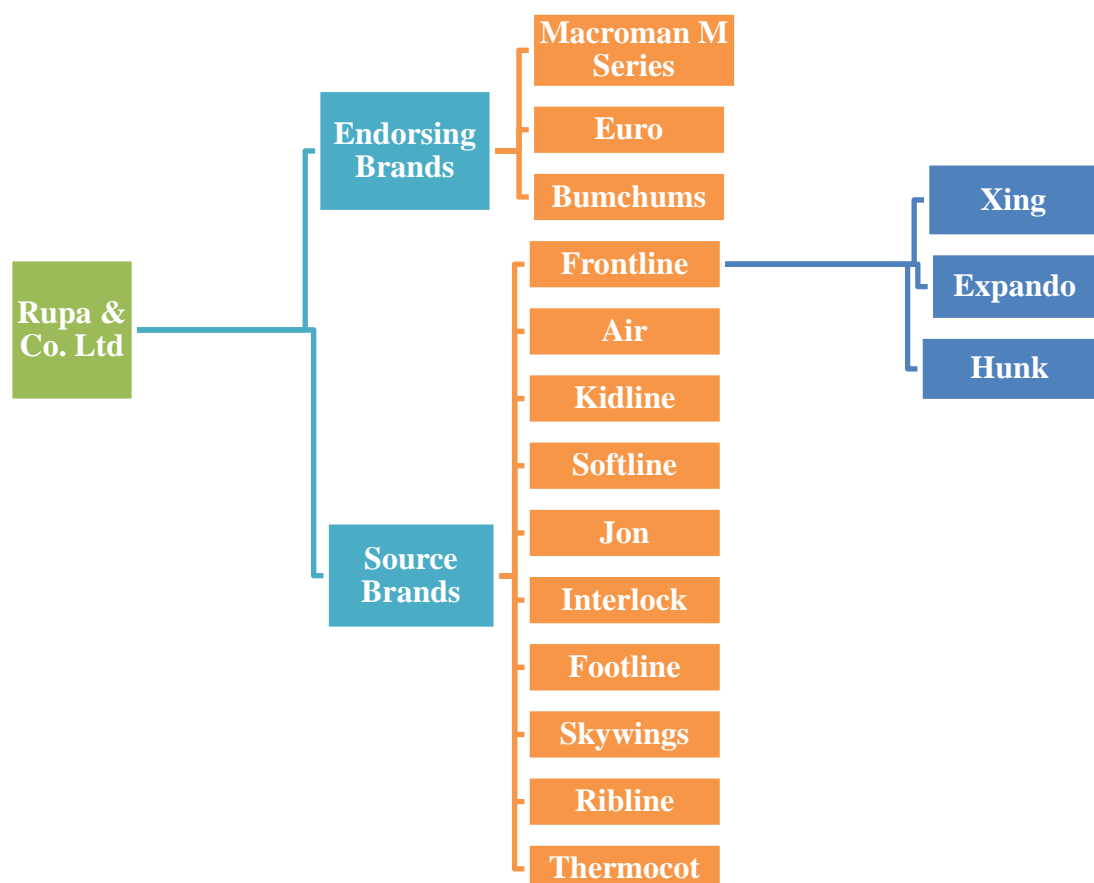


Figure 4.1 Brand Architecture of Rupa & Co. Ltd.

### 4.3 SEGMENTATION

**Geographic:**

- Available in Multi Brand Retail Stores, Format Stores and one Exclusive Brand Outlet
- Urban area, Semi-urban and rural areas
- Regions of the Country: north, east, west and south regions specially in the eastern and the southern part of the country.

**Demographic:**

Rupa's advertisement campaign emphasizes male consumers to a greater extend. They have a wide range of product which caters to different age group and also people with different life style. They cater to wide variety of Income group with its Mass/Basic, Economy, Sub-premium and Premium products which are being used from a student to a successful businessman.

- **Age Group:** 4 and Above
- **Gender:** Male, Female

**Psychographic :** It positions its brand like Jon as an Economy Brand while Hrithik Roshan is the Brand

Ambassador for 'Macroman M Series' which portrays a "Strong", "Powerful" and "Flashy" personality . It has "Karan Singh Grower" as a brand ambassador for its mass brand Rupa Frontline, who is an renowned television actor and has wide acceptance. Also, Rupa Frontline with its tagline "Yeh aaram Ka Mamla Hai" emphasis the Comfort that the product provides and thus targets people who seek comfort and has an Active Lifestyle. With its Brand "Ribline" it targets sportsmen. Its Brands Hunk targets people who works-out at Gym and are fit. While Brand Euro positions itself as a youth brand.

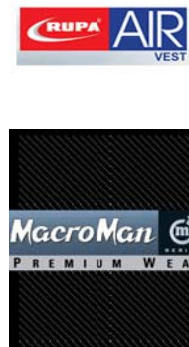
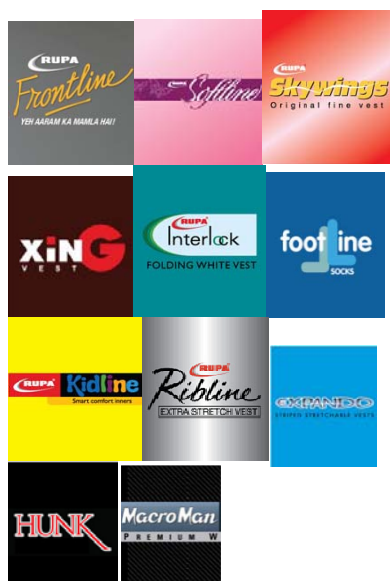
**4.4 TARGETING AND POSTIONING**

Rupa Frontline's tagline "Yeh Aaram Ka Mamla Hai" positions itself as a "Daily Comfort Wear" for a wide class of people. Most of its brand are positioned as a Mass Brand for Lower-Middle Class while its brand Like Macroman M series, Euro, Air, Bumchum and Thermocot are positioned as premium Brands. Rupa Air emphasizes on "Super Premium Quality" while they are nested as a Sub-Brand of Rupa. While Macroman M series, Euro and Bumchum are positioned as a "Rugged & Sporty", "Playful & Youthful" and a "Fun & Casual" brand respectively.

Household Category	Household Income	McKinsey Global Institute Classification	% Contribution of Total Indian household Income
<b>Basic</b>	<90,000	Deprived	31%
<b>Mid Premium</b>	90,000-2,00,000	Aspirers	50%
<b>Premium</b>	2,00,000-5,00,000	Seekers	
<b>Super Premium</b>	>5,00,000	Strivers and Globals	19%

Table 4.1, Household Category Classification as per McKinsey Global Institute

Deprived(<90,000)    Aspirers(90,000-2,00,000)    Seekers (2,00,000-5,00,000)    Strivers & Globals (>5,00,000)



<b>Brands</b>	<b>Positioning</b>
<b>Jon</b>	Economy/ Basic
<b>Frontline</b>	Mid Premium
<b>Softline</b>	Mid Premium
<b>Skywings</b>	Mid Premium
<b>Footline</b>	Mid Premium
<b>Kidslines</b>	Mid Premium
<b>Ribline</b>	Mid Premium
<b>Interlock</b>	Mid Premium
<b>Rupa</b>	Mid Premium
<b>Macroman</b>	Mid Premium
<b>Xing</b>	Mid Premium
<b>Showman</b>	Mid Premium
<b>Expando</b>	Mid Premium
<b>Hunk</b>	Mid Premium
<b>Euro</b>	Premium
<b>Bumchum</b>	Premium
<b>Thermocot</b>	Premium
<b>Imoogi</b>	Premium
<b>MacroMan M Series</b>	Super Premium
<b>Air</b>	Super Premium

The USP of the brand has always been its value-for-money products that target all the segments of the society. It is uniquely positioned to capture the aspirations of a large market. It mainly focuses on mid premium segment which comprises of more than 40% of Indian households. There is also a growing thrust on premium categories to provide margin growth



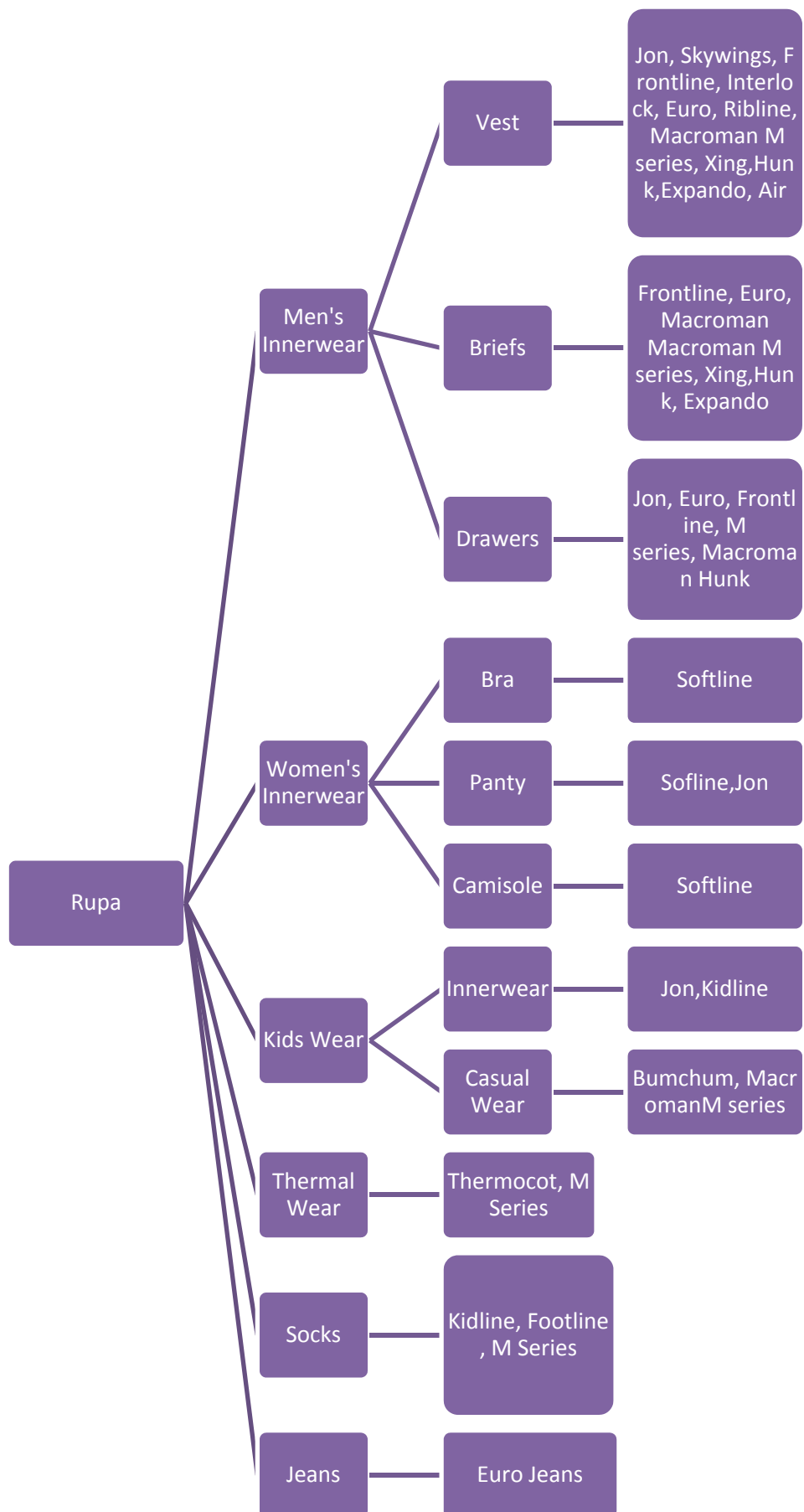
## **4.5 MARKETING MIX**

Marketing mix is the basic tool used by producers of goods and services to sell the goods and services produced by them to targeted customers. It consists of four Ps i.e. Product, Price, Promotion and Place/distribution. These four Ps are in fact basic and major marketing decision. Sometimes these are called marketing variables which a marketer always control to best satisfy its customer. The four Ps are as under:

### **4.5.1 PRODUCT**

Rupa & Co. has created more than 10 brands, for which it maintains more than 2000 stock keeping units (SKUs). Besides Innerwear they also have Casual Wear, Jeans, thermal wear, Socks and Footwear. And very recently they had also launched a brand for Women's Leggings. It caters to a wide range of customer with its Men's, Women's and Kids Product Lines. Its Product line includes Vest, Brief, Drawers, Bra, Panty, Camisole, Tshirt, Short Pants, Thermal Wear, Socks, Jeans, Jackets etc.

- Frontline (men's innerwear): It is India's largest selling brand of vests and is positioned around "yeh style ka mamla hai". It is available in a variety of colours and is made by using specialized technology which enables instant absorption of perspiration.
- Macroman (men's innerwear): The brand is generic with regard to a specific cut of the underwear and the innerwear has combined comfort and style of both trunk and brief for the very first time. It is positioned with the tagline, "Feel like a Macroman". The innerwear is biologically treated to ensure extra softness and durability, has circular knit to guarantee a snug fit, and comprises a cotton pouch for sweat absorption, ensuring daylong freshness. Heat transfer labels are used ensuring no itchiness or rashes.
- Macroman-M series (premium innerwear): It was launched in June 2007. Different materials and styles are used keeping with prevailing trend. The product is endorsed by Hrithik Roshan. Its sales are directed through organized formats only. It was launched to target the void created between premium and mid-segment brands and enhance the perception of the parent brand Macroman.



**Figure 4.2: Product Line of Rupa & Co. Ltd.**

- Euro (premium inner wear): Since its inception, Euro Underwear for Men has led the market by offering consumers cutting-edge design, innovative fabrics, and exceptional fit and quality. It is a premium quality product with eye catching packaging and exclusive retail presence. Euro Underwear continues to evolve its reputation as the brand of choice for consumers who want sexy, fashionable, and comfortable underwear.
- Bumchums (casual wear): Knitted loungers and bermudas made from 100% super soft cotton. Bumchums is globally benchmarked quality knitted garments specially treated to ensure extra softness and shine and is available at affordable prices.
- Kidline (kids wear): A range of cute innerwear designed specifically for little girls and boys, Kidline gives them smartness & poise and keeps them fresh.
- Thermocot (winter wear): With the launch of this product, the marketing concept for branded winter innerwear was introduced. It was the winner of the Texcellence Award for the Best Winter Knitwear Brand, 2003-04. Mixed blend of cotton and viscose is used and the inner is brushed from inside giving the wearer the much needed warmth and snugness. It has been priced according to rural and urban segments. Although cheaper than pullover, it provides equivalent warmth without skin irritations. It comprises of children's thermals as well.
- Footline (footwear): It is one of the few organized players in the footwear (socks) segment. The brand is positioned in rural and urban India and has high affordability for both consumers. The footwear is made of superior elastic quality leading to a product life in excess of two years. To promote the brand, there is a dedicated sales team and aggressive television marketing is done, unmatched by competitors.
- Jon (mass market innerwear): The brand is directed at consumers seeking quality at an affordable price. It enjoys a large market share as a result of its competitive pricing, superior quality and attractive packaging. The product has been positioned as the 'tough one' with enhanced durability even after several washes. The product is made of 100% fine cotton which maximizes sweat absorption.

#### 4.5.2 PRICE

It is divided into five parts viz. Low-end, Economy, Medium Priced, Premium and Super Premium. In value terms, the innerwear industry is dominated by the economy segment, consisting of products that are priced below Rs. 100. The economy and mid-market segment together comprise of more than 88% of the total domestic innerwear market as of fiscal 2011.

**‘Low-end category’** of products may be defined as those products which carry the lowest price tag and its quality is inferior. These products are unbranded and available in every nook and corner of the country. Men and women in the lowest income category are the major customers. Since price is the sole criterion, the market is highly price-elastic.

**‘Economy’** range of product is relatively superior in terms of quality. Product labels have been introduced and are being marketed. Market feedback indicates that a few large and established manufacturers operate in this segment using low price as a strategy to make a dent in this large segment. Rupa & Co, Lux Hosiery, Grover Sons, to name a few, are seen to operate in this market.

**‘Medium priced or Mid- Premium’** segment is the entry level for established players who operate both as regional players as also national players. Each manufacturer offers number of product variants and use subbrands for popularizing the same, Maxwell- VIP, Rupa & Co, Body Care, Body Line, are a few illustrative names.

**‘Premium’** refers to specialized category of products that conform to international quality specifications catering to select band of elitist consumers. Affordability is the criterion and the consumers pay for well-crafted brands. The manufacturers are either international players or premier Indian players in joint venture with well-known foreign names. Enamor, Jockey, Triumph etc. are some of the major ones.

**‘Super-premium’** is the highest priced product category and clearly differentiates itself also from the ‘premium’ category both on quality and price considerations. The same set of players operates in both premium and super premium segments.

**Price segmentation of the brands according to the products offered of Rupa & Co.**

Brands	VEST	UNDERSHIRTS	FASHION WEAR	LOUNGERS & SHORTS	BRIEF	DRAWER	GYM VEST	CAMISOLE	THIRTS	BERMUDAS	SHORTS SET	ROUND NECK VEST
MACROMAN M SERIES	111 - 205	225 - 259	175 - 245	359 - 649	92 - 200							
MACROMAN					615 - 867							
EURO	83 - 166				75 - 129	112 - 124	181 - 222					261 - 279
SKYWINGS	54 - 86	53 - 85										
INTERLOCK	68 - 104											
RIBLINE	66 - 102											
FRONTLINE	54 - 86	58 - 80										
XING	55 - 65				47 - 59							
EXPANDO	67 - 76				47 - 54							
AIR	90											
HUNK					51 - 58	62 - 77	94 - 140					
KIDLINE	39 - 62				40 - 41	44 - 54						
SOFTLINE								60 - 75				
BUMCHUMS (ADULT)				449 - 634					229 - 1197	307 - 446		
BUMCHUMS				203 -					114 -	161 -	295 -	

(3-6)				254					439	356	359	
BUMCHUMS (7-14)				225 - 319					138 - 512		351 - 407	

Table 4.2 Price segmentation of the brands according to the products offered of Rupa & Co.

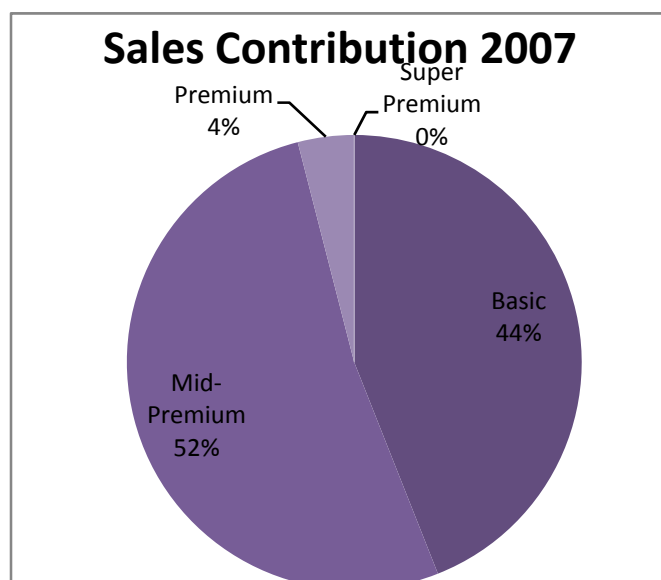
MRP of Products	Segment
1 Below Rs. 50	Basic
2 Rs. 50 to Rs. 100	Mid Premium
3 Rs. 100 to Rs. 150	Premium
4 Rs. 150 and above	Super Premium

Table 4.3, Distribution of Price according to Segment

### Key Players in the Market in the same price Segment

Rupa	Frontline, Macroman	Basic, Mid Premium, Premium and Super Premium
Lux	Lux Cozi, ONN	Basic, Mid Premium, Premium
Dollar	Dollar Club, Big Boss	Basic, Mid Premium, Premium
J.G Hosiery	Amul Macho	Basic, Mid Premium
Maxwell	VIP, Frenchie	Basic, Mid Premium, Premium
Page Industries	Jockey	Premium and Super Premium
Dixcy	Dixcy	Basic, Mid Premium, Premium

Table 4.4, Key Players in the same Price Segment



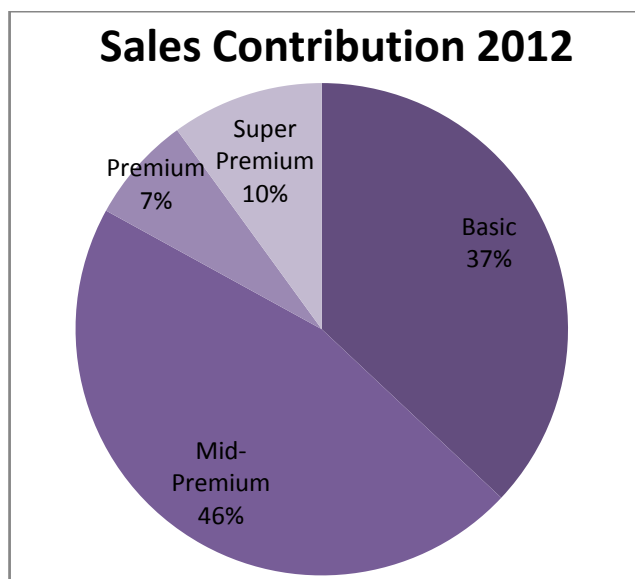


Figure 4.3, Sales Contribution of the different segments in the year 2007 and 2011

The company's sales are spread across different price points. In a span of five years, the company has managed to mark a presence in the super premium segment, with 10% of its sales being derived from this segment. The increasing share of premium segments is reflected in the company's operating margins, which have increased from 10.7% in FY11 to 12.7% in FY12. The company intends to continue focusing on the premium segment to improve margins. The abatement of 55% from the MRP has been raised to 70%. This will bring down the excise duty, as a percentage of MRP, from 4.5% to 3.6% and this impact would be seen in the figures of FY13. In FY13, the company intends to extend its presence in South India by acquiring local brands and at the same time it plans to expand its offerings in the women's segment.

#### 4.5.3 PROMOTION

Rupa has entailed a huge amount on Brand Promotion and publicity. It has roped in some of the leading celebrities in the country to endorse its brand in the market.

In 80s and 90s, Rupa brought in Bollywood stars like Govinda, Aishwarya Rai, Celina Jaitley, Koena Mitra, Sanjay Dutt, Karan Grover and Rajpal Yadav to endorse its range of men and women innerwear.



In 1990 Bollywood actress Aishwarya Rai did the advertisement of Rupa Softline and in the year 1999 Govinda was the brand ambassador of Rupa Company.

Recently Rupa got Bollywood actor Hrithik Roshan to endorse 'Macroman M Series', a premium sub brand of Rupa and after a positive response from the consumers, the company has renewed its contract with him again this year. It invested more than 200crore in brand building to benefit the company in the future. They also invest 8% sales every year in brand development.

Rupa's marketing strategy of advertising even in the smallest villages has made consumers to shift from unbranded goods to Rupa's branded products.

With rapidly changing scenario, the accent is not only on product quality but also style and modernity. Many of the existing brands have already been revamped and new ones have been introduced to cater to fashion conscious consumers.

'Macroman M series' has been promoted as a bold range of attitude wear with comfort and confidence for men.

'Rupa Air' is also a premium brand vest and is promoted as a vest that feels like air

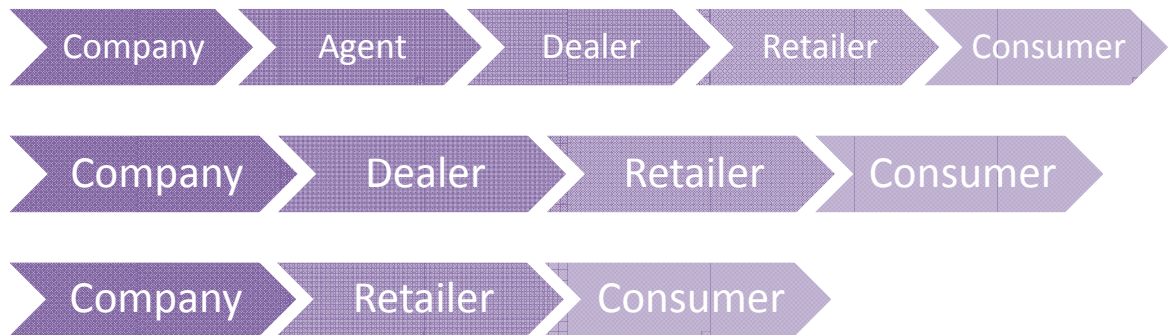
#### **4.5.4 DISTRIBUTION**

Rupa has one of the largest wholesale distribution network in the knitted innerwear industry in India comprising of over 950 Dealers and Distributors spread across the length and breadth of the country which helps to reach the products easily to end consumers through more than 1,00,000 outlets. The entire distribution network is fed through an efficient logistic control system and supply chain management.



The Company also sells its products in the International markets and has established relationships in Middle East, Italy, Nepal and Bangladesh. All the brands of the Company are marketed through its network of dealers and distributors.

**Distribution Channel used by Rupa & Co. Ltd.:**



**Order Processing**



Figure 4.4, Order Processing Model

Note: The Contractor is liable for shortage of goods, if claimed by the Dealer/Wholesaler

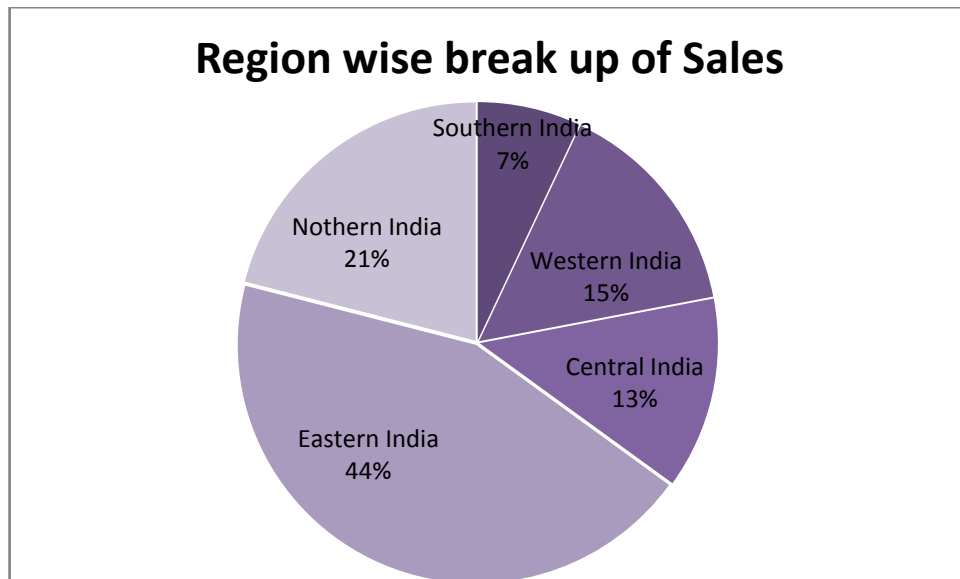


Figure 4.5,

Eastern Region and the Northern Region has the highest sale in India followed by Western, Central and Southern Region.

## **4.6 COMPETITOR ANALYSIS**

### **4.6.1 AMUL MACHO**

**Parent Company:**J.G Hosiery Pvt Ltd

**Year of Establishment:** 1980

**Tagline:***Bade Aaram se*

**USP:**Wearing Amul Macho is a real man sign

**Brand Ambassador:** Saif Ali Khan

**Sales volume:** 290 crores

**No. of production Lines :**03 (Delhi, Kolkata and Tirupur)

**Export Percentage:** 1.7%

**Export Markets:**Middle East, South Asian Countries, Germany and France

**Monthly Production Capacity:** 1,50,00,000 pieces

**Segment:** Men innerwear and winter wear

**Target Group:** Lower middle class men of age 16 and above.

**Positioning:** Bade Aaram se – Comfort as a preference

#### **4.6.2 VIP:**

**Parent Company:**Maxwell Apparel Industries Pvt. Ltd.

**Year of Establishment:** 1994

**Tagline:**Ye ander ki baat hai

**USP:**Contemporary feel and wide range

**Locations of Manufacturing Plants :** Tirupur, Tingalur, Gobi, Chitapalm ( Tamil Nadu)

and Umbergoan (Gujarat)

**Other Textile Infrastructure Facilities :** Spinning Company & Process House

**Export Markets:** n/a

**Monthly Production Capacity:** 72,00,000 pieces

**Segment:** Men, Women innerwear

**Target Group:** Boys and men from the urban middle class

**Positioning:** Value for money premium quality having aspiration value

**Range of Hosiery Undergarments:**

MENS INNER WEAR

VIP

VIP Frenchie

VIP Bonus

VIP Designer

Vip Leader

Vip Punch

WOMENS INNER WEAR

VIP

VIP Feelings

YOUNGSTERS

VIP Bonus Junior

KIDS INNER WEAR

VIP Bonus Junior

WINTER WEAR

VIP Thermals

#### **4.6.3 LUX:**

**Parent Company:** Lux Hosiery Group

**Year of Establishment:** 1957

**Tagline:***Apna luck pehen ke chalo*

**USP:** Uncompromising quality and comfort

**Major Plans:** 100 Onn Exclusive outlets by 2015

**Vision:** To sustain healthy growth with excellence in the innerwear industry

**Mission:** To provide products that contribute to sustainable development of our industry

**Brand Ambassador:** Sharukh Khan, Neil Nitin Mukesh and Boman Irani

**Sales volume:** 568 crores

**No. of production Lines:** 03( Two in Kolkata and One in Tirpur)

**Export Percentage:** 15%

**Export Markets:** Middle East, Europe & Africa

**Monthly Production Capacity:** 1,75,00,000 pieces

**Segment:** Men looking for exemplary styles and comfort in innerwear

**Target Group:** Urban boys and men from the middle class

**Positioning:** Brand for all

**Range of Hosiery Undergarments:**

##### **Premium**

Onn Grande

Onn Comfortz

Onn Sportz

## Regular

GenX NV

GenX Gusto

GenX Elite

Cozi Vest

Cozi Activo

Cozi Lavish

Cozi Xylo

Cozi Valour

Cozi Mexx

Cozi Big Shot

Super Vest

Classic Rib Vest

Champion Vest

Clik Vest

Interlock Vest

Venus

## Women's Wear

Lovely

Touch

Karishma

## Kids wear

Genx

Cozi

Junior

Lovely

Sorty Jetty

Classic

Venus

Karishma

Mookie Casuals

Casuals

Astro Tshirt

Astro Bermudas

Astro Track Pant

Socks

Mozzie

Thermals

Lux Inferno

The Lux Group has one of the best infrastructure and facilities among hosiery companies globally, and is also in the process of setting up its own yarn mill for integrated end-to-end manufacturing. This helps Lux to cater to the high demand for its products effortlessly, while maintaining supreme quality and excellence in standards on a consistent basis.

It is a strong and well-established management working as per the needs of the society where the promoters have an experience of over 50 years in the existing line of business. It is an old trusted brand in the undergarments and winter-wear clothing.



Popular Bollywood actors endorse the brand. Ad campaigns designed in such a way to make emotional connect with people.

Lux has a strong nationwide network of more than 600 distributors, 10,000 Wholesalers and more than 3 lakhs of retailers. Lux products are also in great demand in the international market, and garments are exported to various countries across the Middle East, Europe and Africa. Lux also has the largest in-house production capacity in the Indian hosiery industry

Lux is well-known for manufacturing innerwear of uncompromising quality and comfort, which have been recognized for their top quality by the highest standards bodies. After making its mark firmly in the hosiery sphere, Lux is now moving into the outerwear, premium-wear and women-wear segments, with a key focus on today's youth.

#### **4.6.4 DOLLAR**

**Parent Company:** Dollar Industries Ltd

**Year of Establishment:** 1993

**Tagline:** Yeh toh fit hai Boss

**USP:** combination of comfort and style.

**Major Plans:** Entry into Lifestyle segment

**Vision:** Become the inspiring innerwear brand that will create new quality standards for the industry & become an indispensable part of life of every Indian

**Mission:** Become an Indian multinational who offers trend-setting solutions that meet the varied needs of international consumers

**Brand Ambassador:** Akshay Kumar

**Sales volume:** 290 crores

**No. of production Lines:** 04

**Export Percentage:** 3%

**Export Markets:** MiddleEast & South East Asian Countries, Gulf Countries

**Major Clients :** Bharti Walmart, Reliance Retail, Carrefour and Lulus

**Monthly Production Capacity:** 78,00,000 pieces

Products that are manufactured and exported by Dollar Industries Ltd. have world wide demand due to their attributes of high comfort level, no shrinkage, perfect fit, skin friendly and high quality standards. The entire range of Hosiery Undergarments offered by us has been classified on the basis of target users viz Men, Women, Kids, Leisure and Thermals. Offered in different brands, the detailed product range is as follows:

**Range of Products:**

Men:

Vest : Dollar Club Bigboss Premium Vest RN, Dollar Club Bigboss Premium Vest RNS, Dollar Club Hutch Vest, Dollar Club Derby Vest, Comfort Vest and many others.

Brief : Dollar Club Sleek, Dollar Club Midas T/E, Midas Y-Cut, Dollar Club Activa, Midas C-Cut, Midas Contra, Lycra Brief, Crazy Brief and many others.

Trunk : Dollar Commando, Dollar Comfort, Dollar Club Bigboss Low Rise Trunk Style#311, Big Boss Boxer Trunk, Big Boss Long Trunk, Crazy Trunk, Interlock Trunk, RIB Trunk, Senser Trunk, Premier Trunk, etc.

#### Women:

Panties : Missy Printed Cotton Panty, Missy Plain Cotton Panty, etc.

Camisole : Missy Sajni Camisole, Missy Rupali Camisole, Missy Shilpa Camisole, Missy Sofia Camisole, Missy Sajni Camisole, Missy Saheli Camisole, Missy Fantasi Rib Camisole, Ultra Long Camisole, Etc.

Leggings : Missy Leggings, Missy Capri, etc.

#### Kids:

Bigboss Premium Vest Junior, Hutch Premium Vest Junior, Dollar Champion Kids, Lehar Vest Junior, Lehar Vest Junior RNBS, Lehar Vest Junior RN, Kids Care Vest Girls, Kids Care Vest Boys, Kids Care Bloomer, Kids Care Shorty,

#### Leisure:

Designer Collar T-shirt, Designer Round Neck T-shirt, Designer Printed Bermuda, Designer Plain Bermuda, Designer Cotton Shorts, Designer Track Pant

#### Thermals:

Ultra : Ultra R-neck F/S Vest & Trouser, Ultra Gents Mega Slim Vest, Ultra Magic V-neck & Trouser, Ultra Ladies Short Camisole, Ultra V-neck And Trouser, Ultra Gents Mega Vest, Ultra Gents V-neck Vest & Trouser & Ladies R-neck Vest-trouser

Ultra Magic : Ultra Magic R-neck Vest & Trouser, Ultra Magic R-neck Vest & Trouser (gents & Ladies), Ultra Magic R-neck & Trouser And Picoting Vest & Trouser, Ultra Magic Gents R-neck & Trouser And Ladies Picoting Vest, Ultra Magic Short Camisole

Socks:

Dollar Premium Socks, Executive Socks, School Socks and others

Dollar Innerwear enjoys 20 per cent market share in the Rs 2,000 crore Indian branded hosiery industry. The company expects to notch up a turnover of Rs 500 crore in the present financial year.

the company supplies its products through 18 major distributors, which it plans to double to 36 this financial year, to multi-brand outlets in the country. Apart from expanding in the domestic market, the company is also planning an aggressive retail strategy for the overseas markets especially Africa. Last year, it earned nine per cent of its total revenues from exports to the West Asian countries such as Iraq, Iran, UAE, Oman, Kuwait, Doha, Bahrain, and Jordan.

## 5. BRAND EXPLORATORY (Data Analysis and Data Interpretation)

### 5.1 FINANCIAL ANALYSIS

#### Financial Analysis of Rupa and Co. Ltd.

INR(crs)	2007	2008	2009	2010	2011	2012
Net Sales(CAGR: 20%)	320	351.34	411.84	519.94	638.50	691.77
EBITDA(CAGR: 28%)	25.4	29.5	32.06	46.1	66.9	87.4
Operating Margin(%)	8%	8.37%	8%	8.08%	10.42 %	12.53 %
PBT	15	17.98	21.25	36.86	48.01	60.67
PAT(CAGR: 34%)	10	11.62	13.66	24.14	32.02	41.52
Net Block (Assets Worth- Depreciation)	46	43.55	48.25	56.17	105.25	112.94
Net Current Assets	129	101.27	105.71	162.42	225.23	232.89
Net Worth (Assets-Liabilities)	36	36.26	123.48	143.25	167.7	197.41
Debt	134	110.67	51.03	122.28	183.69	163.09
WC/Sales	39%	27%	27%	33%	37%	37%
ROCE [PAT/(FA+WC)]	14%	22.97 %	18.23 %	15.92 %	18.23 %	22.97 %
RONW (PAT/Shareholders's Equity)	27%	25.68 %	11.22 %	17.19 %	19.62 %	21.75 %

Table5.1 (Source: moneycontrol.com)

Rupa &Co. Ltd. has achieved a growth of 9.44 % in Revenue from Operations during the year under review over the previous year. The Revenue from Operations during the year 2011-12 under review is Rs. 6,987,959,313 as against Rs. 6,385,034,297 in the previous year. The Company has also achieved a growth of 28.89% in Gross

Profit before Interest, Depreciation and Tax & 29.68% in Profit after Tax respectively during the period under review over the previous year. The Gross Profit before Interest, Depreciation and Tax during the year under review is Rs. 873,900,979 as compared to Rs. 668,035,793 in the previous year. The Profit after Tax for the year under review is Rs. 415,216,703 as against Rs. 320,181,544 in the previous year.

The comparison between the financials of the leading hosiery companies- Rupa & Co. Ltd, Maxwell Apparel Industries Pvt. Ltd. (VIP), Lux Hosiery Group and Page Industries(Jockey).

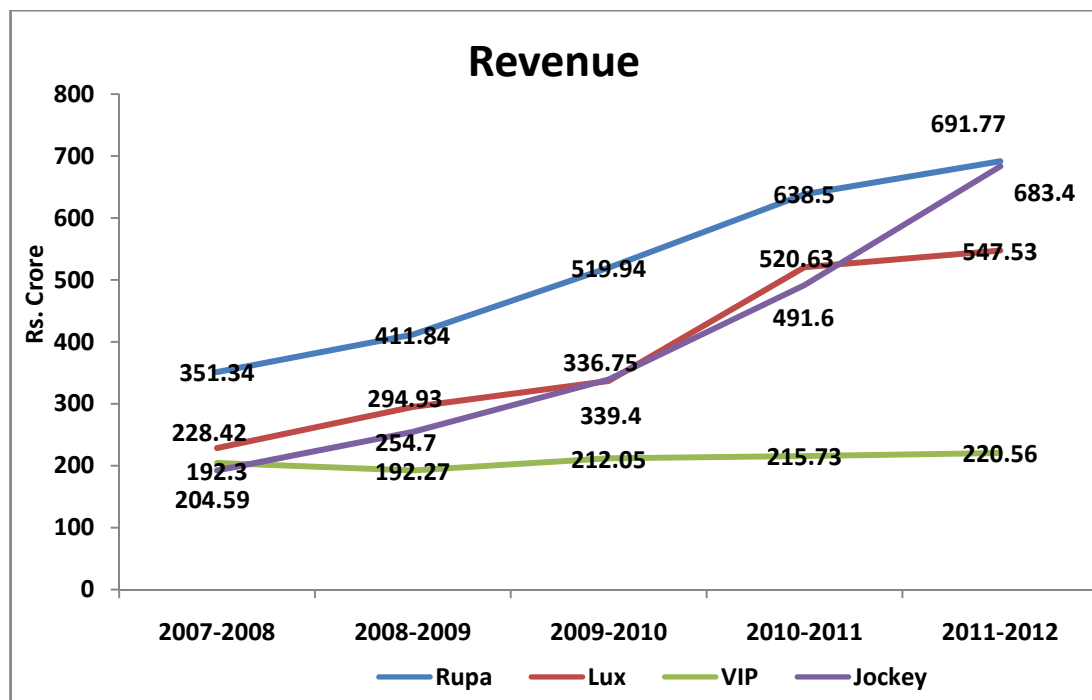


Figure 5.1, Revenue of Rupa and its Competitors from 2008 to 2012

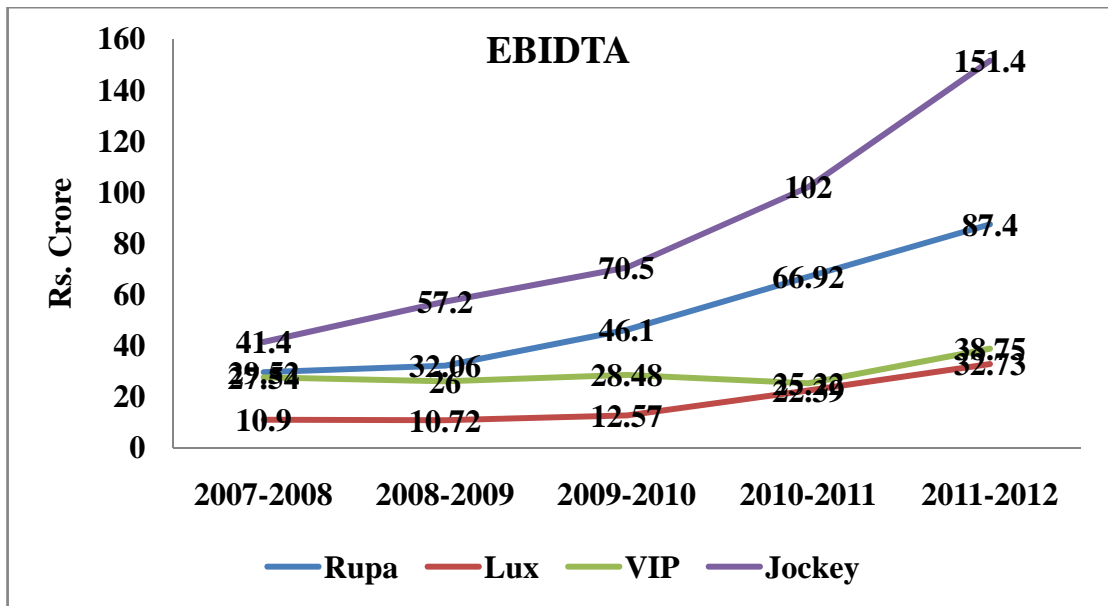


Figure 5.2, EBIDTA of Rupa and its Competitors from 2008 to 2012

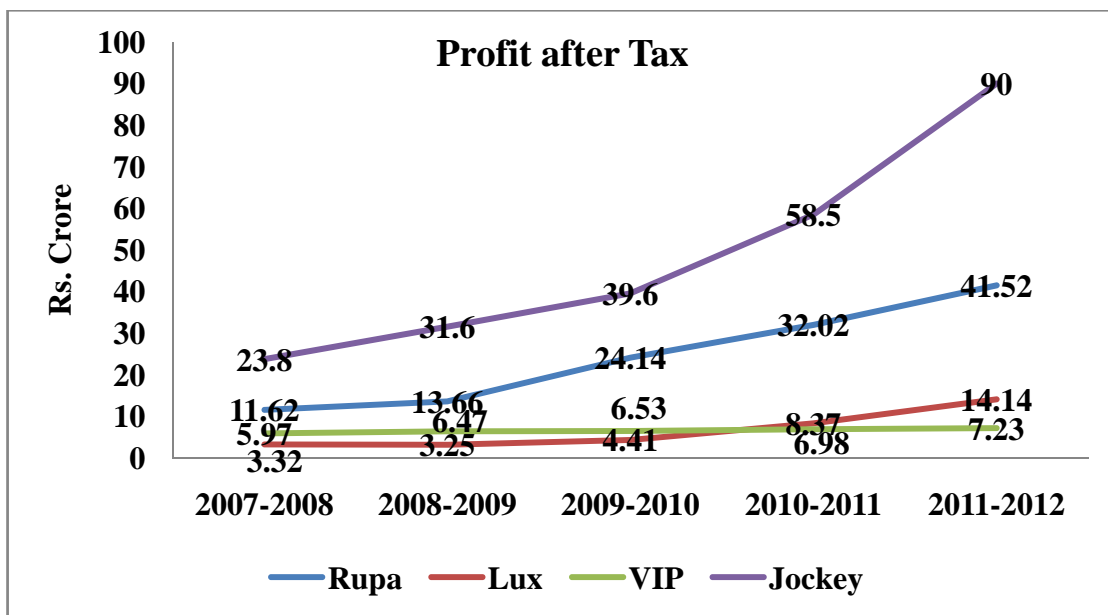


Figure 5.3, PAT of Rupa and its Competitors from 2008 to 2012

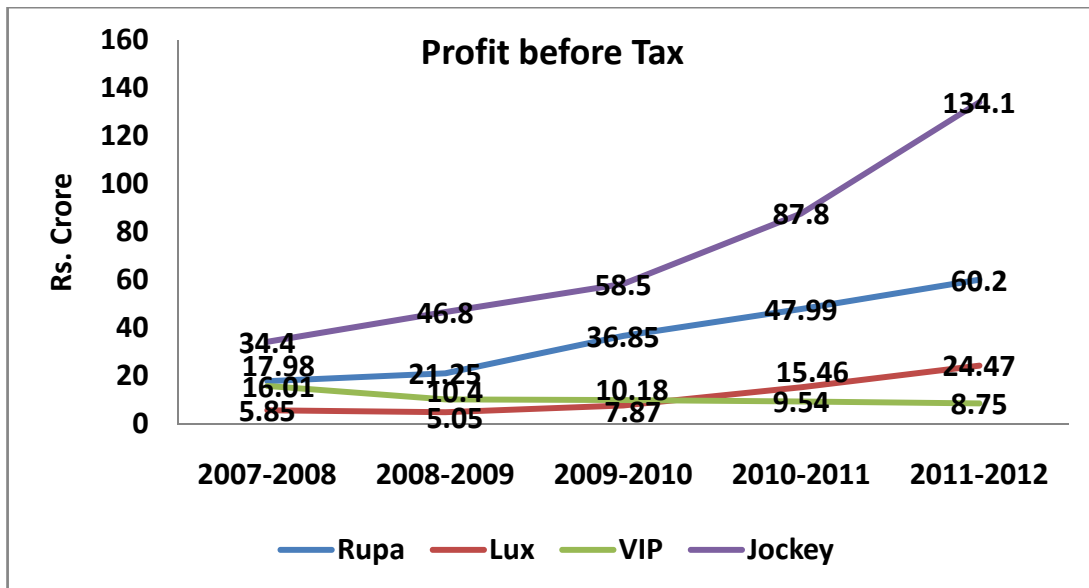


Figure 5.4, PBT of Rupa and its Competitors from 2008 to 2012

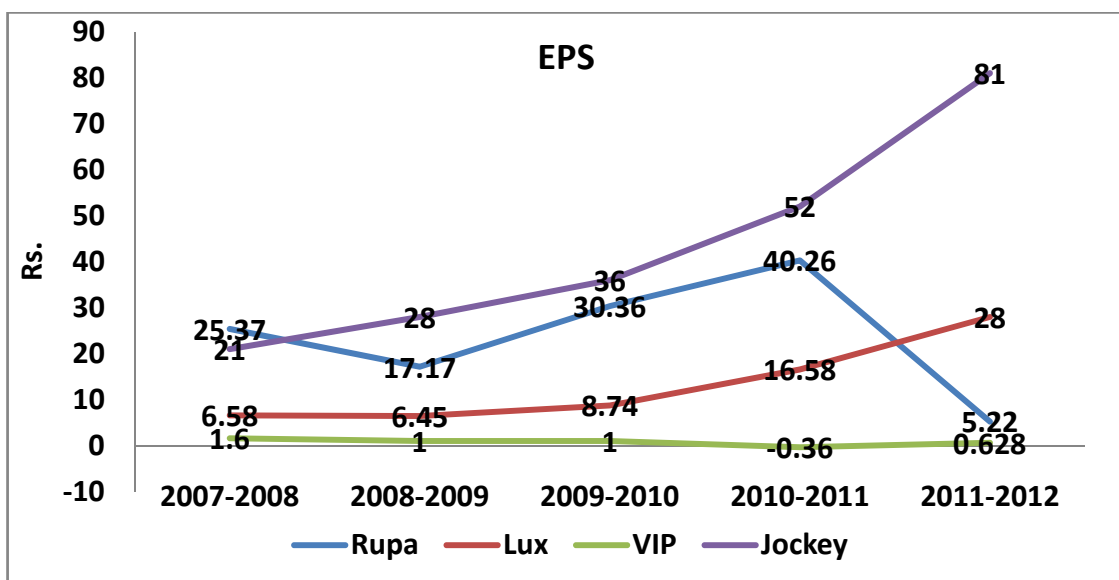


Figure 5.5, EPS of Rupa and its Competitors from 2008 to 2012



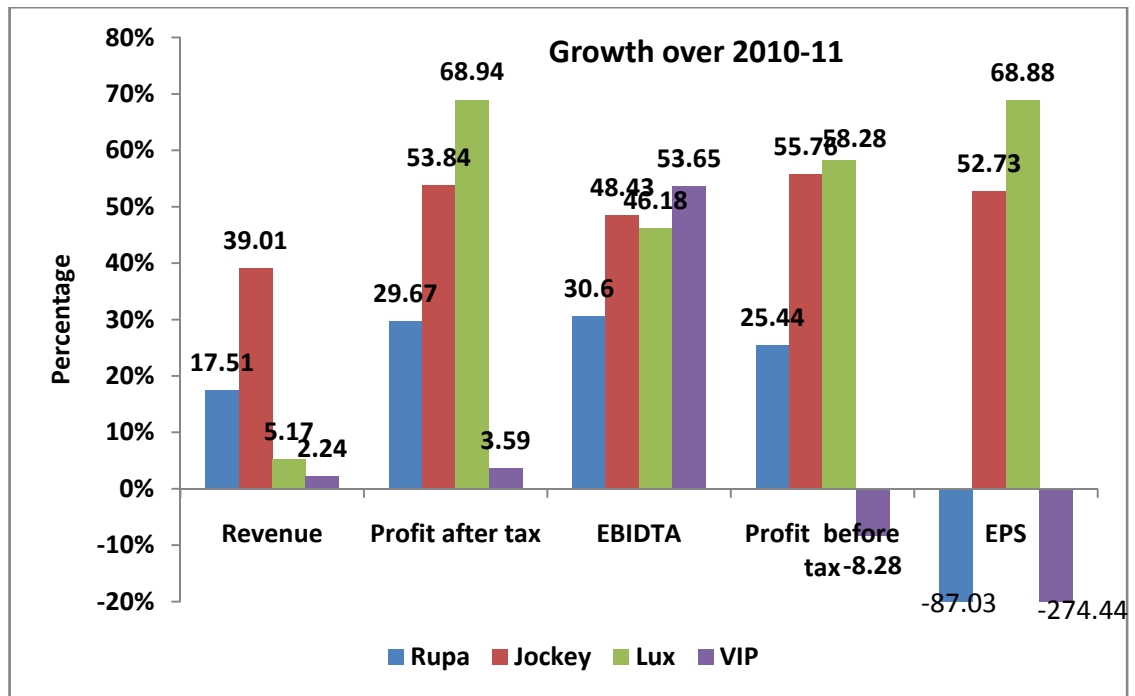


Figure 5.6 Growth of Rupa and its Competitors over 2010 to 2011

There is a dip in the earning per share of Rupa & Co. Ltd. from the financial year 2011 to 2012 as the number of shares which were 7952456 of face value Rs. 10 was changed to 79524460 shares of face value Rupee 1.

## 5.2 DATA ANALYSIS OF THE CONSUMER

### 5.2.1 RESPONDENT'S PROFILE

#### 1. Age Group of the Respondents

		Frequency	Percent	Cumulative Percent
Valid	25-34	61	59.8	59.8
	15-24	19	18.6	78.4
	35-44	10	9.8	88.2
	45-54	6	5.9	94.1
	55 & Above	6	5.9	100.0
	Total	102	100.0	

Table 5.2

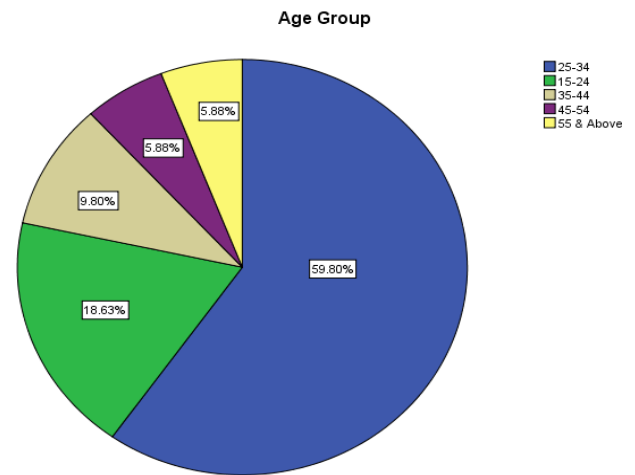


Figure: 5.7

The questionnaires were filled by 102 respondents between age group of 15 and above age

#### 2. Gender of the Respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	87	85.3	85.3
	Female	15	14.7	100.0
	Total	102	100.0	

Among the respondents 85 were male and 15 were female.

Table 5.3

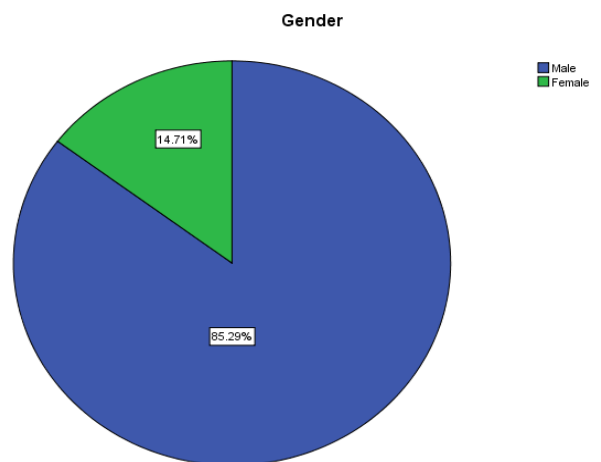
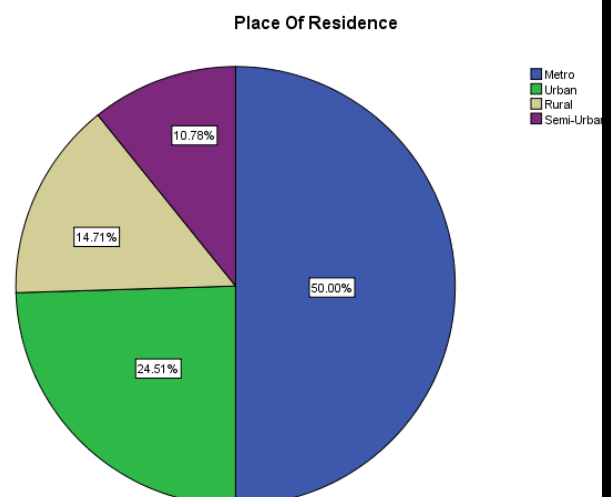


Figure: 5.8

#### 3. Place of Residence

	Frequency	Percent	Cumulative Percent
Metro	51	50.0	50.0
Urban	25	24.5	74.5
Rural	15	14.7	89.2



Semi-Urban	11	10.8	100.0
Total	102	100.0	

Table 5.4

Figure: 5.9

Most of the respondents were from a metro city, mainly from Kolkata. There were few respondents from rural and semi urban areas

#### 4. Profession

		Frequency	Percent	Cumulative Percent
Valid	Businessman	36	35.3	35.3
	Service	29	28.4	63.7
	Student	26	25.5	89.2
	House Wife	8	7.8	97.1
	Self-employed	3	2.9	100.0
	Total	102	100.0	

Table 5.5

Figure: 5.10

Almost 36% of the respondents were business man. Housewives and self-employed people accounted to only 10%.

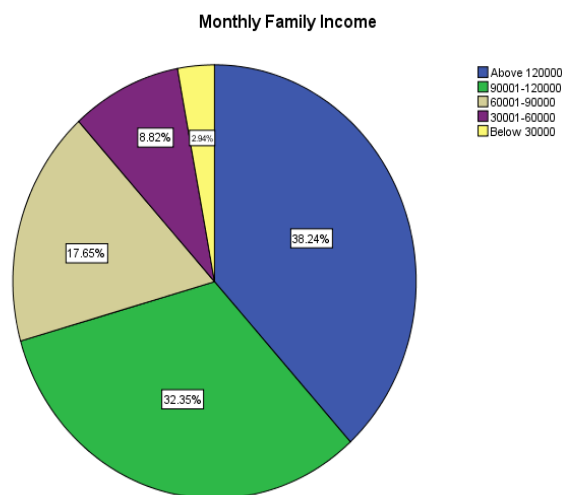
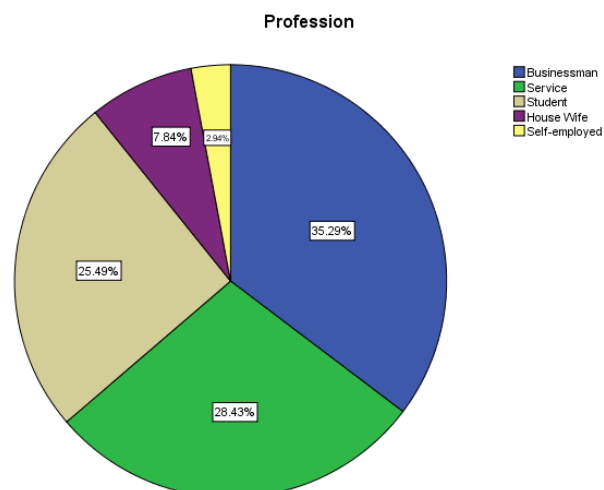
#### 5. Average Monthly Family Income of the respondents

		Frequency	Percent	Cumulative Percent
Valid	Above 120000	39	38.2	38.2
	90001-120000	33	32.4	70.6
	60001-90000	18	17.6	88.2
	30001-60000	9	8.8	97.1
	Below 30000	3	2.9	100.0
	Total	102	100.0	

Table 5.6

Figure: 5.11

38% of the respondents had a monthly income above Rs. 1, 20,000, only 3% of the respondents had a monthly income below 3%



## 5.2.2 PURCHASE PATTERN OF CONSUMER

### Medium of Purchase of Innerwear

		Frequency	Percent	Cumulative Percent
Valid	Malls/Format Store	35	34.3	34.3
	Local Store	34	33.3	67.6
	MBO	23	22.5	90.2
	EBO	10	9.8	100.0
	Total	102	100.0	

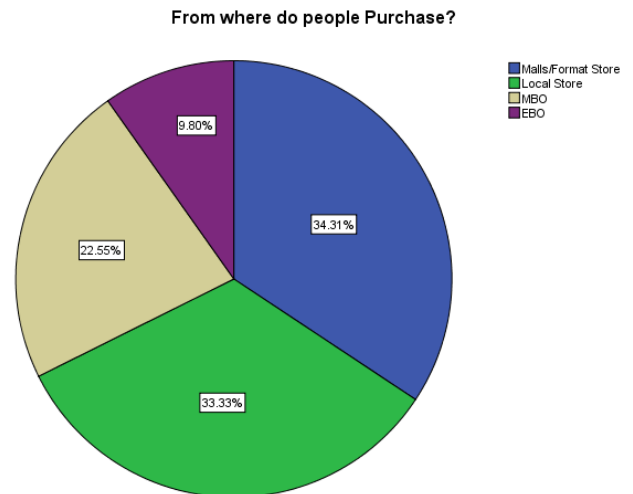


Table 5.7

Figure: 5.12

Most of the Respondents purchase from malls or format stores like Shoppers Stop or Lifestyle. Very few purchases are made from EBO's.

To check the dependency of Medium of Purchase on the independent factors like Age, Gender, Profession, Average Monthly Income and Place of Residence, we consider the following hypothesis

- **H1: Medium of purchase does not depend on the gender of the customers:**
- **H2: Medium of Purchase does not depend on the Place of Residence**
- **H3: Medium of Purchase does not depend on the Age Group of the customers**
- **H4: Medium of Purchase does not depend on the Monthly Family Income**
- **H5: Medium of Purchase does not depend on the Profession of the Consumer**

- **H1: Medium of purchase does not depend on the gender of the customers:**

		From where do people Purchase?				Total
		EBO	MBO	Malls/Format Store	Local Store	
Gender	Female	3	2	8	2	15
	Male	7	21	27	32	87
Total		10	23	35	34	102

#### Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.492 <sup>a</sup>	3	.090
Likelihood Ratio	6.537	3	.088
Linear-by-Linear Association	1.795	1	.180
N of Valid Cases	102		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.47.

Table 5.8

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Gender does not dependent upon the preference of shopping destination.

- ✓ **H2: Medium of Purchase does not depend on the Place of Residence:**

		From where do people Purchase?				Total
		EBO	MBO	Malls/Format Store	Local Store	
Place Of Residence	Rural	0	0	4	11	15
	Semi-Urban	1	4	3	3	11
	Urban	3	9	6	7	25
	Metro	6	10	22	13	51
Total		10	23	35	34	102

#### Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.137 <sup>a</sup>	9	.024
Likelihood Ratio	21.809	9	.010
Linear-by-Linear Association	6.379	1	.012
N of Valid Cases	102		

Table 5.9

As because Pearson chi square value(H2) is less than .05 so we reject the hypothesis i.e. Place of Residence is dependent upon the preference of shopping destination.

### H3: Medium of Purchase does not depend on the Age Group of the customers

	Age Group					Total
	15-24	25-34	35-44	45-54	55 & Above	
From where do EBO people Purchase?	3	5	1	0	1	10
MBO	5	15	1	1	1	23
Malls/Format Store	3	26	4	2	0	35
Local Store	8	15	4	3	4	34
Total	19	61	10	6	6	102

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
aPearson Chi-Square	12.600 <sup>a</sup>	12	.399
Likelihood Ratio	15.256	12	.228
Linear-by-Linear Association	1.689	1	.194
N of Valid Cases	102		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .59.

Table 5.10

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Medium of Purchase does not depend on the Age Group of the customers

### H4: Medium of Purchase does not depend on the Monthly Family Income

	Monthly Family Income					Total
	Below 30000	30001-60000	60001-90000	90001-120000	Above 120000	
From where EBO do people Purchase?	0	2	0	3	5	10
MBO	2	0	3	9	9	23
Malls/Format Store	1	3	6	11	14	35
Local Store	0	4	9	10	11	34

	Monthly Family Income					Total
	Below 30000	30001-60000	60001-90000	90001-120000	Above 120000	
From where EBO do people MBO Purchase?	0	2	0	3	5	10
Malls/Format Store	2	0	3	9	9	23
Local Store	1	3	6	11	14	35
Total	0	4	9	10	11	34
	3	9	18	33	39	102

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.358 <sup>a</sup>	12	.417
Likelihood Ratio	15.930	12	.194
Linear-by-Linear Association	.638	1	.424
N of Valid Cases	102		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .29.

Table 5.11

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Medium of Purchase does not depend on the Family Monthly Income

#### H5: Medium of Purchase does not depend on the Profession of the Consumer

	Profession			Businessman	House Wife	Total
	Student	Service	Self-employed			
From where EBO do people MBO Purchase?	4	0	1	3	2	10
Malls/Format Store	7	3	0	12	1	23
Local Store	5	18	2	6	4	35
Total	10	8	0	15	1	34
	26	29	3	36	8	102

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.629 <sup>a</sup>	12	.004
Likelihood Ratio	31.946	12	.001

Linear-by-Linear Association	.399	1	.528
N of Valid Cases	102		

a. 11 cells (55.0%) have expected count less than 5.  
The minimum expected count is .29.

Table 5.12

As because Pearson chi square value is less than .05 so we reject the hypothesis i.e. Medium of Purchase is dependent on the Profession of the Consumer.

### Intervals in which innerwear is purchased

Intervals in which innerwear is purchased				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3 Months	13	12.7	12.7	12.7
4-6 Months	53	52.0	52.0	64.7
7-9 Months	36	35.3	35.3	100.0
Total	102	100.0	100.0	

Table:5.13

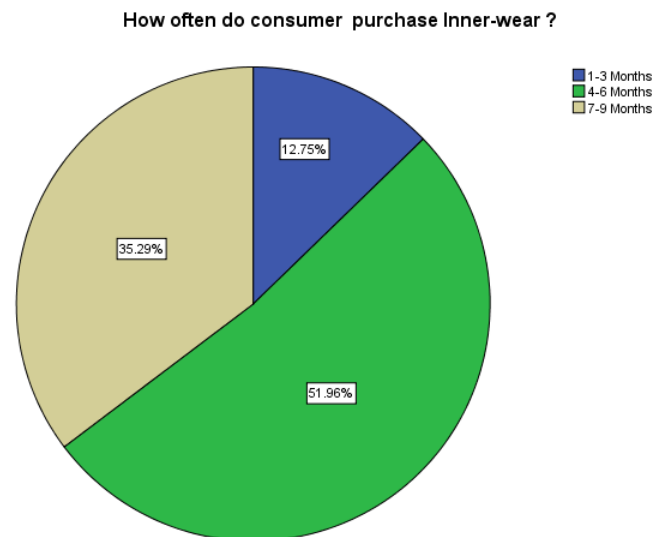


Figure:5.13

This shows that the 52% of the respondents purchase their innerwear within 4 to 6 months followed by 35% respondents who purchase within 7-9 months and then 13% who purchase within 1 to 3 months of intervals.

To check the dependency of Intervals in which innerwear is purchased on the independent factors like Age, Gender, Profession, Average Monthly Income and Place of Residence, we consider the following hypothesis:

- **H6: Frequency of Purchase does not depend on the Age Group the Consumers**
- **H7: Frequency of Purchase does not depend on the Monthly Family Income of the Consumers**



- **H8: Frequency of Purchase does not depend on the Gender of the Consumers**
- **H9: Frequency of Purchase does not depend on the Place of Residence of the Consumer**
- **H10: Frequency of Purchase does not depend on the Profession of the Consumer**

**H6: Frequency of Purchase does not depend on the Age Group the Consumers**

	Age Group				55 & Above	Total
	15-24	25-34	35-44	45-54		
How often do 1-3 consumer purchase Months	2	8	3	0	0	13
Inner-wear ? 4-6 Months	12	34	2	4	1	53
7-9 Months	5	19	5	2	5	36
Total	19	61	10	6	6	102

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.499 <sup>a</sup>	8	.096
Likelihood Ratio	14.345	8	.073
Linear-by-Linear Association	3.950	1	.047
N of Valid Cases	102		

a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .76.

Table 5.14

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Frequency of Purchase does not depend on the Age of the Consumer.

**H7: Frequency of Purchase does not depend on the Monthly Family Income of the Consumers**

	Monthly Family Income					
	Below 30000	30001-60000	60001-90000	90001-120000	Above 120000	Total
How often do 1-3 consumer Months	1	3	3	2	4	13
purchase Inner-4-6 wear ? Months	2	5	7	19	20	53
7-9 Months	0	1	8	12	15	36
Total	3	9	18	33	39	102

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.596 <sup>a</sup>	8	.295
Likelihood Ratio	10.243	8	.248
Linear-by-Linear Association	3.969	1	.046
N of Valid Cases	102		

a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .38.

Table 5.15

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Frequency of Purchase does not depend on the Monthly Family Income of the Consumer.

#### H8: Frequency of Purchase does not depend on the Gender of the Consumers

	Gender		
	Male	Female	Total
How often do consumer 1-3 Months	11	2	13
purchase Inner-wear ? 4-6 Months	44	9	53
7-9 Months	32	4	36
Total	87	15	102

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.594 <sup>a</sup>	2	.743
Likelihood Ratio	.614	2	.735

Linear-by-Linear Association	.344	1	.557
N of Valid Cases	102		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 1.91.

Table 5.16

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Frequency of Purchase does not depend on the Gender of the Consumer.

#### **H9: Frequency of Purchase does not depend on the Place of Residence of the Consumer**

	Place Of Residence				Total
	Metro	Urban	Semi-Urban	Rural	
How often do consumer purchase Inner-wear ? 1-3 Months	9	3	1	0	13
4-6 Months	28	14	7	4	53
7-9 Months	14	8	3	11	36
Total	51	25	11	15	102

#### **Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.614 <sup>a</sup>	6	.050
Likelihood Ratio	13.438	6	.037
Linear-by-Linear Association	8.605	1	.003
N of Valid Cases	102		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.40.

Table 5.17

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Frequency of Purchase does not depend on the Place of Residence of the Consumer.

#### **H10: Frequency of Purchase does not depend on the Profession of the Consumer**

	Profession				Profession	
	Student	House Wife	Total	Businessman	House Wife	Total
How often do 1-3 consumer Months	4	0	13	3	0	13

purchase	4-6	17	6	53	15	6	53
Inner-wear ?	Months						
	7-9	5	2	36	18	2	36
	Months						
	Total	26	8	102	36	8	102
							8

#### Chi-Square Tests

		Value	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square		15.936 <sup>a</sup>	8	.043
Likelihood Ratio		17.621	8	.024
Linear-by-Linear Association		5.548	1	.018
N of Valid Cases		102		

a. 9 cells (60.0%) have expected count less than 5.  
The minimum expected count is .38.

Table 5.14

As because Pearson chi square value is less than .05 so we reject the hypothesis i.e.  
Frequency of Purchase does not depend on the Profession of the Consumer.

### Average Money spent per unit on the innerwear

**Average Money spent for per unit of Innerwear per month**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 100-200	24	23.5	23.5	23.5
201-300	34	33.3	33.3	56.9
301-400	28	27.5	27.5	84.3
401-500	8	7.8	7.8	92.2
Above 500	8	7.8	7.8	100.0
Total	102	100.0	100.0	

Table 5.19

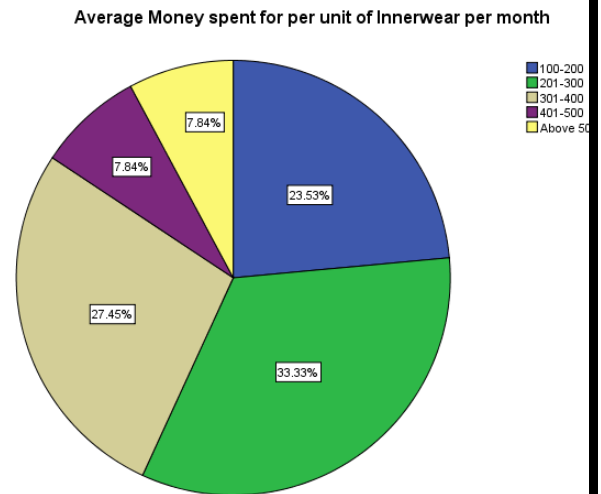


Figure 5.14

33% of the respondents spend 200 to 300 rupees on per unit of innerwear. 28% of the respondents spend 301to 400 rupees on per unit and 24% of respondents spend 100 to 200 rupees on per unit of innerwear.

To check the dependency of Average Money spent per unit on the innerwear on the independent factors like Age, Gender, Profession, Average Monthly Income and Place of Residence, we consider the following hypothesis:

- **H11: Average Money spent for per unit of Innerwear is not dependent on the Age Group of the Consumer**
- **H12: Average Money spent for per unit of Innerwear does not depend Monthly Family Income of the Consumer**
- **H13: Average Money spent for per unit of Innerwear does not depend on the Gender of the Consumer**
- **H14: Average Money spent for per unit of Innerwear does not depend on the Place Of Residence of the Consumer**
- **H15: Average Money spent for per unit of Innerwear does not depend on the Profession of the Consumer**

**H11: Average Money spent for per unit of Innerwear does not depend on the Age Group of the Consumer**

	Age Group				55 & Above	Total
	15-24	25-34	35-44	45-54		
Average Money 100-200 spent for per unit of Innerwear	8	10	0	2	4	24
201-300	7	18	6	3	0	34
301-400	3	20	4	0	1	28
401-500	0	6	0	1	1	8
Above 500	1	7	0	0	0	8
Total	19	61	10	6	6	102

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.157 <sup>a</sup>	16	.040
Likelihood Ratio	34.370	16	.005
Linear-by-Linear Association	.264	1	.608
N of Valid Cases	102		

a. 20 cells (80.0%) have expected count less than 5.  
The minimum expected count is .47.

Table 5.20

As because Pearson chi square value is less than .05 so we reject the hypothesis i.e. Average Money Spent or per unit of Innerwear is dependent on the Age Group of the Consumer.

**H12: Average Money spent for per unit of Innerwear does not depend Monthly Family Income of the Consumer**

	Monthly Family Income				Above 120000	Total
	Below 30000	30001-60000	60001-90000	90001-120000		
Average Money 100-200 spent for per unit of Innerwear	0	3	6	5	10	24
201-300	2	3	6	13	10	34
301-400	1	1	6	9	11	28

401-500	0	0	0	4	4	8
Above 500	0	2	0	2	4	8
Total	3	9	18	33	39	102

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.927 <sup>a</sup>	16	.604
Likelihood Ratio	17.753	16	.339
Linear-by-Linear Association	.976	1	.323
N of Valid Cases	102		

a. 18 cells (72.0%) have expected count less than 5.  
The minimum expected count is .24.

Table 5.21

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Average Money Spent or per unit of Innerwear is not dependent on the Money Family Income of the Consumer.

#### H13: Average Money spent for per unit of Innerwear does not depend on the Gender of the Consumer

	Gender		Total
	Male	Female	
Average Money spent 100-200 for per unit of Innerwear	24	0	24
201-300	28	6	34
301-400	24	4	28
401-500	6	2	8
Above 500	5	3	8
Total	87	15	102

Chi-Square Tests Table 5.22

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.366 <sup>a</sup>	4	.079
Likelihood Ratio	10.948	4	.027
Linear-by-Linear Association	6.388	1	.011
N of Valid Cases	102		

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Average Money Spent or per unit of Innerwear is not dependent on the Gender of the Consumer.

**H14: Average Money spent for per unit of Innerwear does not depend on the Place of Residence of the Consumer**

	Place Of Residence				Total
	Metro	Urban	Semi-Urban	Rural	
Average Money spent 100-200	12	2	2	8	24
for per unit of 201-300	14	10	7	3	34
Innerwear 301-400	15	9	2	2	28
401-500	6	1	0	1	8
Above 500	4	3	0	1	8
Total	51	25	11	15	102

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.022 <sup>a</sup>	12	.088
Likelihood Ratio	19.778	12	.071
Linear-by-Linear Association	3.712	1	.054
N of Valid Cases	102		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .86.

Table 5.23

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Average Money Spent or per unit of Innerwear is not dependent on the Place of Residence of the Consumer.

**H15: Average Money spent for per unit of Innerwear does not depend on the Profession of the Consumer**

	Profession				House Wife	Total
	Student	Service	Self-employed	Businessman		
Average Money 100-spent for per 200 unit of 201- Innerwear 300	9	4	0	11	0	24
	9	7	2	13	3	34



301-400	6	11	0	10	1	28
401-500	1	4	0	1	2	8
Above 500	1	3	1	1	2	8
Total	26	29	3	36	8	102

#### Chi-Square Tests

		Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square		24.242 <sup>a</sup>	16	.084
Likelihood Ratio		25.183	16	.067
Linear-by-Linear Association		.422	1	.516
N of Valid Cases		102		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .24.

Table 5.20

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Average Money Spent or per unit of Innerwear is not dependent on the Profession of the Consumer.

#### Annual Purchase for Innerwear in value by the respondents

Annual Purchase for Inner-wear (total-in value)			
	Frequency	Percent	Cumulative Percent
Valid Below 500	1	1.0	1.0
501-1000	5	4.9	5.9
1001-1500	21	20.6	26.5
1501-2000	35	34.3	60.8
2001-2500	22	21.6	82.4
Above 2500	18	17.6	100.0
Total	102	100.0	

Table 5.25

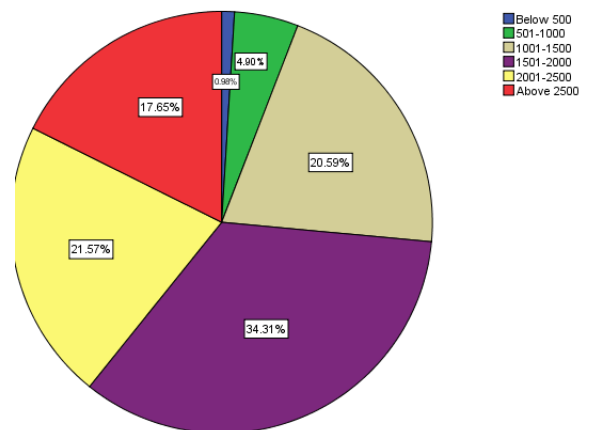


Figure:5.15

34% of the respondents spend 1500 to 2000 annually on innerwear, 21% of the people spend 1501 to 2000 whereas 20% of the people spend 1000 to 1500 on innerwear

To check the dependency of Money Spent on Innerwear annually on the independent factors like Age, Gender, Profession, Average Monthly Income and Place of Residence, we consider the following hypothesis:

- **H16: Annual Purchase for Inner-wear (total-in value) does not depend on the age group of the Consumer**
- **H17: Annual Purchase for Inner-wear (total-in value) does not depend on the Monthly Family Income of the Consumer**
- **H18: Annual Purchase for Inner-wear (total-in value) does not depend on the Gender**
- **H19: Annual Purchase for Inner-wear (total-in value) does not depend on the Place of Residence of the Consumer**
- **H20: Annual Purchase for Inner-wear (total-in value) does not depend on the Profession of the Consumer**

**H16: Annual Purchase for Inner-wear (total-in value) does not depend on the age group of the Consumer**

	Age Group					Total
	15-24	25-34	35-44	45-54	55 & Above	
Annual Purchase for Inner-wear Below 500 (total-in value)	1	0	0	0	0	1
501-1000	1	3	0	0	1	5
1001-1500	8	10	1	1	1	21
1501-2000	5	20	4	3	3	35
2001-2500	3	14	2	2	1	22
Above 2500	1	14	3	0	0	18
Total	19	61	10	6	6	102

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.048 <sup>a</sup>	20	.455
Likelihood Ratio	20.755	20	.412
Linear-by-Linear Association	.261	1	.609
N of Valid Cases	102		

Table 5.26

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Annual Purchase for Inner-wear (total-in value) is not dependent on the age group of the Consumer.

**H17: Annual Purchase for Inner-wear (total-in value) does not depend on the Monthly Family Income of the Consumer**

		Monthly Family Income				
		Below 30000	30001-60000	60001-90000	90001-120000	Above 120000
Annual Purchase for Inner-wear (total-in value) ?	Below 500	0	0	0	0	1
	501-1000	1	1	0	1	2
	1001-1500	1	2	7	5	6
	1501-2000	1	4	4	11	15
	2001-2500	0	1	5	9	7
	Above 2500	0	1	2	7	8
	Total	3	9	18	33	39

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.560 <sup>a</sup>	20	.616
Likelihood Ratio	16.607	20	.678
Linear-by-Linear Association	2.542	1	.111
N of Valid Cases	102		

a. 21 cells (70.0%) have expected count less than 5. The minimum expected count is .03.

Table 5.27

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Annual Purchase for Inner-wear (total-in value) isnot dependent on the Monthly Family Income of the Consumer.

**H18: Annual Purchase for Inner-wear (total-in value) does not depend on the Gender**

		Gender	
		Male	Female
Annual Purchase for Inner-wear (total-in value)	Below 500	1	0
	501-1000	5	0
	1001-1500	17	4
	1501-2000	30	5
	2001-2500	18	4
	Above 2500	16	2
	Total	87	15

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.752 <sup>a</sup>	5	.882
Likelihood Ratio	2.606	5	.760
Linear-by-Linear Association	.013	1	.910
N of Valid Cases	102		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .15.

Table 5.28

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Annual Purchase for Inner-wear (total-in value) is not dependent on the Gender of the Consumer.

**H19: Annual Purchase for Inner-wear (total-in value) does not depend on the Place of Residence of the Consumer**

	Place Of Residence				Total
	Metro	Urban	Semi-Urban	Rural	
Annual Purchase for Below 500	1	0	0	0	1
Inner-wear (total-in 501-1000 value)	3	1	0	1	5
1001-1500	6	5	4	6	21
1501-2000	18	7	5	5	35
2001-2500	13	6	1	2	22
Above 2500	10	6	1	1	18
Total	51	25	11	15	102

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.352 <sup>a</sup>	15	.652
Likelihood Ratio	13.390	15	.572
Linear-by-Linear Association	3.664	1	.056
N of Valid Cases	102		

a. 16 cells (66.7%) have expected count less than 5. The minimum expected count is .11.

Table 5.29

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Annual Purchase for Inner-wear (total-in value) is not dependent on the Place of Residence of the Consumer.

**H20: Annual Purchase for Inner-wear (total-in value) does not depend on the Profession of the Consumer**

	Profession				House Wife	Total
	Student	Service	Self- employed	Businessman		
Annual Purchase for Below Inner-wear (total-in 500 value)	1	0	0	0	0	1
501- 1000	2	1	0	2	0	5
1001- 1500	10	3	0	6	2	21
1501- 2000	6	7	2	19	1	35
2001- 2500	5	10	0	4	3	22
Above 2500	2	8	1	5	2	18
Total	26	29	3	36	8	102

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.696 <sup>a</sup>	20	.117
Likelihood Ratio	28.602	20	.096
Linear-by-Linear Association	.948	1	.330
N of Valid Cases	102		

a. 19 cells (63.3%) have expected count less than 5. The minimum expected count is .03.

Table 5.30

As because Pearson chi square value is more than .05 so we accept the hypothesis i.e. Annual Purchase for Inner-wear (total-in value) is not dependent on the Profession of the Consumer.

### 5.2.3 IDENTIFICATION OF THE IMPORTANT FACTORS

To explore the latent structure of the 9 features and form clusters of related features, a principle component factor analysis with varimax rotation was performed. Four factors were identified through the factor analysis. The total percentage variance explained by these four factors of the overall variance of the data was 66.78%. When a factor loading is greater than 0.5 for a innerwear feature, it is considered to be significant, and the feature can be classified into that corresponding factor.

**Communalities (Table 5.31)**

	Initial	Extraction
Importance of Brand	1.000	.713
Importance of Colour	1.000	.649
Importance of Durability	1.000	.578
Importance of Quality	1.000	.801
Importance of Price	1.000	.794
Importance of Fit	1.000	.539
Importance of Comfort	1.000	.791
Importance of Style/Design	1.000	.819
Importance of Availability	1.000	.325

Extraction Method: Principal Component Analysis.

**Total Variance Explained (Table 5.32)**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.033	22.586	22.586	2.033	22.586	22.586	1.642	18.244	18.244
2	1.672	18.574	41.160	1.672	18.574	41.160	1.634	18.157	36.401
3	1.246	13.848	55.008	1.246	13.848	55.008	1.580	17.551	53.952
4	1.059	11.771	66.779	1.059	11.771	66.779	1.154	12.827	66.779
5	.880	9.777	76.556						
6	.842	9.355	85.911						
7	.501	5.566	91.477						
8	.449	4.987	96.464						
9	.318	3.536	100.000						

### Component Matrix<sup>a</sup>

Table:5.33	Component			
	1	2	3	4
Importance of Brand	.670	.391	-.239	-.231
Importance of Colour	.693	-	.213	.237
		.261		
Importance of Durability	-.006	.173	-.457	.583
Importance of Quality	-.199	.757	.434	.029
Importance of Price	-.674	-	.440	.353
		.146		
Importance of Fit	-.088	-	.412	-.550
		.245		
Importance of Comfort	.168	.837	.247	.031
Importance of Style/Design	.551	-	.542	.418
		.219		
Importance of Availability	.520	-	.172	-.088
		.134		

Extraction Method: Principal Component Analysis.

### Rotated Component Matrix<sup>a</sup>

Table:5.34	Component			
	1	2	3	4
Importance of Brand	.150	.800	.212	-.076
Importance of Colour	.766	.209	-.131	-.042
Importance of Durability	-.055	-.008	-.024	-.758
Importance of Quality	-.117	-.140	.875	.047
Importance of Price	-.068	-.882	.105	.033
Importance of Fit	-.001	-.073	-.058	.729
Importance of Comfort	.024	.228	.854	-.096
Importance of Style/Design	.895	-.114	.070	-.006
Importance of Availability	.458	.289	-.054	.171

**Table:5.35**

### Component Transformation Matrix

Component	1	2	3	4
1	.706	.706	-	-.050
			.017	
2	-.279	.284	.886	-.239
3	.514	-.464	.460	.556
4	.399	-.454	.057	-.795

Component 1	Component 2	Component 3	Component 4
	Importance of Brand	Importance of Quality Importance of Price Importance of Comfort	Importance of Fit
= Aesthetics and Availability	= Brand Image	= Value for Quality	

As seen in table above, the result of the factor analysis clearly clustered the related features together. Component 1 is a dominating factor which explained 18.2% of the total variance of the data. It contains three items: Colour, Style/ Design and Availability which are related to each other and hence it is named, 'Aesthetics and Availability'

Component 2 Comprises of Brand which explained another 18% of the total variance and hence its named 'Brand Image'

Component 3 contains three factors: Quality, Price and Comfort which are a very important thing to a consumer while making a purchases and it also explains 17.5% of the data and dis factor is named as, 'Value for Money'

Component 4, Fit, the fourth factor explained 12% of the variance and is an important feature in innerwear



### 5.2.4 COMPARISON OF THE RATING FOR DIFFERENT INCOME GROUPS

One way Annova was conducted to find if there is a significant difference between the relevant 9 factors and the Monthly Average Income of the respondents

DescriptivesTable 5.35									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Importance of Brand	Below 30000	3	3.33	1.528	.882	-.46	7.13	2	5
	30001-60000	9	3.44	1.130	.377	2.58	4.31	2	5
	60001-90000	18	3.83	1.098	.259	3.29	4.38	2	5
	90001-120000	33	4.33	.890	.155	4.02	4.65	2	5
	Above 120000	39	4.05	1.050	.168	3.71	4.39	2	5
	Total	102	4.03	1.048	.104	3.82	4.24	2	5
Importance of Colour	Below 30000	3	3.33	.577	.333	1.90	4.77	3	4
	30001-60000	9	3.67	.707	.236	3.12	4.21	3	5
	60001-90000	18	3.61	.916	.216	3.16	4.07	2	5
	90001-120000	33	3.30	.684	.119	3.06	3.55	1	4
	Above 120000	39	3.00	1.257	.201	2.59	3.41	1	5
	Total	102	3.27	.997	.099	3.08	3.47	1	5
Importance of Durability	Below 30000	3	4.67	.577	.333	3.23	6.10	4	5
	30001-60000	9	4.56	.527	.176	4.15	4.96	4	5
	60001-90000	18	4.67	.485	.114	4.43	4.91	4	5
	90001-120000	33	4.79	.415	.072	4.64	4.94	4	5

Importance of Quality	Above 120000	39	4.46	.555	.089	4.28	4.64	3	5
	Total	102	4.62	.508	.050	4.52	4.72	3	5
	Below 30000	3	4.67	.577	.333	3.23	6.10	4	5
	30001-60000	9	4.11	.928	.309	3.40	4.82	3	5
	60001-90000	18	4.33	.907	.214	3.88	4.78	3	5
	90001-120000	33	4.61	.659	.115	4.37	4.84	3	5
	Above 120000	39	4.67	.621	.099	4.47	4.87	3	5
	Total	102	4.54	.727	.072	4.40	4.68	3	5
Importance of Price	Below 30000	3	4.00	1.000	.577	1.52	6.48	3	5
	30001-60000	9	3.00	1.225	.408	2.06	3.94	2	5
	60001-90000	18	3.56	.705	.166	3.21	3.91	2	5
	90001-120000	33	3.30	1.132	.197	2.90	3.70	1	5
	Above 120000	39	3.03	1.328	.213	2.60	3.46	1	5
	Total	102	3.24	1.162	.115	3.01	3.46	1	5
Importance of Fit	Below 30000	3	4.67	.577	.333	3.23	6.10	4	5
	30001-60000	9	4.67	.500	.167	4.28	5.05	4	5
	60001-90000	18	4.72	.461	.109	4.49	4.95	4	5
	90001-120000	33	4.58	.502	.087	4.40	4.75	4	5
	Above 120000	39	4.41	.498	.080	4.25	4.57	4	5
	Total	102	4.55	.500	.050	4.45	4.65	4	5
Importance of Comfort	Below 30000	3	4.33	.577	.333	2.90	5.77	4	5
	30001-60000	9	4.33	.707	.236	3.79	4.88	3	5
	60001-90000	18	4.22	.808	.191	3.82	4.62	3	5
	90001-120000	33	4.79	.485	.084	4.62	4.96	3	5

	Above 120000	39	4.74	.595	.095	4.55	4.94	3	5
	Total	102	4.62	.646	.064	4.49	4.74	3	5
Importance of Style/Design	Below 30000	3	3.67	.577	.333	2.23	5.10	3	4
	30001-60000	9	3.67	.707	.236	3.12	4.21	3	5
	60001-90000	18	4.06	.725	.171	3.69	4.42	3	5
	90001-120000	33	4.18	.917	.160	3.86	4.51	1	5
	Above 120000	39	3.36	1.038	.166	3.02	3.70	1	5
	Total	102	3.78	.971	.096	3.59	3.98	1	5
Importance of Availability	Below 30000	3	4.67	.577	.333	3.23	6.10	4	5
	30001-60000	9	3.78	1.093	.364	2.94	4.62	2	5
	60001-90000	18	3.44	.784	.185	3.05	3.83	2	5
	90001-120000	33	3.70	.951	.166	3.36	4.03	1	5
	Above 120000	39	3.56	1.119	.179	3.20	3.93	1	5
	Total	102	3.64	1.003	.099	3.44	3.83	1	5

ANOVA Table 5.36

		Sum Squares	df	Mean Square	F	Sig.
Importance of Brand	Between Groups	8.292	4	2.073	1.960	.107
	Within Groups	102.620	97	1.058		
	Total	110.912	101			
Importance of Colour	Between Groups	6.400	4	1.600	1.652	.167
	Within Groups	93.914	97	.968		
	Total	100.314	101			
Importance of Durability	Between Groups	1.992	4	.498	2.005	.100
	Within Groups	24.096	97	.248		

	Total	26.088	101			
Importance of Quality	Between Groups	3.242	4	.811	1.569	.189
	Within Groups	50.101	97	.517		
	Total	53.343	101			
Importance of Price	Between Groups	5.964	4	1.491	1.109	.357
	Within Groups	130.389	97	1.344		
	Total	136.353	101			
Importance of Fit	Between Groups	1.481	4	.370	1.510	.205
	Within Groups	23.774	97	.245		
	Total	25.255	101			
Importance of Comfort	Between Groups	5.359	4	1.340	3.539	.010
	Within Groups	36.729	97	.379		
	Total	42.088	101			
Importance of Style/Design	Between Groups	13.760	4	3.440	4.095	.004
	Within Groups	81.495	97	.840		
	Total	95.255	101			
Importance of Availability	Between Groups	4.352	4	1.088	1.086	.368
	Within Groups	97.226	97	1.002		
	Total	101.578	101			

**Multiple Comparisons Table 5.37**

Tukey HSD

Dependent Variable	(I) Monthly Family Income	(J) Monthly Family Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Importance of Comfort	Below 30000	30001-60000	.000	.410	1.000	-1.14	1.14
		60001-90000	.111	.384	.998	-.96	1.18
		90001-120000	-.455	.371	.737	-1.49	.58
		Above 120000	-.410	.369	.799	-1.44	.61

	30001-60000	Below 30000	.000	.410	1.000	-1.14	1.14
		60001-90000	.111	.251	.992	-.59	.81
		90001-120000	-.455	.231	.291	-1.10	.19
		Above 120000	-.410	.228	.378	-1.04	.22
	60001-90000	Below 30000	-.111	.384	.998	-1.18	.96
		30001-60000	-.111	.251	.992	-.81	.59
		90001-120000	-.566*	.180	.019	-1.07	-.06
		Above 120000	-.521*	.175	.030	-1.01	-.03
	90001-120000	Below 30000	.455	.371	.737	-.58	1.49
		30001-60000	.455	.231	.291	-.19	1.10
		60001-90000	.566*	.180	.019	.06	1.07
		Above 120000	.044	.146	.998	-.36	.45
	Above 120000	Below 30000	.410	.369	.799	-.61	1.44
		30001-60000	.410	.228	.378	-.22	1.04
		60001-90000	.521*	.175	.030	.03	1.01
		90001-120000	-.044	.146	.998	-.45	.36
Importance of Style/Design	Below 30000	30001-60000	.000	.611	1.000	-1.70	1.70
		60001-90000	-.389	.572	.960	-1.98	1.20
		90001-120000	-.515	.553	.884	-2.05	1.02
		Above 120000	.308	.549	.980	-1.22	1.83
	30001-60000	Below 30000	.000	.611	1.000	-1.70	1.70
		60001-90000	-.389	.374	.836	-1.43	.65
		90001-120000	-.515	.345	.569	-1.47	.44
		Above 120000	.308	.339	.893	-.63	1.25
	60001-90000	Below 30000	.389	.572	.960	-1.20	1.98

	30001-60000	.389	.374	.836	-.65	1.43
	90001-120000	-.126	.269	.990	-.87	.62
	Above 120000	.697	.261	.066	-.03	1.42
90001-120000	Below 30000	.515	.553	.884	-1.02	2.05
	30001-60000	.515	.345	.569	-.44	1.47
	60001-90000	.126	.269	.990	-.62	.87
	Above 120000	.823*	.217	.002	.22	1.43
Above 120000	Below 30000	-.308	.549	.980	-1.83	1.22
	30001-60000	-.308	.339	.893	-1.25	.63
	60001-90000	-.697	.261	.066	-1.42	.03
	90001-120000	-.823*	.217	.002	-1.43	-.22

\*. The mean difference is significant at the 0.05 level.

Rupa and Co. Ltd. is currently India's largest producer of innerwear and has the second highest market share in organised innerwear market after Jockey. To see which features are preferred by the consumers of different income groups an ANOVA test was conducted.

We see that there is a significant difference between Comfort and Monthly Family Income, there is also a significant difference between Style/ Design and Average Monthly Income so the null hypothesis that there is a significant difference between comfort and Average Family Income and Style/Design and Average Family Income is accepted.

To see in which income group does the difference lies, a pro hoc Turkey Test was used. It shows the difference between importance of Comfort and Monthly lies in the income group 60,000-90,000 and 90,000- 1,20,0000 and also 60,000- 90,000 and above 1,20,000.

And also the difference between the importance of Style/ Design and Monthly family Income lies in the income group between 90,000- 1,20,000 and Above 1,20,000.

### 5.2.5 COMPARISON OF THE RATING FOR DIFFERENT AGE GROUPS

One way Annova was conducted to find if there is a significant difference between the relevant 9 factors and the Age of the respondents

DescriptivesTable 5.38									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Importance of Brand	15-24	19	3.79	1.032	.237	3.29	4.29	2	5
	25-34	61	4.21	.968	.124	3.97	4.46	2	5
	35-44	10	4.30	.949	.300	3.62	4.98	2	5
	45-54	6	3.67	1.033	.422	2.58	4.75	2	5
	55 & Above	6	2.83	1.329	.543	1.44	4.23	2	5
	Total	102	4.03	1.048	.104	3.82	4.24	2	5
Importance of Colour	15-24	19	3.79	.535	.123	3.53	4.05	3	5
	25-34	61	3.57	.718	.092	3.39	3.76	2	5
	35-44	10	2.40	.699	.221	1.90	2.90	2	4
	45-54	6	2.17	1.169	.477	.94	3.39	1	4
	55 & Above	6	1.17	.408	.167	.74	1.60	1	2
	Total	102	3.27	.997	.099	3.08	3.47	1	5
Importance of Durability	15-24	19	4.53	.513	.118	4.28	4.77	4	5
	25-34	61	4.67	.473	.061	4.55	4.79	4	5
	35-44	10	4.50	.707	.224	3.99	5.01	3	5
	45-54	6	4.83	.408	.167	4.40	5.26	4	5
	55 & Above	6	4.33	.516	.211	3.79	4.88	4	5
	Total	102	4.62	.508	.050	4.52	4.72	3	5
Importance of Quality	15-24	19	4.53	.772	.177	4.15	4.90	3	5
	25-34	61	4.43	.784	.100	4.23	4.63	3	5
	35-44	10	4.80	.422	.133	4.50	5.10	4	5
	45-54	6	5.00	.000	.000	5.00	5.00	5	5

	55 & Above	6	4.83	.408	.167	4.40	5.26	4	5
	Total	102	4.54	.727	.072	4.40	4.68	3	5
Importance of Price	15-24	19	3.53	.841	.193	3.12	3.93	2	5
	25-34	61	3.07	1.195	.153	2.76	3.37	1	5
	35-44	10	2.80	.632	.200	2.35	3.25	2	4
	45-54	6	3.33	1.633	.667	1.62	5.05	1	5
	55 & Above	6	4.67	.816	.333	3.81	5.52	3	5
	Total	102	3.24	1.162	.115	3.01	3.46	1	5
Importance of Fit	15-24	19	4.63	.496	.114	4.39	4.87	4	5
	25-34	61	4.52	.504	.064	4.40	4.65	4	5
	35-44	10	4.60	.516	.163	4.23	4.97	4	5
	45-54	6	4.17	.408	.167	3.74	4.60	4	5
	55 & Above	6	4.83	.408	.167	4.40	5.26	4	5
	Total	102	4.55	.500	.050	4.45	4.65	4	5
Importance of Comfort	15-24	19	4.47	.697	.160	4.14	4.81	3	5
	25-34	61	4.59	.668	.085	4.42	4.76	3	5
	35-44	10	5.00	.000	.000	5.00	5.00	5	5
	45-54	6	4.83	.408	.167	4.40	5.26	4	5
	55 & Above	6	4.50	.837	.342	3.62	5.38	3	5
	Total	102	4.62	.646	.064	4.49	4.74	3	5
Importance of Style/Design	15-24	19	4.21	.713	.164	3.87	4.55	3	5
	25-34	61	4.05	.693	.089	3.87	4.23	3	5
	35-44	10	3.10	1.101	.348	2.31	3.89	2	5
	45-54	6	2.17	1.169	.477	.94	3.39	1	4
	55 & Above	6	2.50	.548	.224	1.93	3.07	2	3
	Total	102	3.78	.971	.096	3.59	3.98	1	5
Importance of	15-24	19	3.89	.875	.201	3.47	4.32	3	5
	25-34	61	3.82	.827	.106	3.61	4.03	2	5



Availability	35-44	10	2.70	1.567	.496	1.58	3.82	1	5
	45-54	6	2.83	1.169	.477	1.61	4.06	1	4
	55 & Above	6	3.33	.516	.211	2.79	3.88	3	4
	Total	102	3.64	1.003	.099	3.44	3.83	1	5

**ANOVA**Table 5.39

		Sum of Squares	df	Mean Square	F	Sig.
Importance of Brand	Between Groups	13.258	4	3.314	3.292	.014
	Within Groups	97.654	97	1.007		
	Total	110.912	101			
Importance of Colour	Between Groups	52.171	4	13.043	26.279	.000
	Within Groups	48.143	97	.496		
	Total	100.314	101			
Importance of Durability	Between Groups	1.242	4	.311	1.212	.311
	Within Groups	24.846	97	.256		
	Total	26.088	101			
Importance of Quality	Between Groups	3.255	4	.814	1.576	.187
	Within Groups	50.088	97	.516		
	Total	53.343	101			
Importance of Price	Between Groups	17.612	4	4.403	3.597	.009
	Within Groups	118.741	97	1.224		
	Total	136.353	101			
Importance of Fit	Between Groups	1.554	4	.389	1.590	.183
	Within Groups	23.701	97	.244		
	Total	25.255	101			
Importance of Comfort	Between Groups	2.264	4	.566	1.379	.247

	Within Groups	39.824	97	.411		
	Total	42.088	101			
Importance of Style/Design	of Between Groups	38.011	4	9.503	16.103	.000
	Within Groups	57.244	97	.590		
	Total	95.255	101			
Importance of Availability	of Between Groups	16.506	4	4.126	4.705	.002
	Within Groups	85.073	97	.877		
	Total	101.578	101			

To check the difference between the different Product features with the independent variable -the age group, ANOVA was used.

After the test it is seen that there is a significant difference Brand, Colour, Price, Style/ Design and Availability with different age groups as the p value is less than.05 so the null hypothesis that there is a significant difference is accepted

## 5.2.6 BRAND AWARENESS OF CONSUMER

### Brand Recall

Top 5 Brands that comes to your mind when you think of innerwear?

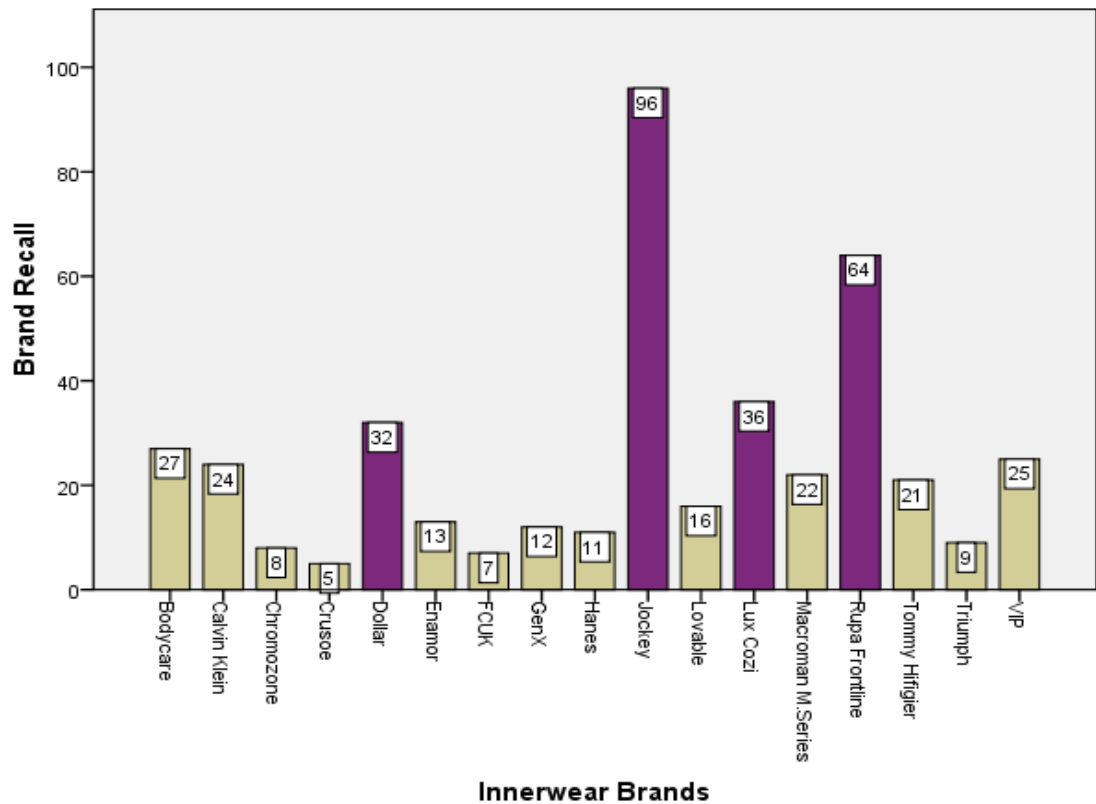


Figure 5.16

Jockey has the highest Brand Recall with 96 out of 102 respondents. 64 out of 104 respondents were able to recall Rupa followed by Lux Cozi and Dollar

### Brand Recognition

- Among the brands mentioned below, which are the ones you can recognise?

Amul Macho		VIP Frenchie		Tommy Hifigier	
Lovable		Hanes		Triumph	
Calvin Klein		Dixcy		Dollar Club	
Lux Cozi		Enamor		Jockey	
Rupa Frontline		Macroman M.Series		Softline	
Bumchums		Euro		Crusoe	
Hunk		Jon		FCUK	

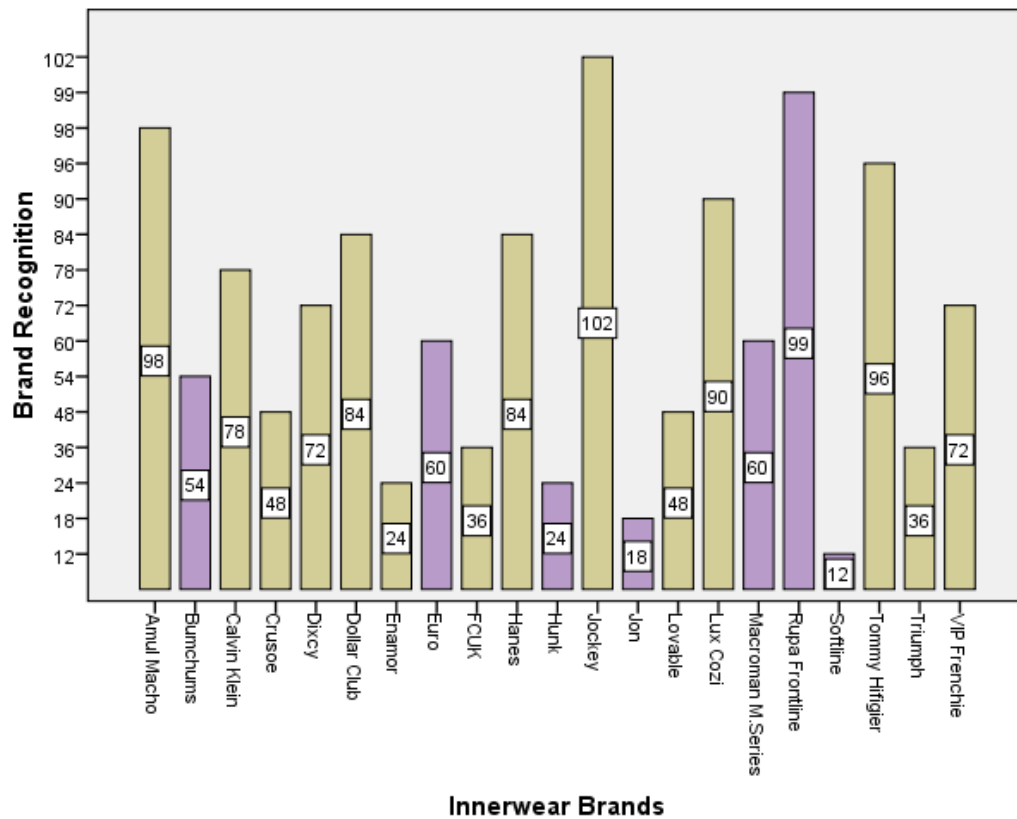
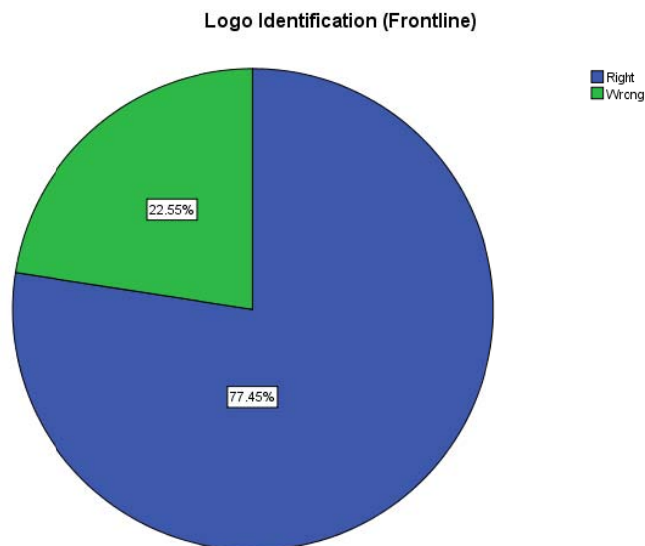


Table 5.17

The purple bar are the brands of Rupa which shows if the respondents recognise the brands of Rupa & Co. Ltd. Almost 99 of 102 people were able to recognise Rupa Frontline which shows that it has a high recognition rate. 60 people were able to recognise Euro and Macroman M series, followed by Bunchums where 54 respondents were able to recognise the Brand.

Hunk, Jon and Softline had the least Brand Recognition. Very few people were able to recognise the brand of all the given brands.

## LOGO IDENTIFICATION



77% were able to recognise the brand logo of 'Rupa frontline'

Figure 5.18

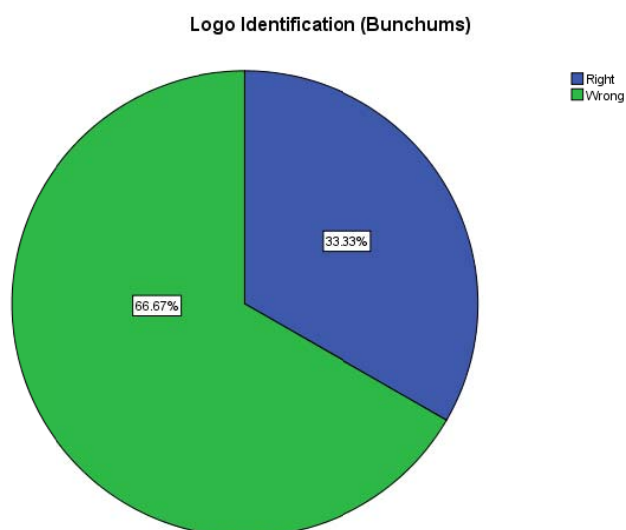


Figure 5.19

Only 33% of the people were able to recognise the brand logo of 'Bunchum'

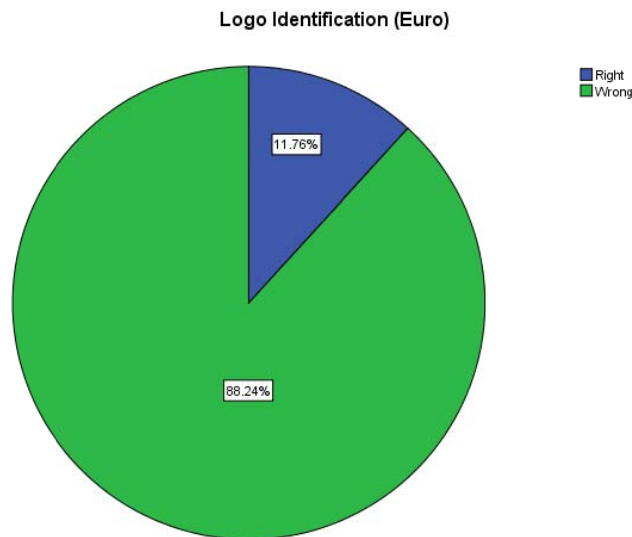


Figure 5.20

Only 11% of the respondents were able to recognise the brand logo of 'Euro'

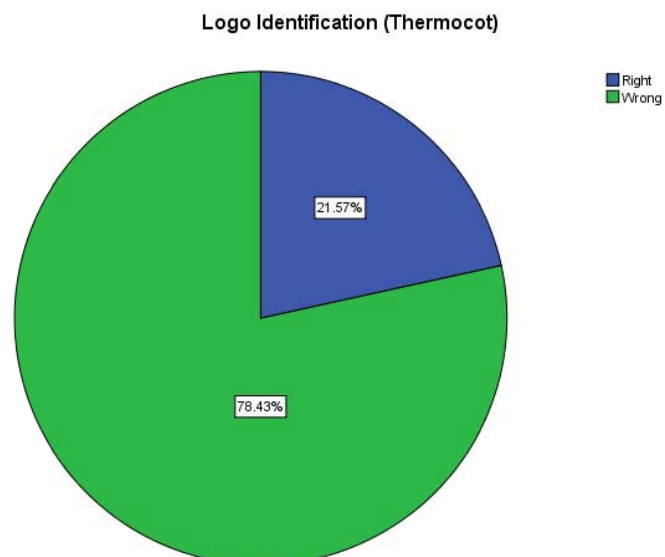


Figure 5.21

Only 21% of the people were able to recognise the brand logo of themocot

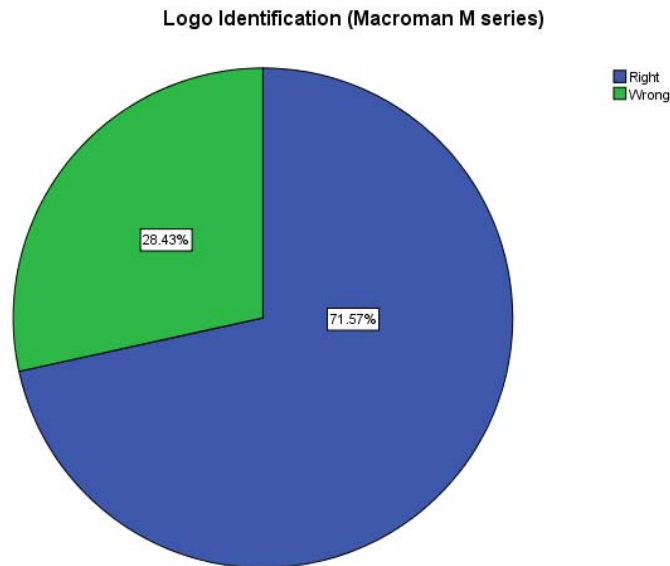


Figure 5.23

Almost 72 respondents out of 102 respondents were able recognise the brand logo of Macroman M Series'

### Match the Slogans to their Brand

- |                       |   |
|-----------------------|---|
| i. Rupa Frontline     | a. Freedom Fahion (Live to play)              |
| ii. Lux cozi          | b. Fashion inners (Prepare to get assaulted!) |
| iii. Euro             | c. Fit hai boss                               |
| iv. Bunchums          | d. Live like a macroman                       |
| v. Dollar             | e. Yeh aram ka mamla hai                      |
| vi. Macroman M.Series | f. Apna luck pehen ke chalo                   |

Slogan for Rupa

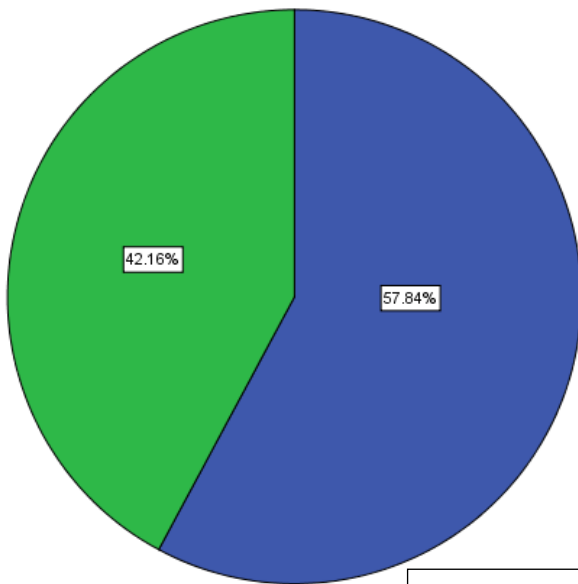


Figure 5.26

Slogan for Euro

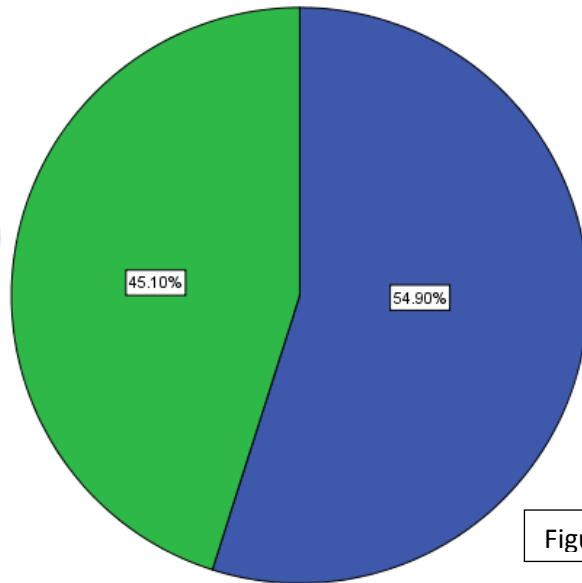


Figure 5.25

Slogan for Macroman M series

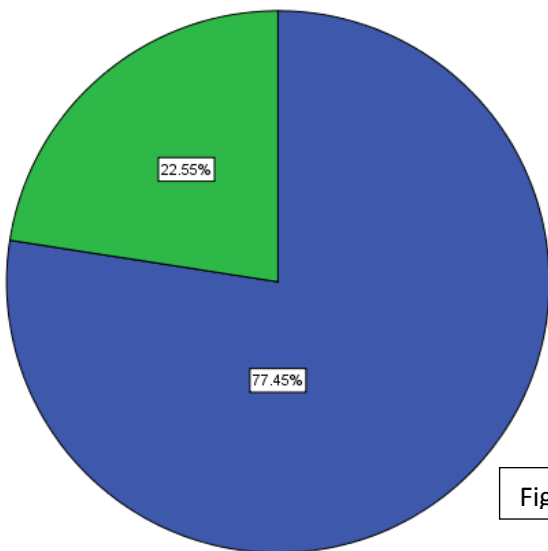


Figure 5.23

Slogan for Bumchums

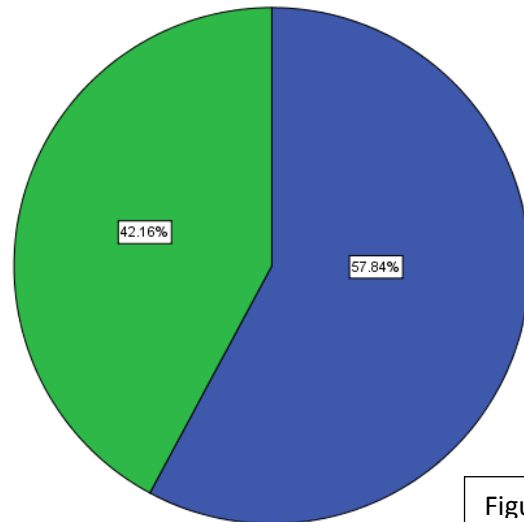


Figure 5.24

Slogan for Lux Cozi

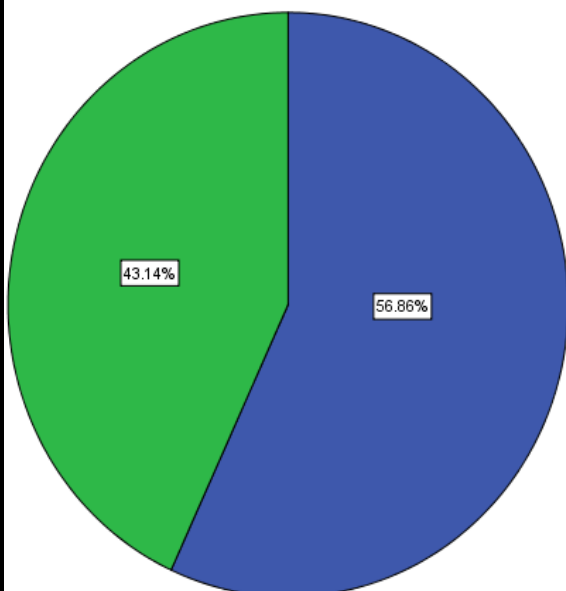


Figure 5.27

Slogan for Dollar

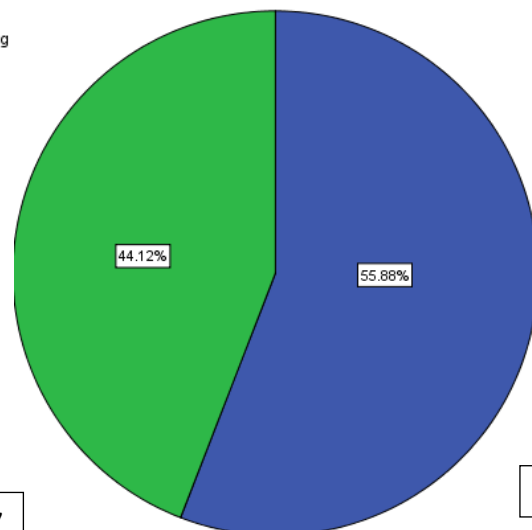


Figure 5.28



Identify the Brand Ambassador .

- |                       |                       |
|-----------------------|-----------------------|
| i. Rupa Frontline     | a. Sharukh Khan       |
| ii. Amul Innerwear    | b. Salman Khan        |
| iii. Lux Cozi         | c. Akshay Kumar       |
| iv. Macroman M.Series | d. Saif Ali Khan      |
| v. Dixcy Scott        | e. Hrithik Roshan     |
| vi. Dollar            | f. Karan Singh Grover |

Brand Ambassador For Rupa Frontline

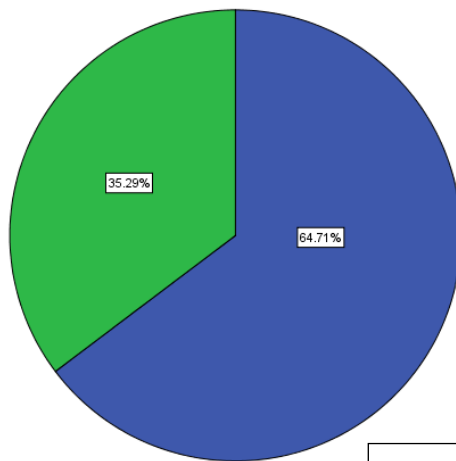


Figure 5.29

Brand Ambassador For Amul Macho

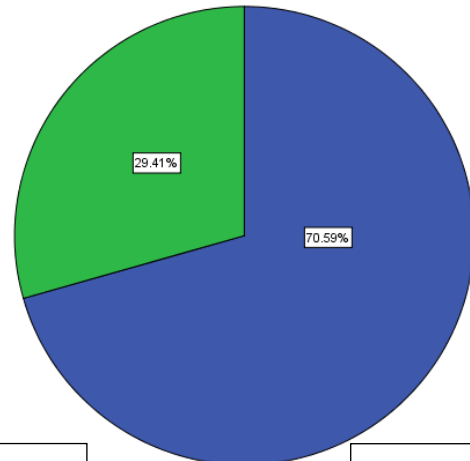


Figure 5.30

Brand Ambassador For Lux Cozi

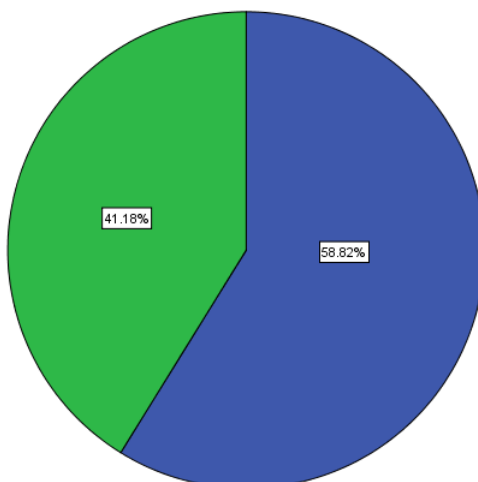


Figure 5.31

Brand Ambassador For Dollar

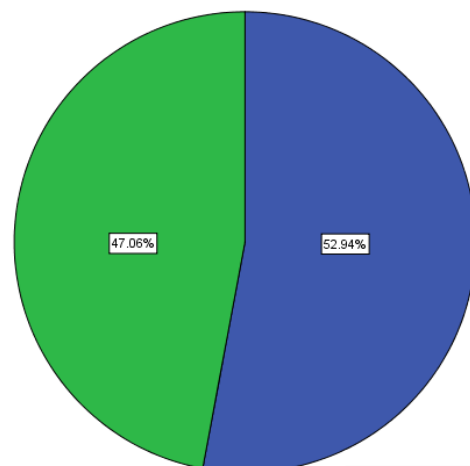


Figure 5.32

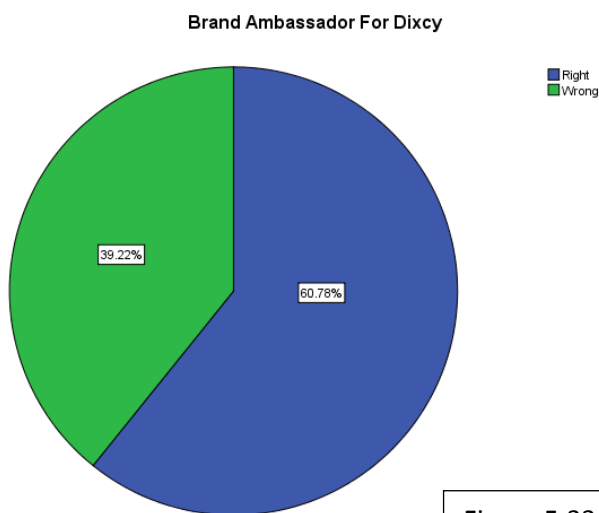


Figure 5.33

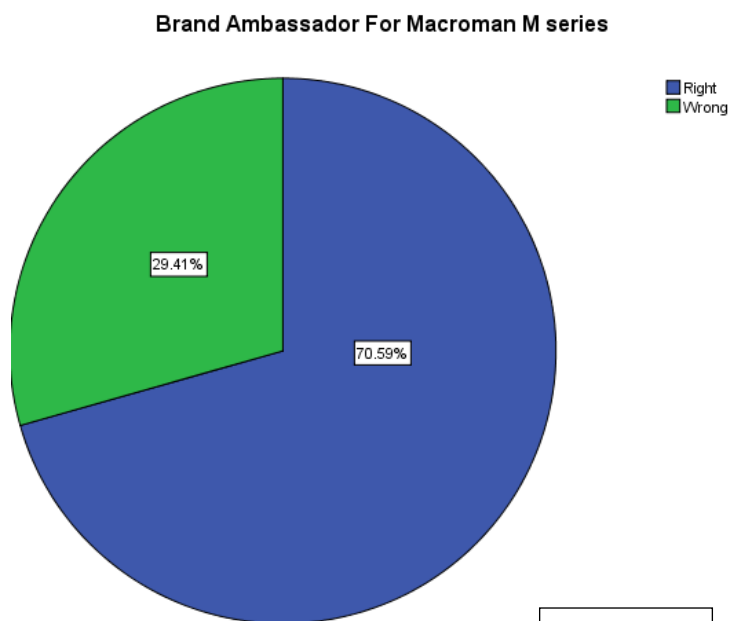


Figure 5.34

64 % of the respondents correctly identified Karan Singh Grover as the Brand Ambassador of Rupa Frontline; 64% of the Respondents correctly identified Saif Ali Khan as the Brand Ambassador of Amul Macho

58% of the respondents were able to identify Sharukh Khan as the Brand Ambassador of Lux ONN; 53% of the respondents were able to identify Akshay Kumar as the Brand Ambassador

60% were able to identify Salman Khan as the Brand ambassador and 70% were able to identify Hrithik Roshan as the Brand Ambassador of Macroman M series.

### Complete the Slogans

Live like a ..... man

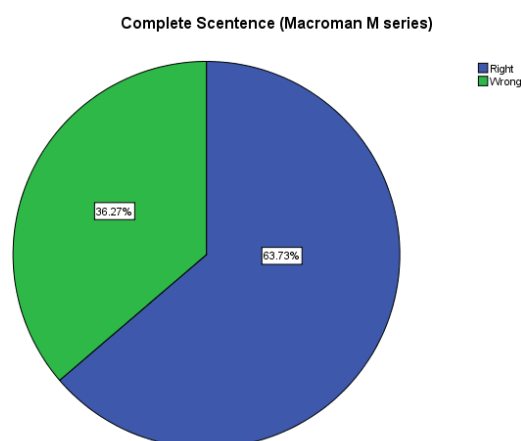


Figure 5.35

Just .....ing

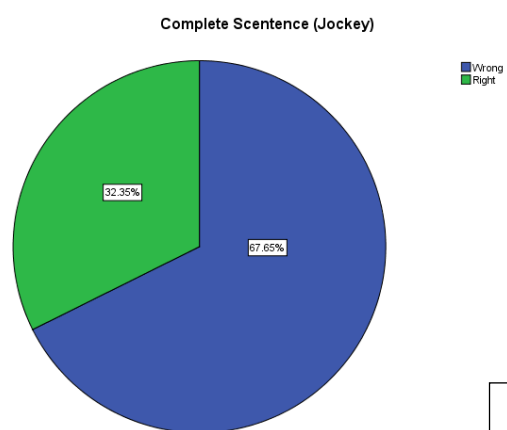


Figure 5.36

Love and be .....

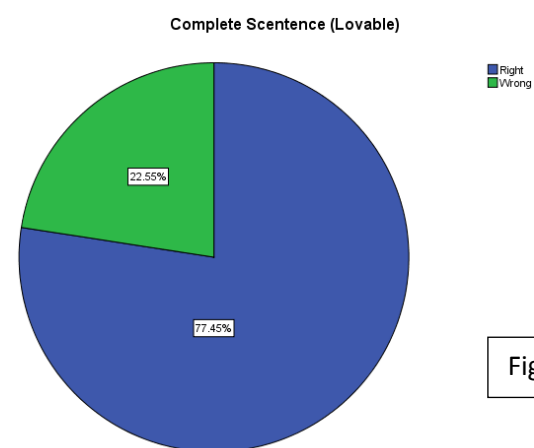


Figure 5.37

## 5.2.7 BRAND LOYALTY OF CONSUMERS

### Brands Preferred by the Respondents

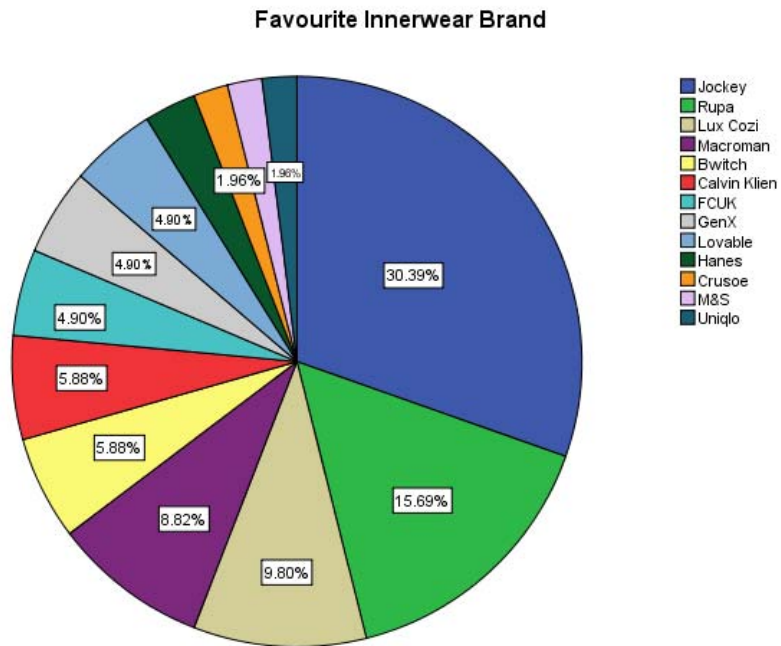


Figure 5.38

15% of the Respondents prefer Rupa which is almost double i.e. 30% of the respondents prefer Jockey. 9.8 % of the people prefer Lux followed by Macroman M Series with 9% preference

### **Since how long people have they been using their favourite Brand(in years)**

Count

Table 5.40

		Favourite Innerwear Brand													Total
Since how long people		Bwitch	Calvin Klien	Crusoe	FCUK	GenX	Hanes	Jockey	Lovable	Lux Cozi	M&S	Macro	Rupa	Uniqlo	
	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2
	1	0	2	2	3	3	0	0	0	0	0	0	0	0	10
	2	3	2	0	1	2	1	3	2	3	0	7	2	2	28
	3	2	0	0	1	0	1	5	2	2	0	2	0	0	15

e have	4	1	0	0	0	0	0	5	1	1	0	0	4	0	12
they	5	0	0	0	0	0	1	5	0	4	2	0	3	0	15
been	6	0	0	0	0	0	0	3	0	0	0	0	3	0	6
using	7	0	0	0	0	0	0	5	0	0	0	0	2	0	7
their	8	0	0	0	0	0	0	3	0	0	0	0	1	0	4
favour	1	0	0	0	0	0	0	1	0	0	0	0	1	0	2
ite	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Brand	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1
(in	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1
years)	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1
?	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Total		6	6	2	5	5	3	31	5	10	2	9	16	2	102

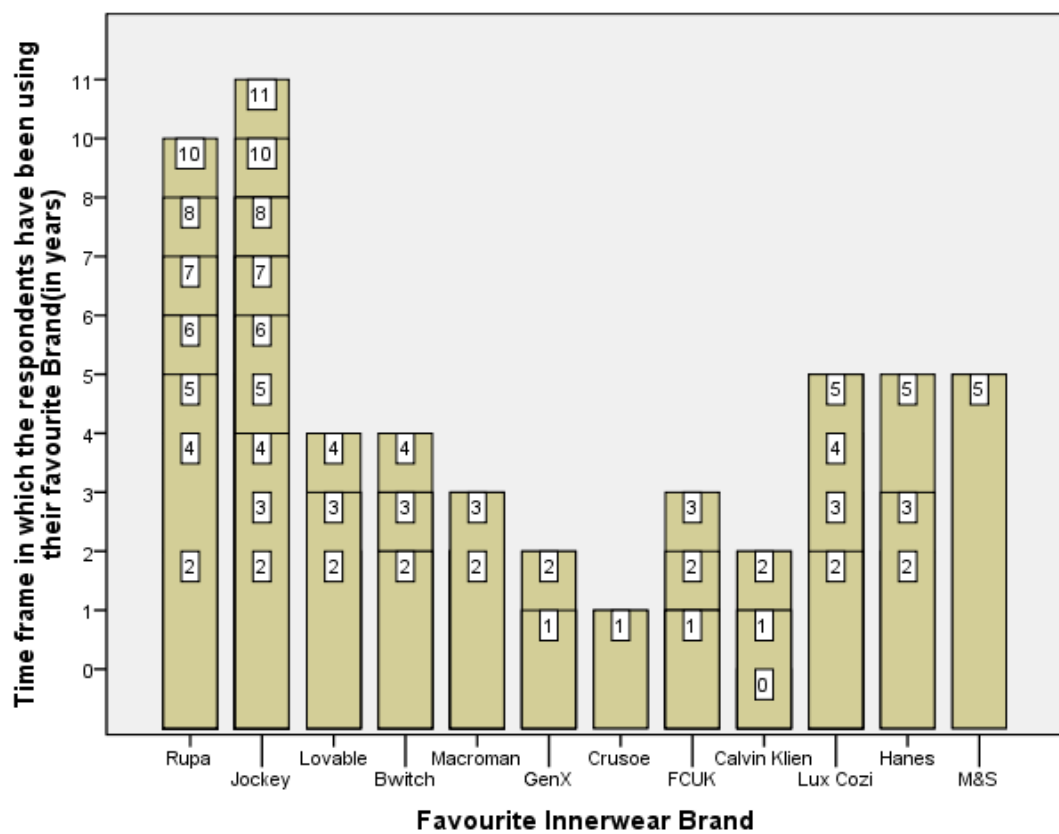


Table 5.38

## IF BRAND NOT AVAILABLE IN THE STORE

If your brand is not available in the store, what do you do?

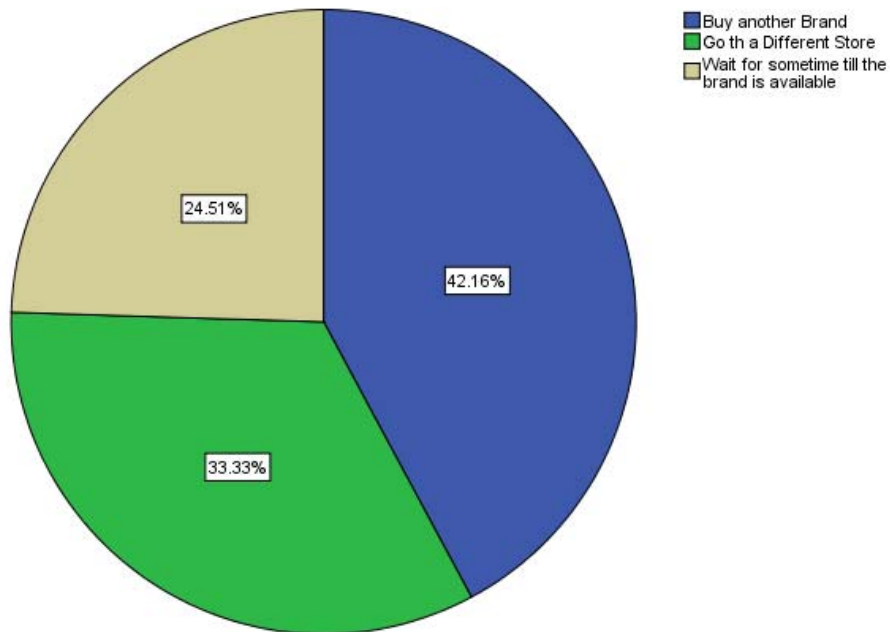


Table 5.39

42% of the respondents buy a different Brand if their Brand is not available, which shows that the respondents are not loyal to their brands, 33% of the people go to a different store to purchase whereas 25% (approx.) of the people wait for some time till the brand is not available in the store which shows the loyalty to the brand.

## IF INCREASE IN PRICE OF THEIR FAVOURITE BRAND

If the price of the Brand is increased by 5%, what will you do?

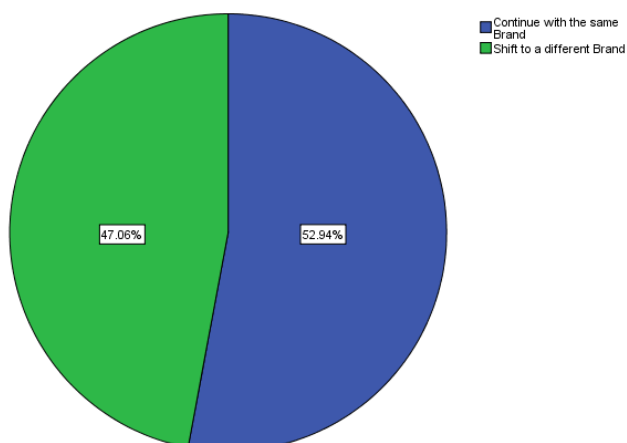


Figure 5.40

If the price of their favourite brand increases 52% of the respondents continue with the brand where 47% of the respondents continue with the brand

### **SUGGEST FAVOURITE BRAND**

Do you suggest your friends or acquaintances to use your favourite brand to?

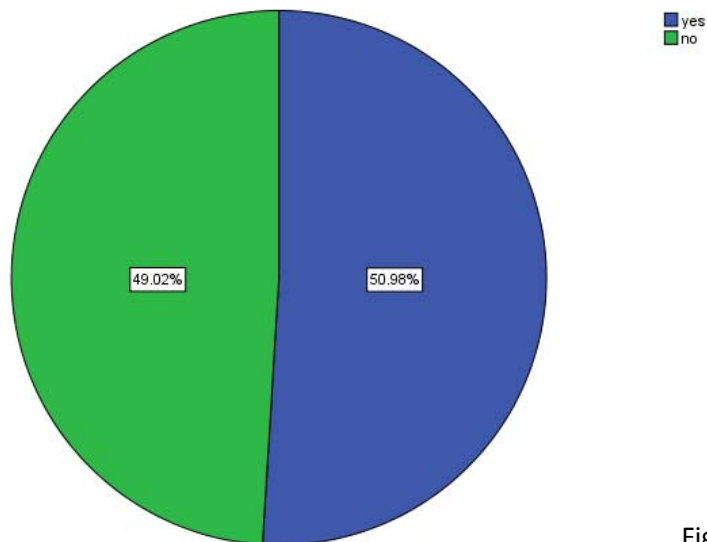


Figure:5.41

50% of the people do suggest about their favourite brands to others, where the other 50% does not.

## 5.2.8 BRAND ASSOCIATION

### BRAND ASSOCIATION RUPA FRONTLINE

What comes to your mind when you think of Rupa Frontline

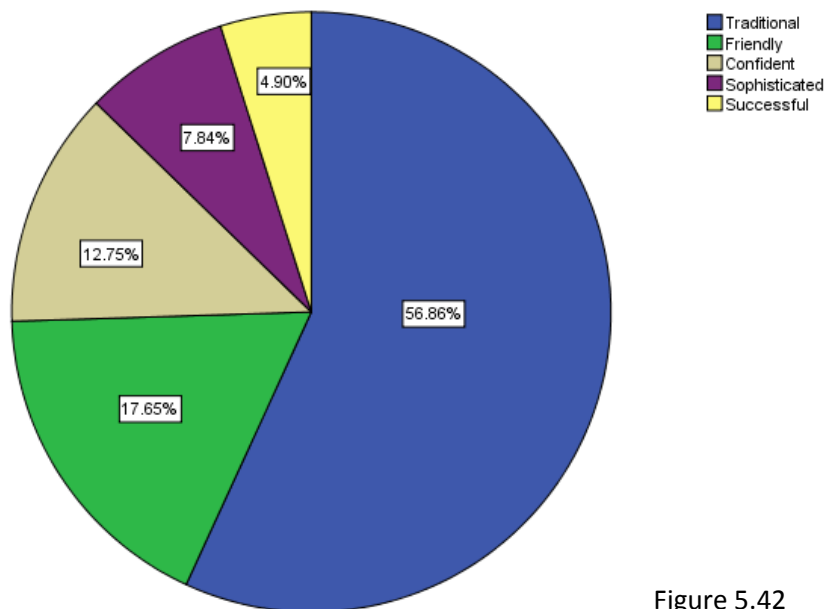


Figure 5.42

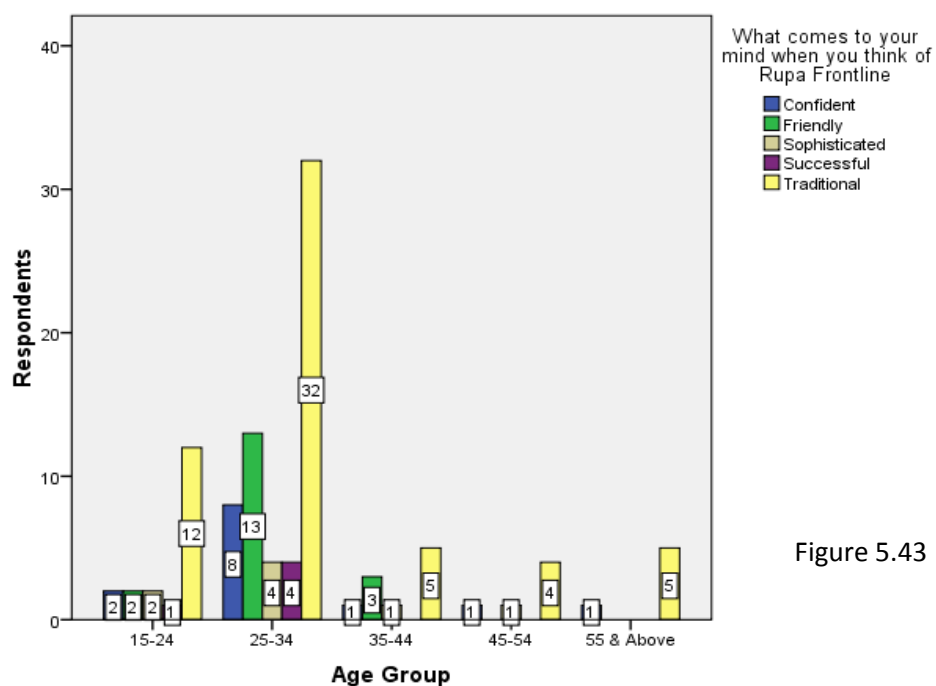


Figure 5.43

Most of the respondents think of Rupa Frontline as a Traditional Brand. This is true among all the age group specially in the age group 25 to 34



## BRAND ASSOCIATION MACROMAN M SERIES

What comes to your mind when you think of Macroman M Series

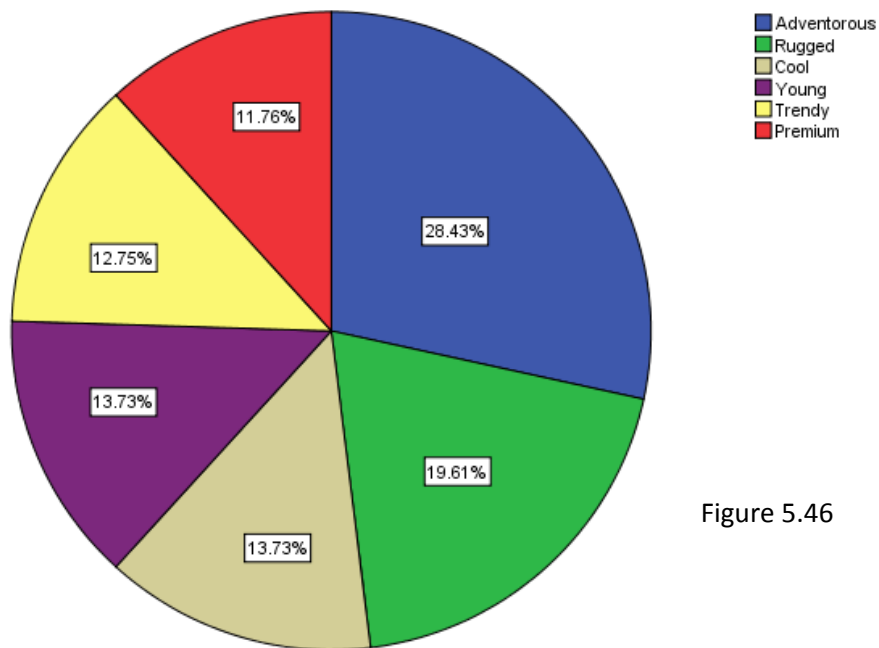


Figure 5.46

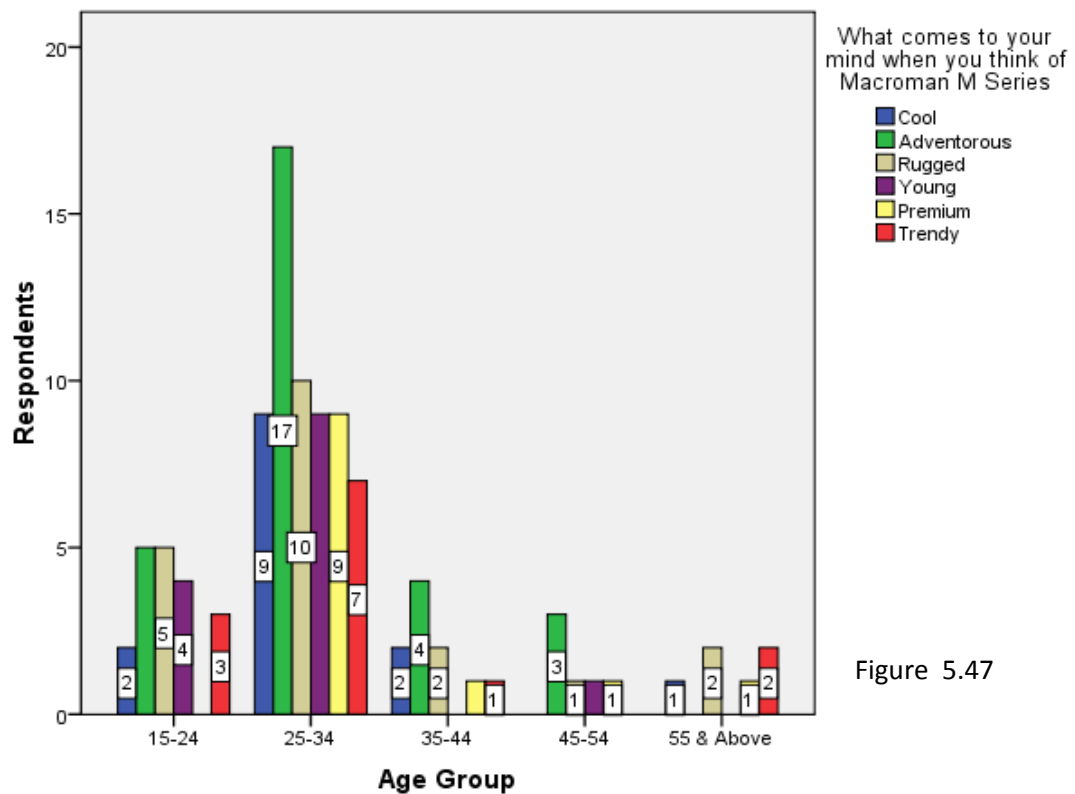


Figure 5.47

Most of the respondent associates Macroman M Series with Cool, Adventure and Rugged.

## BRAND ASSOCIATION EURO

What comes to your mind when you think of Euro

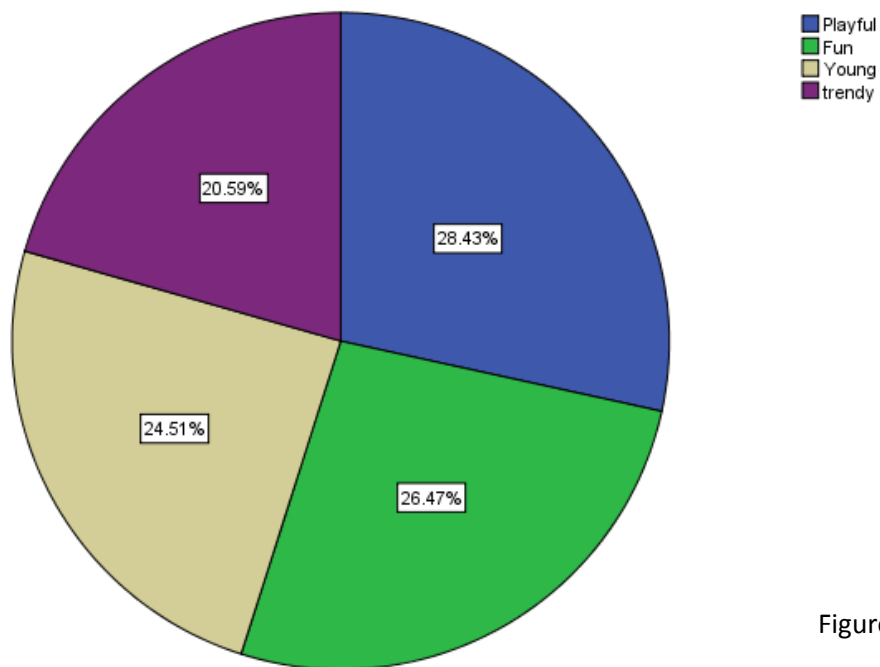


Figure 5.45

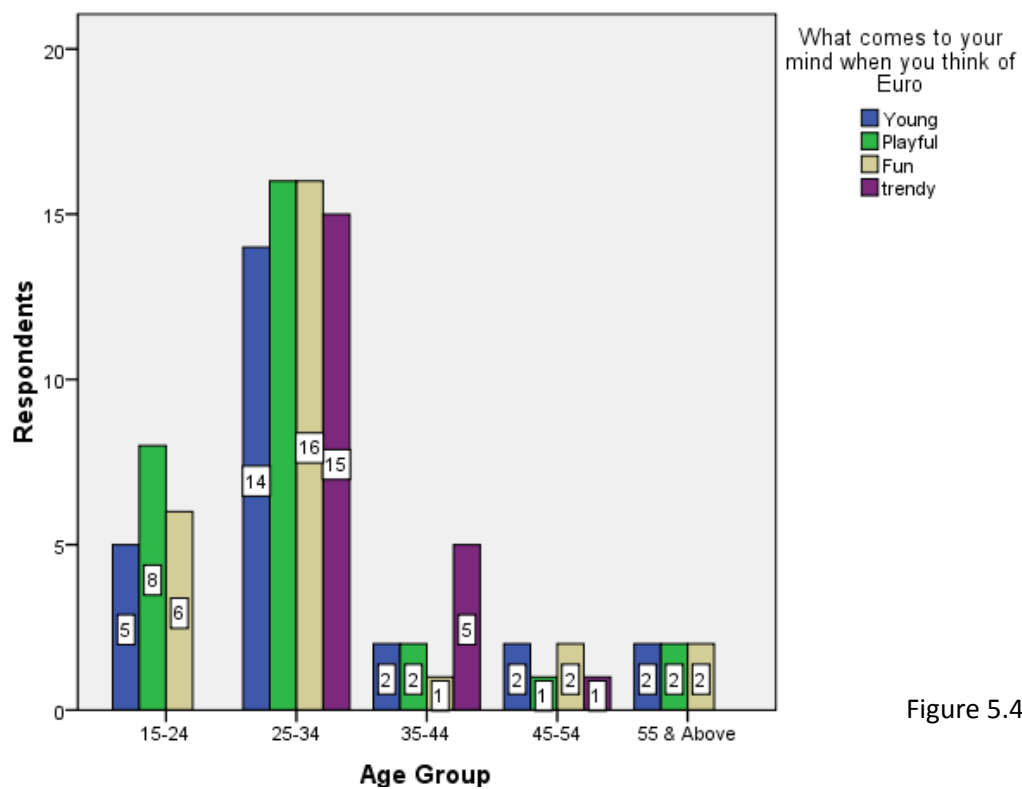


Figure 5.46

EURO is thought to be Young, Playful, Fun and Trendy. It is same among all the groups and in almost equal percentages

## BRAND ASSOCIATION JOCKEY

What comes to your mind when you think of Jockey

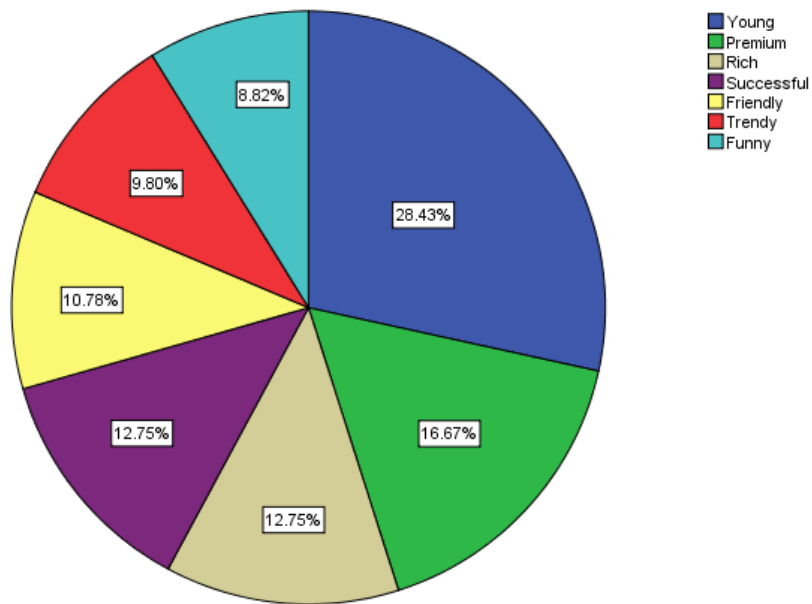


Figure 5.48

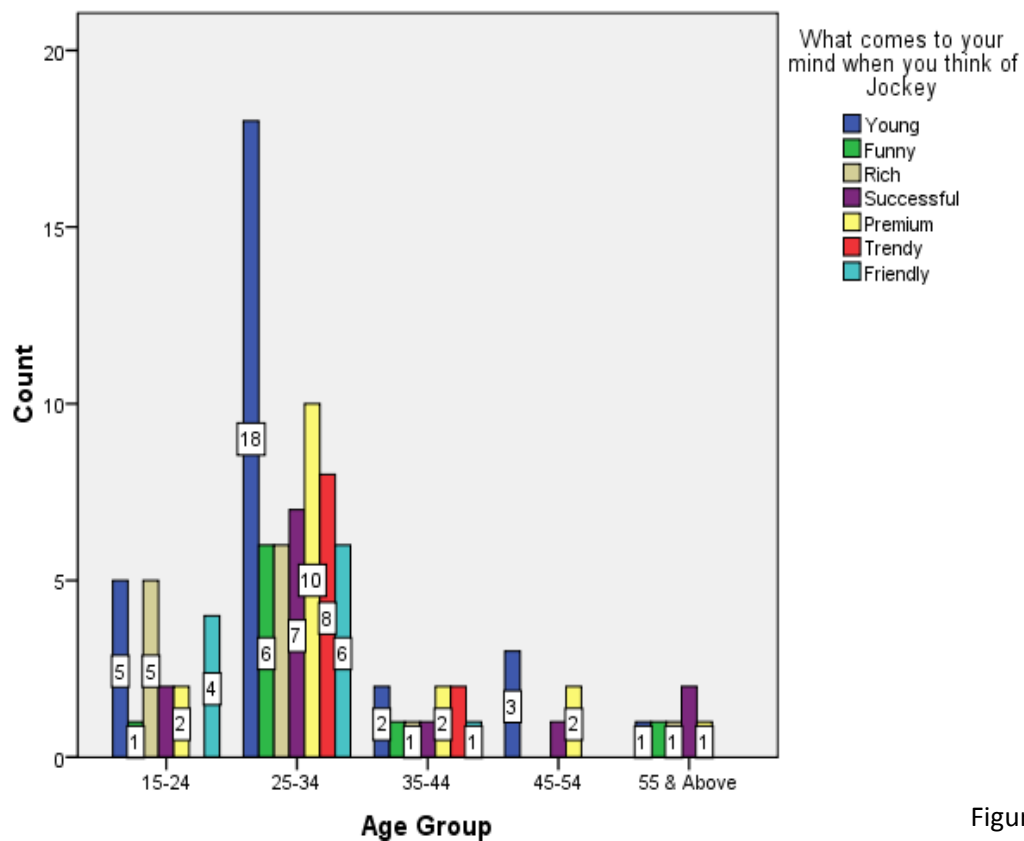


Figure 5.49

Jockey are being associated with words like Young, Premium and Rich. 25 to 34 year of age of people think that Jockey is Young.

### 5.3 BRAND IDENTITY (KAPFERER)

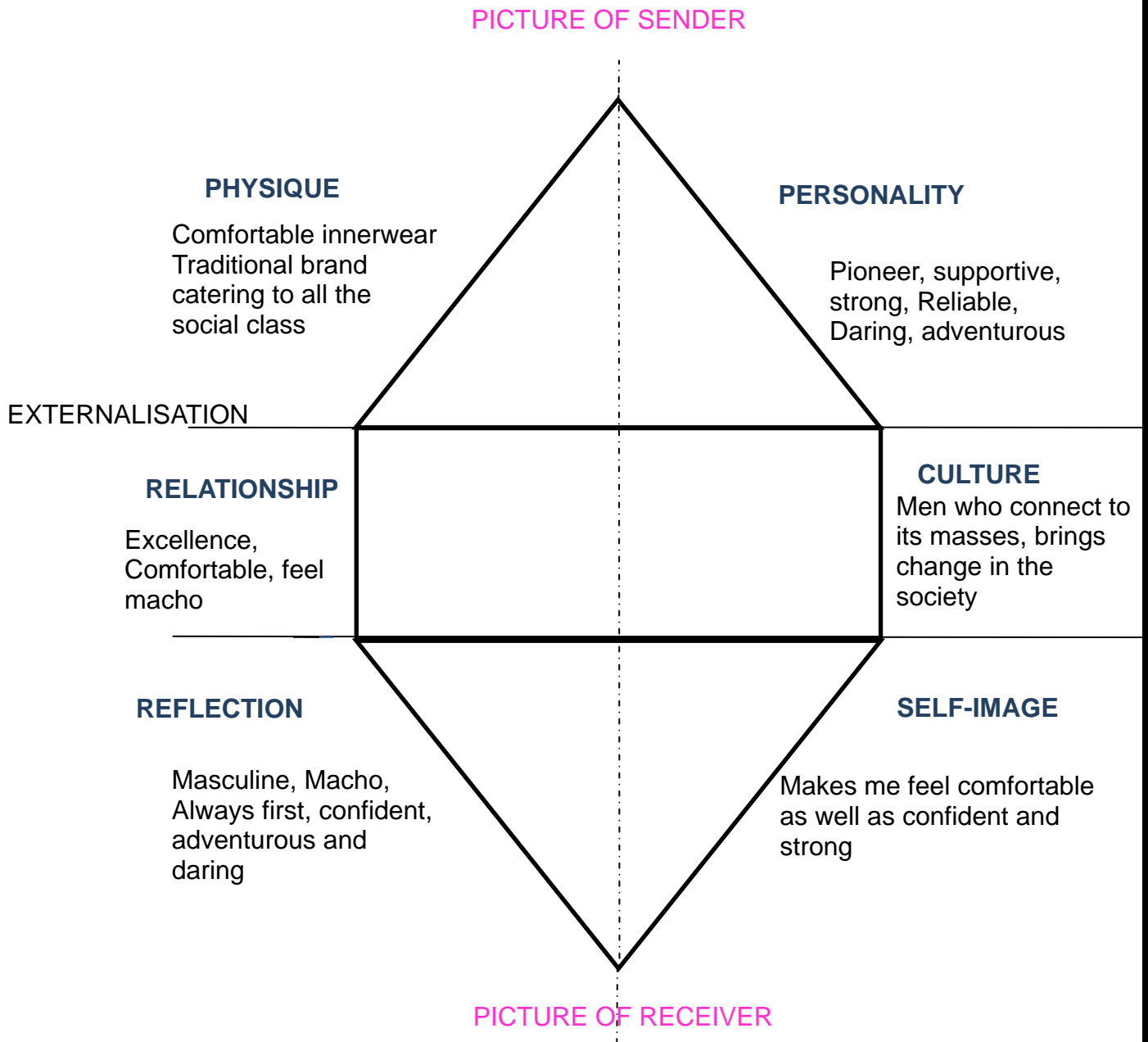


Figure 5.61

## **8. RECOMMENDATIONS**

Considering Aaker's model, strong interrelationships occur among the dimensions of brand equity. The last four brand equity dimensions can enhance brand loyalty, providing reason to buy and affecting use satisfaction. Even when they are not pivotal to brand choice, they can reassure, reducing the incentive to try others. Therefore, brand loyalty is both one of the dimensions of brand equity and is affected by brand equity and the other assets that generate equity. In the same way, perceived quality could be influenced by awareness (a visible name is likely to be well made), by associations (a visible spokesperson would only endorse a quality product) and by loyalty (a loyal customer would not like a poor product). In some circumstances it might be useful to explicitly include brand equity dimensions as outputs of brand equity as well as inputs.

Aaker's brand equity model lists three ways of how brand assets create value for the customer. Firstly, brand equity can help a customer interpret, process, store, and retrieve a huge quantity of information about products and brands. Secondly, it can affect the customer's confidence in the purchase decision; a customer will usually be more comfortable with the brand that was last used, is considered to have high quality, or is familiar. Finally, perceived quality and brand associations provide value to the customer by enhancing the customer's satisfaction.

The model also assumes six ways that brand assets create value for the firm. Firstly, brand equity can enhance the efficiency and effectiveness of marketing programs. A promotion, for example, will be more effective if the brand is familiar and if the promotion does not have to influence a skeptical consumer of brand quality. Secondly, brand awareness, perceived quality and brand associations can all strengthen brand loyalty by increasing customer satisfaction and providing reasons to buy the product. Thirdly, brand equity will usually provide higher margins for products, permitting premium pricing and reducing reliance on promotions. Brand equity can also provide a platform for growth by brand extensions and can provide leverage in the distribution channel as well. Channel members have less uncertainty dealing with a proven brand name that has already achieved recognition and has established strong associations. Finally, a strong brand represents a barrier that prevents customers from switching to a competitor.

Considering the above mentioned aspects, the following are the suggestions that the company could follow for their brand building process.

1. Rupa can sponsor local school, college and club sports event or contest and try to catch their customers young as very few people switch innerwear brands over the years and also the customer base of Rupa consist mostly of people who are of the age 35 and above so the company should try to extend its reach towards the younger crowd now.
2. There were a few complaints from the consumer on the sizes of the innerwear which they receive (example: size 85 instead of 90). This creates a bad image for the brand as a whole so the company should try and come up with solutions to reduce such errors.
3. The brand should give print advertisements in the newspaper in accordance with its target customer. For example- most of the customers of Rupa in Kolkata are Bengali and Hindu so the brand should publish its print advertisement in Bengali and Hindi (Purbanchal) newspaper within Kolkata.
4. Rupa's advertisements on television promote it as a brand for lower middle SEC consumers. To make place in the premium segment the company should promote the brand 'Rupa' by a well-known person such as an actor or a sport player.
5. After the research it was seen that not many respondents are able to identify Rupa's Logo and when shown an array of redesigned logo with its original logo, the respondents preferred among the redesigned ones so the company should consider redesigning the company's logo.
6. The hoardings on city's local buses hampers the brand image of Rupa, it could instead advertise on the Volvo buses which has the same advantages but will increase the brand image.
7. The company should renew its packaging or upgrade the type of material used in the packaging of their product with the one with a higher GSM to create value for their product and in turn creating brand value.
8. Rupa & Co. Ltd. should endorse the IPL team name



‘Rajasthan Royals’(currently sponsored by Rupa & Co. Ltd.) on a new collection of innerwear which will increase in brand’s visibility among the youth.

9. Rupa can associate with a famous designer or a brand like ‘ Roadies’ to increase its brand image from a mass market brand to a premium brand and also to promote it among the youngsters.
10. Rupa should concentrate on innovation in terms of quality, design and technology instead of following the same traditional patters.
11. As shown in the survey, Majority of the consumers make their purchases from a mall or a large retail format store so the company should try to make its presence in stores like Shoppers Stop or lifestyle with its premium product to capture a larger audience.
12. There were complaints on the colour fastness, quality, fit and various kind of defects like holes, stain marks etc. in the products. The company should try to rectify these problems and complaints as this is the first step towards creating a better brand image for the company
13. Conducting Retailer Induction Program to increase the knowledge of the retailers about the benefits and features of the products of Rupa & Co. Ltd.
14. The company should open more Exclusive Brand Outlets like the one in Cuttack featuring all their brands under one roof.
15. The company can also open a multi brand outlet for innerwear with many international brands like Tommy Hilfiger, Calvin Klien, FCUK etc. with their prime focus on Rupa (example: Helios of Titan Industries).
16. Sales force visit is very irregular in some part of the city which is making the retailer to shift to sale a different competitive brand so there should be regular visit from the sales force of Rupa.
17. During the visit it was noticed that the sales force of one brand (e.g. Bunchums) do not induce the sales of any other brand (e.g. Frontline) and hence the sales of the latter decreases as there is no follow up from the company for the other brand so the company should prepare a structured way in which the order flows for all the brands and so that there is no overlapping. For example: One Sales force should be allotted a particular area and all this sale force should take care of the sales of all the brands of Rupa in this area.

18. Different distributor of Rupa sale products at different price points, which is making the retailer shift from distributor in his area to purchase the goods from a different distributor of another area. This causes a unhealthy relationship between the distributors and hampers the working of the organisation in the long run

### **SUGGESTIONS FROM RETAILERS**

1. “Rupa is a feminine word selling men’s inner wears so company should take necessary steps”
2. “The company needs a brand ambassador having a distinct and a strong personality.”
3. The company should try and associate more with youngsters as they form a big part of the total India’s Market.
4. They should increase promotional activities
5. Inducting their staffs about the technical aspects of the product which will help create technical awareness of Rupa’s product and thus its superiority amongst the customers.
6. The company should improve its quality to avoid damage to its brand image.
7. The Company could customise display racks or other fixtures for their products for the retailers to increase the visibility of their brand and create brand value among the consumers.



## **9. LIMITATIONS**

This study has attempted to delve into some of the important issues. However it is admitted that there are some limitations in the conduct of this study which are as follows :

This research undertaken was limited to only Kolkata and so the pattern which is seen in Kolkata cannot be applied to the whole of India.

Some of empirical investigations could not be carried out in detail because of non availability of relevant information for undergoing those investigations.

Major source of data in this regard was from those departments, which is very difficult to access as it is not possible to get confidential information.

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## Questionnaire

1. Name of Respondent						
2. Age group of Respondent	15-25	25-35	35-45	45-55	55 and above	
3. Gender	Male		Female			
4. Place of Residence	Metro	Urban	Semi-Urban	Rural		
5. Profession	Student	Service	Self-Employed	Businessman	Housewife	Other:
6. Family Income (Monthly)	Below Rs.30000	Rs.30,000- Rs.60,000	Rs.60,000- Rs.90,000	Rs.90,000- Rs.120,000	Above Rs.120,000	
7. Which brands do you prefer while purchasing innerwear?						
8. Since how long are you purchasing the above brand ?						
9. From where do you purchase your innerwear	Exclusive Brand Outlets	Multi Brand Outlets	Malls / Format Stores	Local Stores	Online	
10. How often do you purchase innerwear	1-3 months	3-6 months	6 months and above			
11. How much do you spend on innerwear as unit Price-	Below Rs.100	Rs. 100-200	Rs. 200-300	Rs. 300-400	Rs. 400-500	Rs.500 and above
12. Annual Purchase for Innerwear –	Below Rs.500	Rs. 501-1000	Rs. 1001-1500	Rs. 1500-2000	Rs. 2000-2500	Rs.2500 and above
13. If your brand is not available in the store, what do you do?	Buy Another Brand	Go to a Different Store	Wait for sometime until the new stock arrives			
14. If the Price of your brand is increased by 5%, what will you do?	Continue buying the same brand			Shift to a different brand		
15. Do you suggest your friends or acquaintances to use your favourite brand to?	Yes		No			
16. Please rate each of the following factors while purchasing innerwear (1 being least and 5 being most):	Your Preference(Rate)					
Brand	1	2	3	4	5	
Color	1	2	3	4	5	
Quality	1	2	3	4	5	
Price	1	2	3	4	5	
Durability	1	2	3	4	5	
Comfort	1	2	3	4	5	
Fit	1	2	3	4	5	
Style/Design	1	2	3	4	5	
Availability	1	2	3	4	5	
17. Rates Rupa's Quality between 1 to 5(1 being least and 5 being most):	1	2	3	4	5	

18. Rate the brands mentioned on the following factors(1 being least and 5 being most):

	Quality	Value for Money	Comfort	Design	Fit	Colour	Durability	Brand Image
Euro								
Macroman M Series								
Rupa Frontline								
VIP								
Jockey								
Lux Cozi								
Dollar								

15. Specify the top 5 brand that come to your mind when you think of innerwear

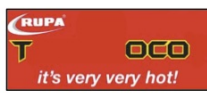
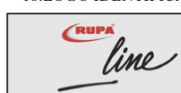
16. Which of the below mentioned brand have you heard about

Amul Macho		VIP Frenchie		Tommy Hifigier	
Lovable		Hanes		Triumph	
Calvin Klein		Dixcy		Dollar Club	
Lux Cozi		Enamor		Jockey	
Rupa Frontline		Macroman M.Series		Softline	
Bunchums		Euro		Crusoe	
Hunk		Jon		FCUK	

17. What Comes to your mind when you think of the following brands

	Confident	Friendly	Sophisticated	Successful	Leader	Traditional
<b>Rupa Frontline:</b>	Young	Playful	Fun	Trendy	Fashionable	.....
<b>Euro:</b>	Cool	Adventurous	Rugged	Young	Premium	Trendy
<b>Macroman M Series:</b>	Young	Funny	Trendy	Friendly	Successful	Premium

18. LOGO IDENTIFICATION



19. Match the Slogans to their Brand

- |                       |   |
|-----------------------|---|
| i. Rupa Frontline     | a. Freedom Fahion (Live to play)              |
| ii. Lux cozi          | b. Fashion inners (Prepare to get assaulted!) |
| iii. Euro             | c. Fit hai boss                               |
| iv. Bunchums          | d. Live like a macroman                       |
| v. Dollar             | e. Yeh aram ka mamla hai                      |
| vi. Macroman M.Series | f. Apna luck pehen ke chalo                   |

20. Identify the Brand Ambassador .

- |                       |                       |
|-----------------------|-----------------------|
| i. Rupa Frontline     | a. Sharukh Khan       |
| ii. Amul Innerwear    | b. Salman Khan        |
| iii. Lux Cozi         | c. Akshay Kumar       |
| iv. Macroman M.Series | d. Saif Ali Khan      |
| v. Dixcy Scott        | e. Hrithik Roshan     |
| vi. Dollar            | f. Karan Singh Grover |

21. Complete the Slogans

Live like a ..... man  
Just .....ing  
Love and be .....