

# **STUDY OF BRAND RESONANCE MODEL OF INDIAN E-COMMERCE PLATFORM- SNAPDEAL**

**Jivtesh Singh Bamrah**

Assistant Professor -Chandigarh School of Business Jhanjeri

**Gurjeet Singh**

Assistant Professor -Chandigarh School of Business Jhanjeri

## **Abstract**

According to IBEF the Indian E-commerce market is expected to grow to US\$ 111.40 billion by 2025 from US\$ 46.20 billion in 2020, growing at 19.24% CAGR. As per NASSCOM, despite the challenges caused by COVID 19 pandemic, the Indian e-commerce market continues to grow at 5%. Most of the consumers of the Indian subcontinent have started shopping online rather than stepping outside their houses, because of which the Indian E-commerce sector has witnessed an increase. Hence there is a great scope for capturing new customers but the cut throat competition to capture the larger market share is a problem for E-commerce companies. That is why there is a need to understand the relevance of customer offerings and consumer needs for having superiority in the market. The aim of this study is to understand the current position of Snapdeal (an Indian e-commerce organization) with respect to 6 elements of brand resonance pyramid and to inculcate attributes using conjoint analysis which will help to overcome the shortcoming of resonance pyramid, if any in future, As we know there is a huge potential in Indian E-commerce market the early adoption of value added attribute can be a game changing move. So, the findings of conjoint analysis can help us to understand the value-adding attributes that can be used in future for a maximum strategic profit.

## **Contents**

1) Summary of portion 1 .....	3
Positioning .....	3
Brand Communication .....	3
Brand elements .....	4
Price .....	4
2) Methodology .....	5
Research Objective .....	5
Description of questionnaire .....	6
Description of sampling method .....	8
Account of Data Collection .....	8
Data analysis procedure .....	9
Profile of sample .....	10
3) Findings – Brand Resonance Pyramid .....	11
a) Description of Findings/ all outputs .....	11
b) Interpretation of findings .....	17
4) Findings-Conjoint Analysis .....	19
a) Description of findings .....	19
b) Interpretation of finding .....	23
5) Recommendations to the brand manager .....	25
6) References.....	28

## **1. Summary of portion 1**

### **1.1 Positioning**

Snapdeal was started in 2010 as a daily deal's platform but later in 2011 it became an online marketplace and that's how the company's struggle started for brand positioning. Snapdeal has been struggling with its positioning due to various domino effects. Changing daily deal platform to an online marketplace confused the customers about the usage of the Snapdeal platform. Customers were not sure about the imagery of the brand. Further, the company got a holdback when Snapdeal's CEO got an outrage from Indians due to his anti-Asian statement, poor brand element of Snapdeal leads Indian customer to confuse Snapdeal with snapchat. That not all when Snapdeal tried to position itself as a "desi" Indian E-commerce marketplace specially focusing on understanding the Indian consumer needs, its "Dil ki deal" campaign totally failed when the brand ambassador "Amir Khan" gave a radical statement against the sentiments of Indians. Snapdeal almost lost its identity in

2016 when Snapdeal decided to merge with its biggest competitor Flipkart. During the merger period Snapdeal website was put on hold causing the penetration of loyal customers but this deal got cancelled and it bring back Snapdeal to the market as Snapdeal 2.0. In past Snapdeal struggled a lot in positing but after launching Snapdeal 2.0, it's positing significantly improved as it started targeting customers in rural areas.

### **1.2 Brand Communication**

Snapdeal being an online E-commerce platform uses every type of digital means of communication. From social media account like Facebook and twitter to conventional Tv adds Snapdeal use it all. After the launch of Snapdeal 2.0 the brand communication of Snapdeal has been dramatically changed. It because now Snapdeal started targeting the rural areas where digital penetration is still low. Snapdeal started a branding Champaign in rural areas where Snapdeal installed hand pumps in villages and put their brand logo on it to increase the brand awareness in rural areas. Further the Unbox Champaign launched by Snapdeal on social media was a great hit that too has the theme of rural India adapting the modernization. Snapdeal advertise in creative ways especially when it comes to competitiveness. Snapdeal book spots just below the competitor's add whether it be in newspaper or it's a hoarding. Snapdeal always come up with creative competitive Brand communication idea.

### **1.3 Brand elements**

There are various aspects of the brand elements which can impact brand image. These includes name, logo and slogan of the company. Name has a certain positive and negative impact on brand value. The name Snapdeal represents deal in a snap which emphasizes on ease of online buying procedure. The name in itself is inherently unique and distinctive with respect to its competitors. It also catches the essence of the e commerce platform. The negative impact however is that once it got mixed up with Snapchat controversy and ended up having negative reviews for its application.

Another element is logo. Initially Snapdeal didn't have any logo, it was released only recently. The reason behind the introduction of logo was firstly to provide a distinctive identity to the brand and secondly to use it on social media sites where full name of the brand could not be incorporated e.g. logo could be easily set up as the profile picture on these platforms instead of using full name of the brand. The logo looked like a box and arrow from two perspective. Arrow represented fast movement of the products and box was related to the campaign of 'unbox zindagi'.

Last element is slogan. Snapdeal releases new slogan for every major sale introduced by them. This helps in getting attention of the customers through catchy slogans. For example 'bachatey raho' which means keep on saving and 'khushiyon ki diwali' which emphasizes on sale during the Diwali period.

### **1.4 Price**

Another aspect is the price and how it impacts the brand value for a particular brand. In case of e commerce business, price plays an important role

- In attracting more customers to the platform
- Retain existing customers by providing them with additional benefits or rewards
- To face competition from other platforms

While making a purchase online, customer tends to find out that alternative where least price has to be paid. Hence it is mandatory for e commerce platforms to ensure that competitive discount rates are provided by the sellers. A company can provide discount to the customers in various ways which include

- Exclusive discount for purchasing membership of the platform
- Announcing big sale near festivals or any other events
- Providing limited time period discounts for different products

A comparison with the competitors of Snapdeal in terms of prices and discount rates states that Snapdeal falls short as compared to its rivals.

- Amazon has a policy of providing exclusive discount rates and free shipping for the members of Amazon prime.
- Flipkart provides a platform for large number of sellers who compete among themselves to provide lowest price to the customers

Snapdeal has to work on these alternatives in order to provide better prices to its customers.

## **2. Methodology**

### **2.1 Research Objective**

According to IBEF the Indian E-commerce market is expected to grow to US\$ 111.40 billion by 2025 from US\$ 46.20 billion in 2020, growing at 19.24% CAGR. As per NASSCOM, despite the challenges caused by COVID 19 pandemic, the Indian e-commerce market continues to grow at 5%. The ongoing digital transformation in the country is expected to increase India's total internet user base to 829 million by 2021 from 636.73 million in FY19. India's internet economy is expected to double from US\$ 125 billion as of April 2017 to US\$

250 billion by 2020. Hence there is a great scope for capturing new customers in E-commerce industry but the cut throat competition to capture the larger market share is a problem for E-commerce companies. That why there is a need to understand the relevance of once offering and consumer needs for having superiority in the market.

The aim of this study is to understand the current position of Snapdeal with respect to 6 elements of brand resonance pyramid and to inculcate attributes using cluster analysis those will help to overcome the shortcoming of resonance pyramid, if any. future, As we know there is a huge potential in Indian E-commerce market the early adoption of value added attribute can be a game changing move. So, the findings of cluster analysis can help us to understand the value-adding attributes those can be used in future for a maximum strategical profit.

The main focus of the study is on the relationship of consumer with Snapdeal, it's about how well they relate themselves with the brand, so to develop a Brand Resonance Pyramid. Study also focuses on the consumer behavioral change in terms of acceptance of different attribute combinations for understanding the factor weightage of each attribute in satisfying the need of the consumer.

After complete analysis of this report the recommendations can help a Brand manager in following ways.

- It will help in minimizing any investment risk involved in introducing a new value-adding attribute to the business.
- It will help Brand manager to take decisions favorable to strengthen their business position.
- It will help in spotting emerging trends by focusing on customer needs and demands that will help Snapdeal to have a competitive advantage.
- It will help a brand manager to design an ad campaign in an efficient manner.

## 2.2 Description of questionnaire

Our Questionnaire consist of two parts:

- Part I - Aims to understand the relationship of consumer with Snapdeal, so to develop a Brand Resonance Pyramid. Further it aims to know the demographic of the respondent as well.
- Part II - Aims to understand the consumer behavioural change in terms of acceptance of different attribute combinations for understanding the factor weightage of each attribute in satisfying the need of the consumer.
- Description -Part I
- This section consists of 15 questions. First 3 Questions captures the demographic information of the respondent such their name, age & gender. Remaining 12 Question are specifically framed to act as a parameter for evaluating the 6 elements of Brand Resonance Pyramid namely salience, performance, imagery, judgements, feelings & resonance.
- Description of each question acting as a parameter for evaluating 6 different elements of Brand Resonance Pyramid is mentioned below.

**Element:** Salience

**Parameter 1:** Have you ever heard of the brand 'Snapdeal'?

**Parameter 2:** Have you ever used Snapdeal?

**Element:** Performance

**Parameter 3:** How reliable is this brand?

**Parameter 4:** Compared with the other brands it deals with, are the prices

**Element:** Imagery

**Parameter 5:** Is Snapdeal best suited for purchasing a variety of products?

**Element:** Judgements

**Parameter 6:** How innovative do you think Snapdeal is?

**Parameter 7:** How likely would you recommend Snapdeal to others?

**Element:** Feelings

**Parameter 8:** Does this brand give you a feeling of warmth?

**Parameter 9:** Does this brand give you a feeling of social security?

**Element:** Resonance.

**Parameter 10:** Would you go out of your way to use Snapdeal?

**Parameter 11:** How special is this brand to you?

**Parameter 12:** Do you identify with people who use this brand?

Description -Part II

Section 2 starts with a brief description about how to respond to the questions. The description is as follows:

*"You are provided with various alternatives with respect to payment option, customer reviews and discount rates*

while making online purchase. Rate these alternatives on a scale of 1-5 based on how likely would you choose such alternative. Here 1-Least likely and 5-Most likely”

The Attributes chosen for the Conjoint analysis are such that they have minimum sub categories to make sure respondent don't have to fill more than 20 responses. In this section we have 18 questions. With the combination of following attributes and sub categories (levels).

Attribute	Level 1	Level 2	Level 3
Payment option	Cash on delivery	Cards/E-wallets	EMI
Customer reviews	Positive	Neutral	Negative
Discount rate	High	Low	-

**2.3 Description of sampling method**

The responses were collected through online mode. A Google form was floated among the respondents. Since, the number of respondents required for the purpose of the study was low;

From the above, it can be stated that “**judgment sampling**” has been used for the research. Judgment sampling, also known as selective or subjective sampling, relies on the judgment of the researcher when choosing who to ask to participate. Researchers may implicitly thus choose a “representative” sample to suit their needs, or specifically approach individuals with certain characteristics.

Further details about the sample will be provided in the section “profile of sample”.

**2.4 Account of Data Collection**

As stated in the section on “description of sampling method”, data has been collected through online survey.

The respondents were approached personally through call and messages to make sure that they were available. After their availability was ensured, they were asked some preliminary questions about Snapdeal over a call to ensure that they knew about the brand being studied.

The questions included “Do you use Snapdeal?” and “Have you ever shopped on Snapdeal?”. If the answers to both the questions were negative, then it was asked “Have you heard about Snapdeal?”. If the answers to these questions were positive, then the google form link was shared with them to collect their response.

The respondent then filled the questionnaire while keeping our call on hold and asking questions in between in case of any doubt. After the response was received, respondents were thanked for their cooperation and support.

**2.5 Data analysis procedure**

Conjoint analysis has been used on the collected data. Conjoint analysis is a survey based statistical technique that helps determine how people value different attributes that make an individual product or service. For this the first step was the determination of attributes which have an impact on online purchase behaviour of the buyer. Three major attributes were chosen i.e.

- Payment mode- three levels were ascertained under this attribute which includes cash on delivery, cards/e-wallets and EMI.
- Customer reviews- there are also three levels associated with this attribute i.e. positive, neutral and negative reviews.
- Discount rate- for this two levels were ascertained i.e. high and low discount rate.

Respondents were asked to rate various combinations of these alternatives. Number of combinations were calculated as:-

$$3 \times 3 \times 2 = 18$$

For the purpose of carrying out conjoint analysis, technique of dummy variable multiple regression was used. For this five dummy variables were introduced. Various combinations were coded in the form of dummy variables using SPSS. Metric data was collected in the form of ratings to each combination. In this case

- Dependent variables were the dummy variables coded in the form of X1, X2, X3, X4 and X5.
- Independent variable was the ratings collected from respondents.

Next step was the calculation of part worths or utility for each attribute levels. For this dummy variable coefficients are considered which calculated using regression analysis in SPSS. Each dummy variable coefficient is the difference in part worth of that level minus part worth for base level.

Once part worth of each attribute level is determined then range for each attribute is calculated. Range of these part worths would help in understanding of relative importance of each attribute. Relative importance is calculated as a range of attribute divided by the overall sum of ranges.

The relative importance would help in understanding the impact of each attribute on the online purchase behavior

of the buyer.

**2.6 Profile of sample**

Name	Age	Gender
Priyanka	Female	20-25
Vibhuti	Female	20-25
Manpreet kaur	Female	20-25
Shubham sharma	Male	20-25
Akhil sharma	Male	20-25
Nidhi	Female	20-25
Reetika thakur	Female	20-25
Sameer	Male	20-25
Dinesh	Male	25-30
Brijender Rajpoot	Male	20-25
Aadesh	Male	20-25
Jyotsna Gupta	Female	Above 30
Ananya	Female	15-20
Mitali	Female	20-25
Shanya Sharma	Female	20-25
Annika	Female	20-25
Damini	Female	20-25
Karan	Male	20-25
Divya	Female	20-25
Manu Thakur	Female	20-25
Nikhil rana	Male	20-25
Priya	Female	20-25
Swatika	Female	20-25
Shilpa Choudhary	Female	20-25
Kanupriya kanwar	Female	20-25
Ashish chandel	Male	20-25
Vishal	Male	15-20
Priyanka thakur	Female	20-25
Vipasha	Female	20-25
Ashish chaudhary	Male	20-25

**1. Findings – Brand Resonance Pyramid**

**2. Description of Findings/ all outputs**

12 parameters were used to evaluate the 6 elements of Brand resonance pyramid. The Description of respective finding for each parameter is mentioned below.

**Parameter 1:**

**Fig 1: 96.7% of the sample size is aware about the brand “Snapdeal”.**

**Parameter 2:**

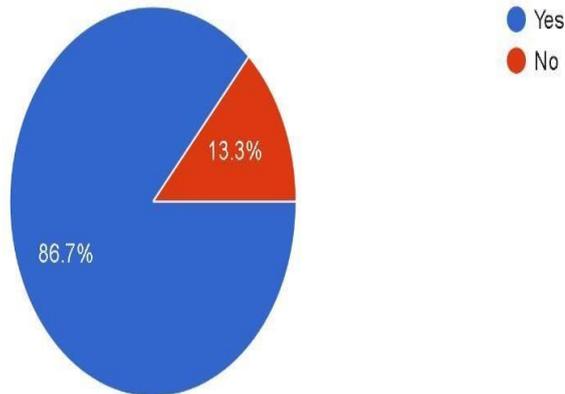
**Fig 2: 86.7% of the sample size have purchased at least once from “Snapdeal”.**

Have you ever heard of the brand 'Snapdeal'?  
30 responses



Have you ever used Snapdeal?

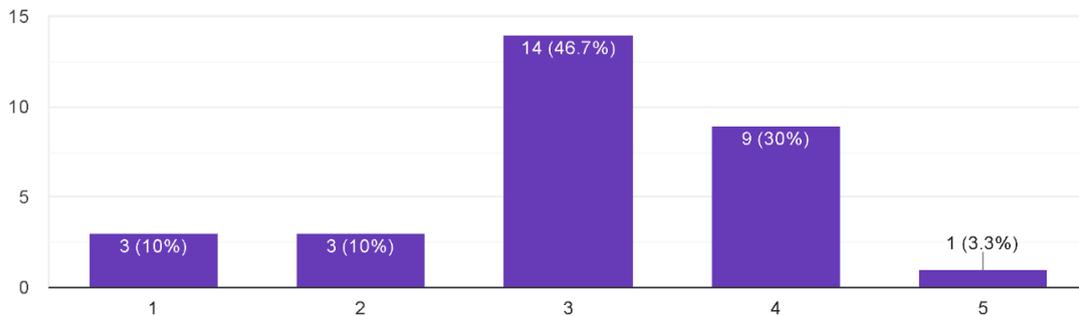
30 responses



**Parameter 3:**

**Fig 3: When asked about the reliability of Snapdeal as an ecommerce platform, 46.7% of the sample size rate it**

How reliable is this brand?  
30 responses

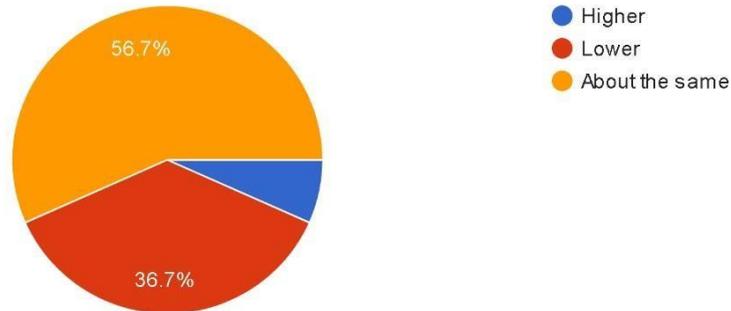


3 out of 5, 30% rate it 4 out of five, 10% each for a rating of 1 and 2 respectively while only 3.3% of the sample size rate it 5 out of 5.

**Parameter 4:**

**Fig 4:** According to 56.7% of the sample size, the pricing of products listed on Snapdeal is about the same as of its competitors. According to 36.7 % it offers product at low price when compared to competitors while rest

Compared with the other brands it deals with, are the prices  
30 responses

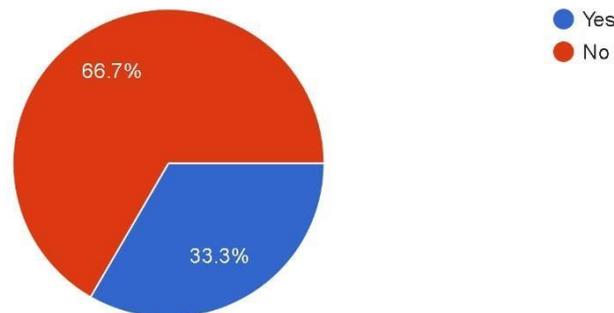


rated Snapdeal expensive as compared to its competitors.

**Parameter 5:**

Is Sanpdeal best suited for purchasing a variety of products?

30 responses

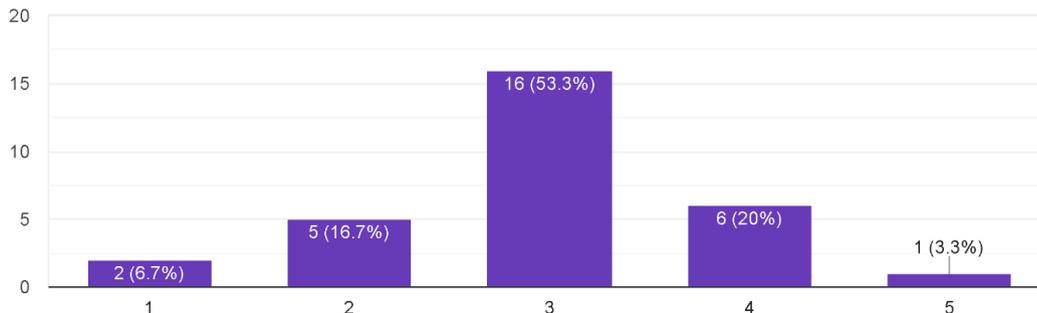


**Fig 5:** According to 33.3 % of the sample size Snapdeal is suitable to purchase diverse product and it's not just limited for purchasing products for a single domain while 66.7 % don't agree with this.

**Parameter 6:**

How innovative do you think snapdeal is?

30 responses

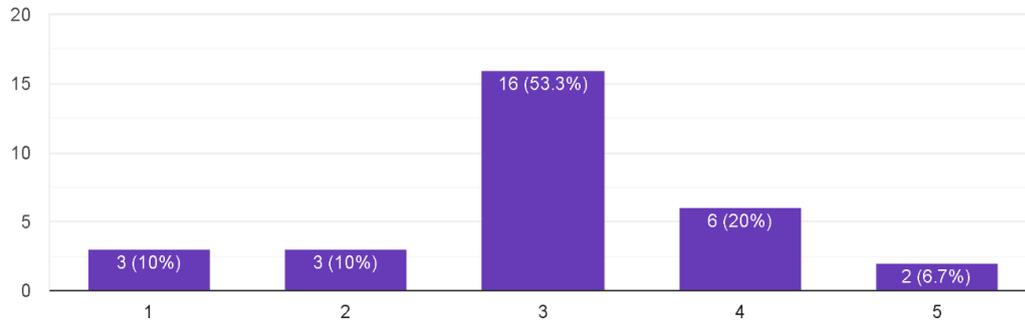


**Fig 6:** 53.7% of the sample size rate 3 out of 5 for Snapdeal innovativeness, 20% rate it 4 out of 5, 16.7% rated it 2 while 6.7% rated it least and 3.3% rated it 5 out of 5.

**Parameter 7:**

**Fig 7:** When asked about how likely would you recommend Snapdeal to others.53.3 % of the sample

How likely would you recommend snapdeal to others?  
30 responses



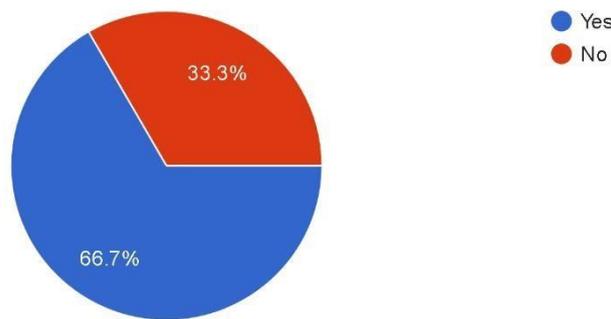
size rate it 3 out of 5 , 20% rate it 4 out of 5, 10% each for a rating of 1 and 2 respectively while only 6.7% of the sample size rate it 5 out of 5.

**Parameter 8:**

**Fig 8:** 46.7% of the sample size have a feeling of warmth for the brand “Snapdeal” while 53.3% don’t.

Does this brand give you a feeling of warmth?  
30 responses

Does this brand give you a feeling of social security?  
30 responses



**Parameter 9:**

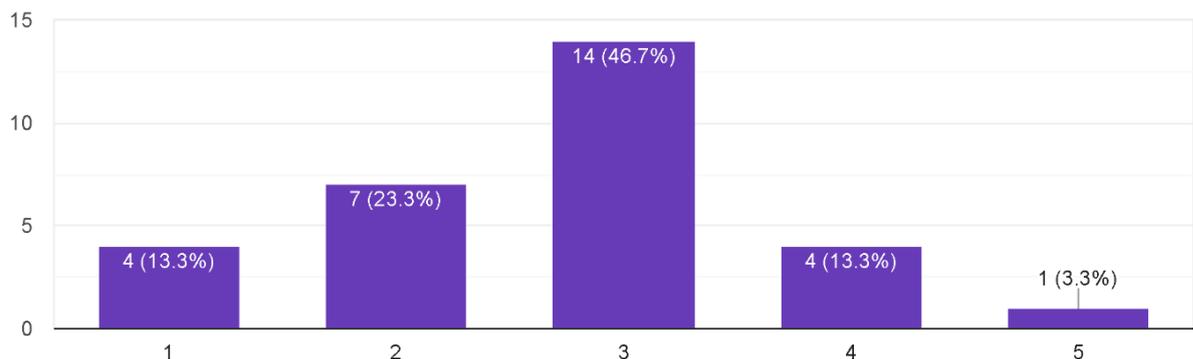
**Fig 9:** 66.7% of the sample size have a feeling of Social security for the brand “Snapdeal” while 33.3% don’t.

**Parameter 10:**

**Fig 10:** 46.7% of the sample size will go out of their way just to use “Snapdeal” while 53.3% don’t.

**Parameter 11:**

Would you go out of your way to use snapdeal?  
How special is this brand to you?  
30 responses



**Fig 11:** When asked about the specialness of Snapdeal to them, 46.7 % of the sample size rate it 3 out

of 5, 23.3% rate it 2 out of 5, 13.3% each for a rating of 1 and 4 respectively while only 3.3% of the samplesize rate it 5 out of 5.

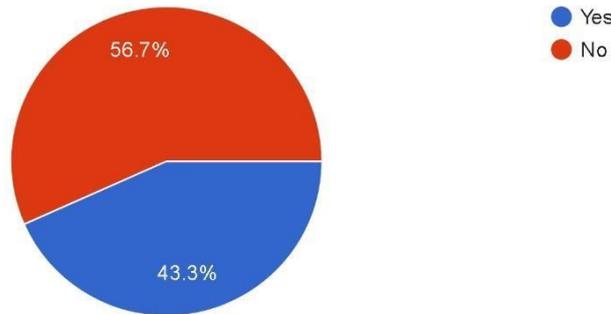
**Parameter 12:**

**Fig 12:** 43.3% of the sample size identify themselves with others using “Snapdeal” while 56.7% don’t.

**3. Interpretation of findings**

Do you identify with people who use this brand?

30 responses



12 parameters mentioned above contribute to evaluate particular elements of Brand resonance pyramid as shown in Fig 3.13. An average score of these parameters for each element is taken into consideration to understand the Brand resonance pyramid of Snapdeal. A mean favorable score for each is shown in the Fig 3.13.

**3.1 Salience:**

Brand salience measures customers’ awareness of the brand. Parameters 1 & 2 were used for evaluating salience of Snapdeal. 96.7% of the sample size have heard about Snapdeal while 86.7% have used Snapdeal for purchasing. This gives us a Mean Favorable Score of 91% for salience which is very good. Hence Snapdeal has a good awareness among customers.

**3.2 Performance:**

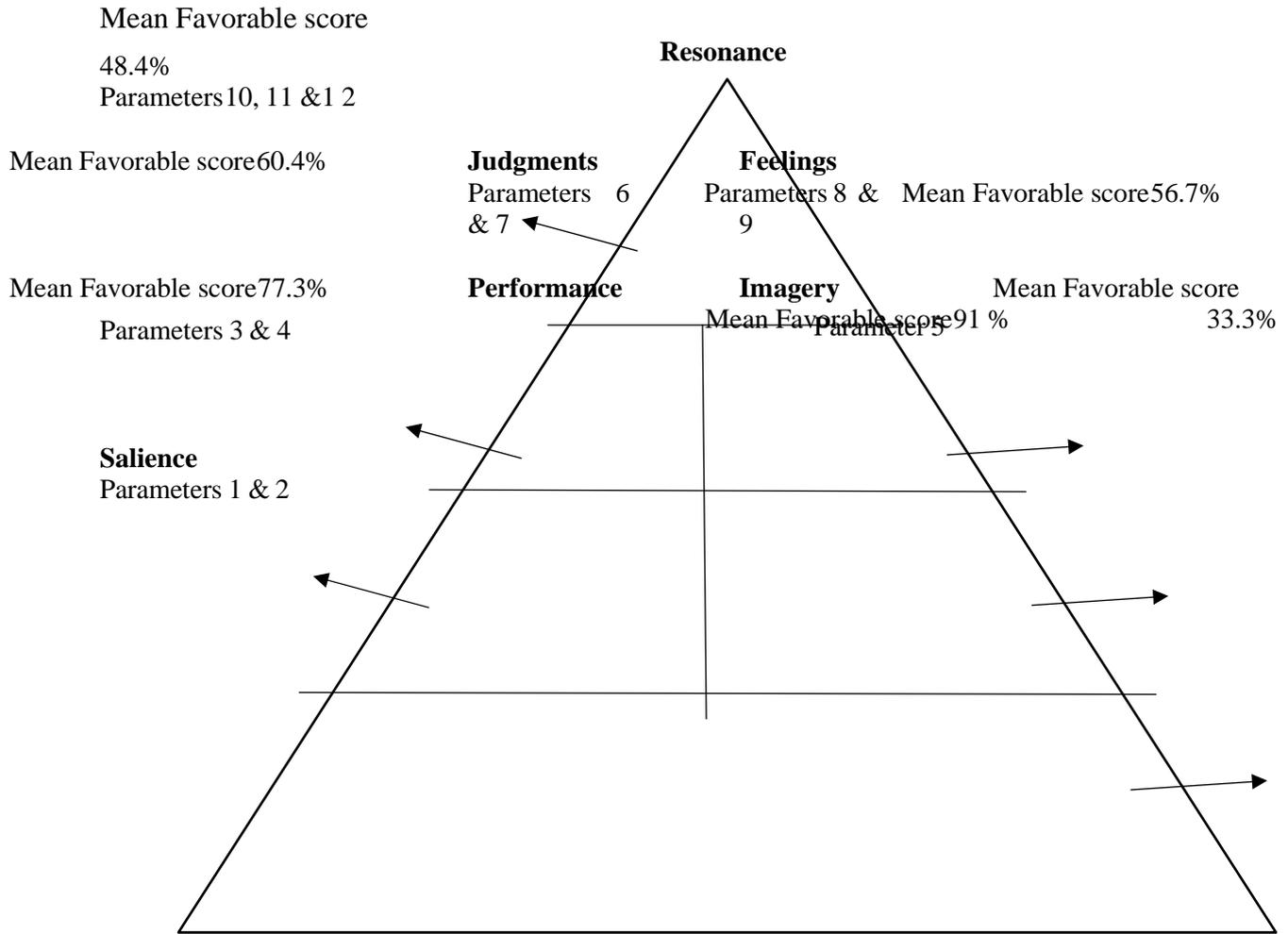
Performance deals with the primary characteristics & secondary features, product reliability, effectiveness and price competitiveness of a brand. Parameters 3 & 4, reliability and price competitiveness are used to evaluate this element. Mean favorable score of 77.3% is good which means Snapdeal is doing well in terms of performance. Further when scores of parameter 3 & 4 are compared, Snapdeal seems more price competitive than reliable to the users. Hence reliability in term of product has a scope of improvement.

**3.3 Imagery:**

Imagery has the lowest mean favourable score among all the elements. With parameter 5 it’s clear that Users see Snapdeal as a domain specific player, good for only selective products. When Snapdeal website was analyzed it was found that Snapdeal majorly dominate the electronic gadgets and mobile’s domain by providing high discount on them compared to its competitors like Amazon and Flipkart. This justifies the observation of performance element too.

**3.4 Judgments:**

A mean favorable score of 60.4% in respect to parameter 6 and 7 is quite satisfactory hence brand credibility is good. Further, an average rating of 3.1 for parameter 7 shows people do recommend Snapdeal hence brand consideration of Snapdeal is also good.



**Fig 13:** A brief interpretation of finding for each element of Brand resonance pyramid is mentioned below:

**3.5 Feeling:**

Parameter 9 shows 66.7 % of the respondents do have a sense of security with Snapdeal. Snapdeal provides best price options online that provides a sense of security to the users. Here Mean favorable score of this element is 56.7 % which shows a scope of improvement interms of reliability.

**3.5 Resonance:**

Mean favorable score for resonance element is 48.4% which is below satisfactory.

46.7% positive responses for Parameter 10 shows lack of customer loyalty towards Snapdeal hence there is a great scope for royalty programs by Snapdeal. Further only,

43.3% positive responses for Parameter 12 shows lack of community build up on Snapdealplatform, which can be improved.

**4. Findings-Conjoint Analysis**

**4.1 Description of findings**

For the purpose of undertaking the conjoint analysis of the data, the technique of dummy variable regression is used. The predictor variable in such case consists of dummy variablefor the attribute levels. As stated before we have taken three attributes for the purpose of conjointanalysis. These, along with their respective levels are listed below:-

Payment option	Cash on delivery	Cards/E-wallets	EMI
Customer reviews	Positive	Neutral	Negative
Discount rate	High	Low	-

The number of dummy variable for each attribute depends upon the level of attributes. If an attribute has k levels, then number of dummy variables would be equal to k-1. Next step wouldbe coding of data in order to input the data in SPSS, on basis of which relevant interpretationswould be drawn.

For the purpose of coding the data, one level of the attribute has to be marked as base level. The base attribute level in our case is the one that is generally least preferred by the customer.For this following base levels have been selected:-

- EMI in case of payment mode
- Negative reviews in case of customer reviews
- Low rate in case of discount

**Payment options**

Mode of Payment	X1	X2
Cash	1	0
E wallet/Cards	0	1
EMI	0	0

**Customer Reviews**

Type of Review	X3	X4
Positive	1	0
Neutral	0	1
Negative	0	0

**Discount Rate**

Level of discount	X5
High	1
Low	0

Five dummy variables were created in our case i.e. X1, X2, X3, X4 and X5.

Respondents were asked to give preference ratings for different combinations of attributes. These combinations along with the ratings provided by respondents were imported into SPSS where the data was coded as per the directions explained above

Dummy variable regression is the technique which was used by us for carrying out conjoint analysis. In our case:-

- The dependent variable was preference ratings which is metric in nature; and
  - The independent variables or predictors were dummy variables ascertained before.
- Multiple regressions were applied on the coded data and the following output was obtained:  
 The model estimated may be represented as  $U = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	2.450	.120		20.352	.000					
x1	.167	.120	.068	1.385	.167	.029	.060	.059	.750	1.333
x2	.189	.120	.077	1.569	.117	.043	.068	.067	.750	1.333
x3	.433	.120	.177	3.600	.000	.121	.154	.153	.750	1.333
x4	.272	.120	.111	2.261	.024	.023	.097	.096	.750	1.333
x5	.185	.098	.080	1.884	.060	.080	.081	.080	1.000	1.000

a. Dependent Variable: Rating

Where

X1, X2 = dummy variable representing payment option X3, X4 = dummy variable representing customer reviews X4, X5 = dummy variable representing discount rate b represents dummy variable coefficient. Value of these is given under unstandardized coefficient column of the table above. Dummy variable coefficient represents the difference in part worth of that level minus the part worth for the base level. The part worths are represented using the symbol  $\alpha$ .

To solve for part worths an additional constraint is necessary. The part worths are estimated on an interval scale, so the origin is arbitrary. An additional constraint would be in the form of sum of part worths equal to zero. Hence the resulting equations would be as follows:-

$\alpha_{11} - \alpha_{13} =$	0.167
$\alpha_{12} - \alpha_{13} =$	0.189
$\alpha_{11} + \alpha_{12} + \alpha_{13} =$	0
$\alpha_{21} - \alpha_{23} =$	0.433
$\alpha_{22} - \alpha_{23} =$	0.272
$\alpha_{21} + \alpha_{22} + \alpha_{23} =$	0
$\alpha_{31} - \alpha_{32} =$	0.185
$\alpha_{31} + \alpha_{32} =$	0

After solving these equations we got the value of part worths of different attribute levels. Next step was calculation of range for each attribute. Range is calculated as the difference between highest and lowest value of the part worth of each attribute.

After that relative important weights were calculated based on ranges of the part worths. These are calculated as

range divided by sum of ranges. All these calculations are given in the figure below:-

Part Worths

$\alpha_{11}$ =	0.049
$\alpha_{12}$ =	0.07
$\alpha_{13}$ =	-0.119
$\alpha_{21}$ =	0.198
$\alpha_{22}$ =	0.037
$\alpha_{23}$ =	-0.235
$\alpha_{31}$ =	0.093
$\alpha_{32}$ =	-0.093

Range(Highest - Lowest)	
$0.07 - (-0.119) =$	0.189
$0.198 - (-0.235) =$	0.433
$0.093 - (-0.093) =$	0.186
<b>Sum of Ranges</b>	<b>0.808</b>

Attributes	Relative Importance		
Payment options	0.189/0.808	23.39%	<b>Second</b>
Customer Reviews	0.433/0.808	53.59%	<b>First</b>
Discount	0.186/0.808	23.02%	<b>Third</b>

All the responses were collected through google form and data was entered into SPSS in coded form. The screenshot of input data is given below

Above table shows the number of dummy variables entered.

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	x5, x4, x2, x1, x3 <sup>b</sup>	.	Enter

a. Dependent Variable: Rating  
b. All requested variables entered.

In this table R square tells about the goodness of fit. If the R square value is greater than .6 then it is considered as a

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.189 <sup>a</sup>	.036	.027	1.142	.036	3.947	5	534	.002

a. Predictors: (Constant), x5, x4, x2, x1, x3

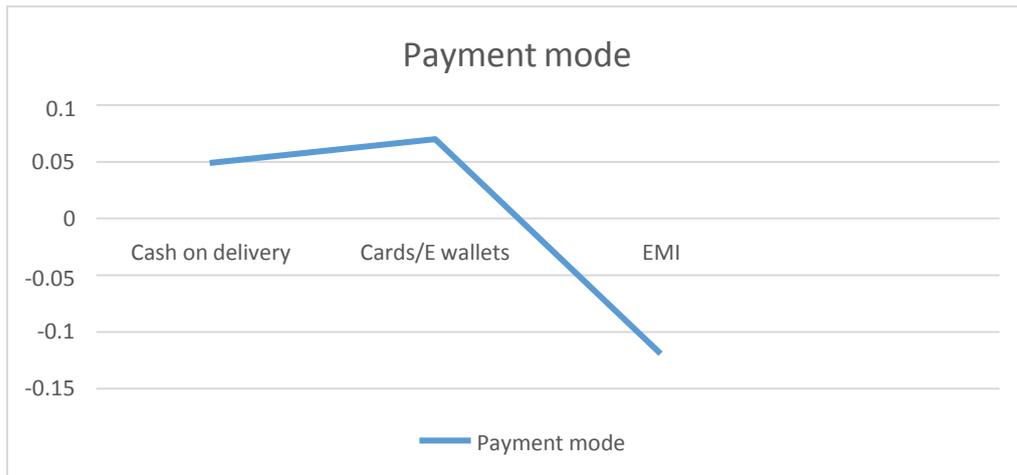
good fit.

**5. Interpretation of finding**

For interpreting the individual results it is helpful to plot the part worth functions of individual attribute levels graphically.

**5.1 Payment mode**

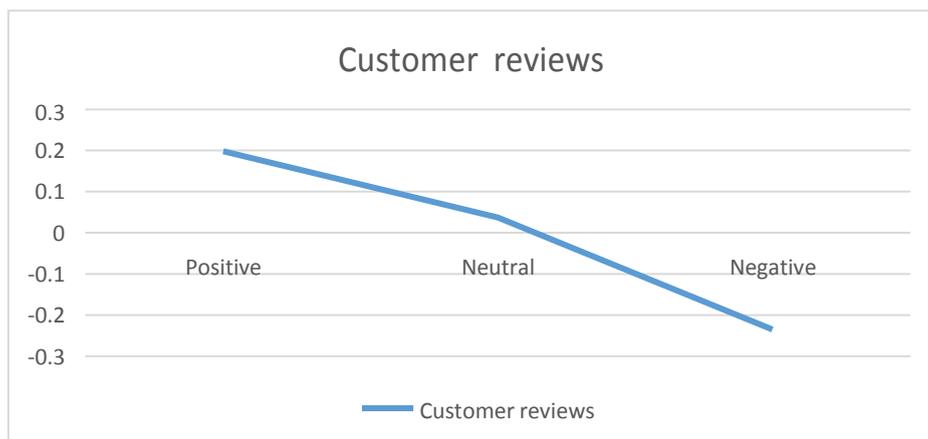
Cash on delivery	0.049
Cards/E wallets	0.070
EMI	-0.119



It is clear from the graph above that the customers has more preference for cards and e wallets for making online payments then other two modes. EMI is the least preferred mode among the three levels whereas cash on delivery is the second preference for respondents

**5.2 Customer reviews**

Positive	0.198
Neutral	0.037
Negative	-0.235



It is evident from the conjoint analysis that customer has more preference for positive customer reviews while making online purchase. It is also clear that respondents will avoid buying anything with negative reviews online.

**5.3 Discount**

High	0.093
Low	-0.093



Products with high discount have more utility than those with low discount. It shows that high discount rate is more preferred by respondents than low discount rates.

As far as overall interpretations are concerned a respondent would prefer the following combination while making online purchase i.e.

Card/E wallet + positive review + high discount rate

To determine the preference among the attributes we have to consider the relative importance of each attribute calculated before which are as following:-

Attributes	Relative importance	Preference
Payment option	23.39%	Second
Customer review	53.59%	First
Discount	23.02%	Third

It is clear from the above table that customer review is the most important factor while making online purchase, payment option is second closely followed by discount rate at third. Hence it can be said that 'customer reviews' is the factor which has the most impact on buying behavior of online purchaser.

**6. Recommendations to the brand manager**

Based on the resonance model and conjoint analysis following recommendations can be made to brand manager of Snapdeal.

Among the payment options respondents preferred card or e wallet mode of transaction among the three options provided to them. Hence the company should make sure that all different type of cards e.g. Visa, MasterCard, Rupay etc. are acceptable on the website to make payment.

With the emergence of more and more online payment platforms, customers tend to prefer the digital mode of payment instead of making cash transactions. Platforms such as Google pay, Phonepe, Paytm, PayPal etc. offers a more fast and convenient way of making online payments. But the problem here lies that not all e commerce platforms allow the use of e wallets for making online payments.

Snapdeal currently provides various offers on use of such mode in the form of cashbacks and rewards. Additionally it should be ensured that customer does not have any inconvenience while using e wallets for making payments. And again more and more platform options must be available to the buyer.

Customer reviews are an important factor determining the behavior of online buyer. While making online purchases, buyer is influenced by the reviews of the customers who have actually purchased the product. More positive reviews can help in increasing the confidence of the buyer. In order to receive such reviews it is important that a customer has a positive experience while making the purchase and gets better after sale service. Following measures can be taken to improve customer's buying experience

- A return policy in favour of customers which can be conveniently accessed
- Addressing to the grievance of the customers having bad experience with the product
- Making sure that seller does not exploit buyers on the platform provided
- Compensating customers in case they suffer genuine loss
- Setting up quality standards for sellers on the platform
- Interacting with the customers who have posted negative reviews and trying to find and fix the source of their problem

Good experiences of buyers would result in more positive reviews which would in turn lead to more purchase on the platform.

Discount rate is one of the attributes which is responsible for attracting more and more customers on online platforms. In order to do this, e-commerce platform may undertake various initiatives such as grand sales discount for certain period or discount on a particular brand. All these measures help in retaining current customers and bringing new customers on the platform.

Snapdeal however falls short of its competitors in this aspect. Companies like Amazon and Flipkart make sure that these offers are maintained by the sellers by having a presence a large number of sellers on the domain. So in order to ensure more and better discount offers, more sellers need to be available on the platform.

Above were the recommendations based on individual attribute levels. Now we would discuss about the recommendations based on all the three attributes together i.e.

- Payment options
- Customer reviews
- Discount rate

The relative importance of each attribute as calculated above revealed that customer reviews has the highest impact on the purchase behavior of the online buyer with 53.59% of relative importance. As compared to other two alternatives it has the highest share. It means that while buying online first attribute that a customer would consider would be that of customer reviews.

- If the reviews are positive then he would consider other two attributes before making buying decision
- If the reviews are neutral then he needs to be convinced by other two attributes to make buying decision
- Negative reviews can result in customer to not buy that particular product

Hence it is essential that all the necessary steps as listed before are taken by the brand manager to maximize positive reviews and minimize negative reviews.

Payment options stand at second position with 23.39% of relative importance which is slightly above that of discount rate. Cash on delivery used to be a preferred option for e-commerce companies but now more and more people are moving towards the use of digital platforms for making payments.

Collaboration with these platforms to provide various offers to the buyers can help in bringing more buyers for Snapdeal. A product which has neutral reviews and availability of an offer on the use of card or e-wallet for payment can be preferred by a customer even if it has a low discount rate.

Recommendations on the basis of brand resonance model

The next part gives the description and interpretation of the brand resonance model. For this mean favorable score was calculated for each element of the model. The following table shows the mean favorable score calculated for each component of the brand resonance model.

Components	Mean favorable score
Saliency	91%
Performance	77.3%
Imagery	33.3%
Judgment	60.4%
Feeling	36.7%
Resonance	48.4%

Based on these following recommendations can be made to the brand manager

- Mean favourable score for saliency is 91% which implies that the brand, Snapdeal is well known among the respondents. Thus brand manager does not have to do much about introducing brand name as the target audience seems to be well aware of it.

- For brand performance score is 77.3% which is quite decent. But still it can be improved, better customer experience and secure payment system can help in making brand more reliable. Majority of the respondents feel that the prices offered by Snapdeal are same as its competitors which is a good sign. But still more discounts and rewards can help in attracting more customers for the brand.
- Brand imagery describes what people think of the brand and in what situations they actually prefer to use the brand. The score of 33.3% is a matter of concern for brand manager. The respondents feel that they cannot use the brand to purchase a variety of products unlike its competitors. Hence the brand needs to increase the product portfolio in order to attract more customers.
- 
- The score for judgement is 60.4% which can be improved in many aspects. Respondents feel like the brand could do better with the innovation aspect. Snapdeal needs to incorporate more innovative ideas in promotion, communication and the sale of its products. Improvement in overall customer experience with the brand would also result in more people recommending the brand to others.
- Next component is feeling which has a score of 36.7% which means there is a lot of room for improvement in this case. It implies that respondents do not have much feeling attached with the brand. Customer emotional attachment with the brand can be beneficial for the brand. Thus brand managers need to work on developing feeling of warmth and social security among the users.
- Last component is resonance which also has a low score i.e. of 48.4%. Brand resonance describes the nature of relationship and the extent to which customers feel that they are in sync with the brand. The results of the conjoint analysis could be used to improve the score of this component i.e. high discounts, ensuring maximum positive customer reviews and providing high discounts. All this would help in improving customer experience which would make the brand more special to them. And hence customer would be able to better identify with the brand and go out of their way to use the brand.

**References**

[1] Strategic Brand Management, fourth edition by Kevin Lane Keller, Isaac Jacob, and Ambi M.G. Parameswaran  
 [2] Ch 21 of Malhotra, Naresh (2005) Market Research: An applied Orientation  
 [3] Questionnaire link- [https://docs.google.com/forms/d/e/1FAIpQLSfN6YZr8LJk4OLCsQUtyPAF8VKiiNw\\_QQoV7lz4u0aF5i\\_N3g/viewform](https://docs.google.com/forms/d/e/1FAIpQLSfN6YZr8LJk4OLCsQUtyPAF8VKiiNw_QQoV7lz4u0aF5i_N3g/viewform)  
 [4] \_QQoV7lz4u0aF5i\_N3g/viewform  
 [5] Website link- <https://www.snapdeal.com/>  
 [6] Input file (Sample)

S no	x1	x2	x3	x4	x5	Rating
1	1	0	1	0	1	4
2	1	0	1	0	0	3
3	1	0	0	1	1	2
4	1	0	0	1	0	2
5	1	0	0	0	1	3
6	1	0	0	0	0	3
7	0	1	1	0	1	2
8	0	1	1	0	0	2
9	0	1	0	1	1	2

**1. Responses (Sample)**

Name	Gender	Age	Have you ever heard of the brand 'Snapdeal'?	Have you ever used Snapdeal?	How reliable is this brand?	Compared with the other brands it deals with, are the prices
Priyanka	Female	20-25	No	Yes	3	About the Same
Vibhuti	Female	20-25	Yes	Yes	4	About the Same
Manpreet Kaur	Female	20-25	Yes	No	3	About the same
Shubham sharma	Male	20-25	Yes	Yes	3	Higher
Akhil sharma	Male	20-25	Yes	No	1	Lower
Nidhi	Female	20-25	Yes	Yes	2	Lower
Reetika thakur	Female	20-25	Yes	Yes	3	About the same
sameer	Male	20-25	Yes	Yes	4	About the same
Dinesh	Male	25-30	Yes	Yes	3	Lower