

MAPPING OF FMCG BRANDS USING BRAND APOSTLE MODEL AND THE IMPACT OF CUSTOMER SATISFACTION ON ITS REPURCHASE IN SULTANATE OF OMAN

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ABSTRACT: *This research aims to map few FMCG brands on brand apostle model and to analyse the impact of consumer's satisfaction on future purchase. Five products are selected Shampoo, Milk, Toilet soap, Toothpaste and Juice for the study. A sample of 212 Omani households are contacted for collection of responses from Nizwa. All the brands are positioned in the loyalists category and few are categorized as brand apostles. Among the shampoo brands, Tresemme and Vatika are brand apostles. Among the toothpaste brands, Pepsodent and Oral B are brand apostles in the toothpaste category. Johnson and Johnson, Nivea and Pears are brand apostles among toilet soap brands. Suntop is the brand apostle in the juice category. The correlation between the satisfaction and future preference is analysed. The contribution and the impact of satisfaction of each brands on future purchase for each product is assessed.*

KEY WORDS: brand apostle, hostages, loyalists, defectors, mercenaries, consumer satisfaction, consumer repurchase, fast moving consumer goods.

INTRODUCTION

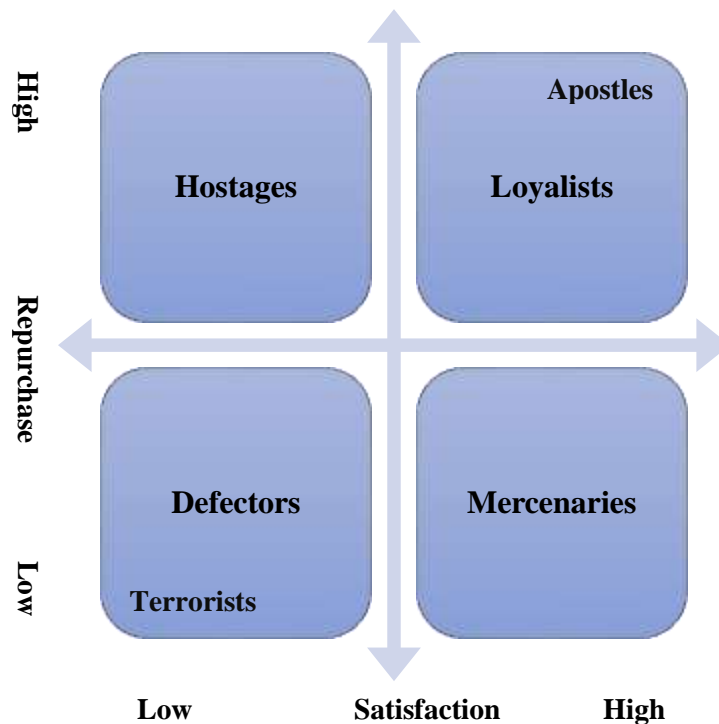
The future of any business is largely determined by keeping the customers happy and loyal. A popular model that provides a differentiated view of customer loyalty is the Apostle Model, developed at Harvard Business School by Thomas O. Jones and W. Earl Sasser, Jr in 1995. They described the level of customer loyalty using two dimensions: overall satisfaction and likelihood to repurchase. These components enable to divide customers into four groups. Based on satisfaction and loyalty, customers are segmented into four quadrants: Loyalists, Hostages, Mercenaries, and Defectors (Jonathan & Lenny, 2007). Satisfaction describes to what extent a specific need is fulfilled by a product or service. Loyalty is the feeling of attachment to or affection for a company's people, products, or services.

Loyalists: are the customers who are satisfied or completely satisfied. They buy products repeatedly and stay loyal. They are one of the most valuable assets. They not only guarantee regular revenues, but also they spread a positive word about the brand. A loyalist is a customer who exhibits high degrees of loyalty and satisfaction to a brand or product. Near Apostles are almost as satisfied and loyal as Apostles, but they need something more. Apostles are the height of loyalists.

Mercenaries are satisfied customers, but they switch between brands. They are not loyal. They are usually price sensitive, looking for bargains and best offers, buying on impulse, pursuing fashion trends. They don't feel any attachment to particular brands.

Hostages are not satisfied, but they keep repurchasing from company. They are usually stuck with a company because of monopoly situation on the market or high switching costs. They may easily turn into defectors.

Defectors have the lowest levels of satisfaction and loyalty in the matrix. They are neither satisfied nor loyal and very often spread negative word-of-mouth about your brand, ruining your reputation. Terrorists fall into Defectors' segment. The lowest of the low are called terrorists. They are customers who had a bad experience with the brand and they publicly complain about it.



Statement of the problem

A satisfied customer need not be necessarily loyal to the product/brand. A customer might be satisfied with the brand but loyalty is tougher to measure than customer satisfaction. It can be assessed by observing and analyzing the actual behavior of a customer. The satisfaction rates and the rate of consistency in future preference are indicators of customer loyalty. Although several studies on customer satisfaction have been done, the impact of customer satisfaction on future purchase of fast moving consumer goods have not been investigated. Similar study on mapping the brands using brand apostle model has not been attempted by researchers in Oman. This justifies the significance of the research. The aim of this study is to measure the impact of satisfaction on future purchase of selected FMCG products in Sultanate of Oman.

LITERATURE REVIEW

The success of a firm depends largely on its capability to attract consumers towards its brands. It is critical for the survival of a company to retain its current customers, and to make them loyal to the brand (Jensen, 2006). Dick and Basu (1994) suggest that brand loyalty favours positive word-of-mouth and greater resistance among loyal customers to competitive strategies. This encourages marketers to build and maintain brand loyalty among customers. The FMCG are applied, consumed, and substituted within a short period of time while being purchased. It can differ between an hour, a day, a week, a month, and up to a year (Smith, 2010). The FMCG companies produce and sell goods with a short shelf life as a result of high consumer demand or since the products get useless very quickly (Vyas, 2005). Many people tend to buy the same brand almost every time they go to a shop and such a consistent pattern of behaviour is often due to the presence of inertia. It is argued in these cases that there is little or no underlying commitment to the product (Solomon *et al.* 1999). In essence, the consumer passively accepts a brand. In contrast, the concept of brand loyalty implies that a consumer has some real preference for the brand and makes a conscious decision to continue buying the same brand (Solomon *et al.* 1999). Akber & Pervez (2009) concluded trust and customer satisfaction have significant and positive relationship with customer loyalty. Haq and Amin (2009) found that customer satisfaction is the most important driver in order to enhance customer loyalty. Li and Xu (2008) found that customer satisfaction and customer loyalty are interrelated with each other. Rasmey and Sohi (1997) proved that customer satisfaction and customer loyalty are correlated. Customer satisfaction plays a vital role in enhancing and maintaining long-term relationship among companies and their customers, customer satisfaction is revealed to be the improved predictor of customer loyalty (Haq & Amin, 2009). Kuusk (2007) suggested that there is a direct connection among loyalty and satisfaction, satisfied customer happens to loyal and dissatisfied customer switches to another vendor. Customer satisfaction can act as a connection between customer participation and loyalty. Luarn and Lin (2003) found that brands which make its consumers happy/satisfied/demonstrative get rapid larger attitudinal commitment and behavioral (purchase) loyalty. Parasuraman *et al.* (1988) and Chang *et al.* (2009), believed that customer satisfaction is a function of perceived service and product quality, which may create a repeating purchase behaviour. Customer satisfaction and customer loyalty have a strong relationship (instead we can say are strongly related) and the company's ability to retain and create repurchasing customers is strongly related to the customer satisfaction intensity Zeithaml (1988), Chang *et al.* (2009). Yi and La (2004) found that customer satisfaction have no direct influence on repurchase intention for low loyalty customers. Chang *et al.* (2009) suggested that unsatisfied customer switches easily to a rival company and the chance for redemption is reduced. According to Bloemer & Kasper (1995), customer satisfaction is an essential factor in creating customer loyalty, it does not automatically lead to increase in loyalty arise.

RESEARCH METHODOLOGY

The study area is in Nizwa, Sultanate of Oman. Five Fast Moving Consumer Goods (FMCGs) are selected for the study: Shampoo, Milk, Toilet soap, Toothpaste and Juice. Thus, two edibles and three toiletries are taken for this study. The respondents are the shoppers who visited Lulu

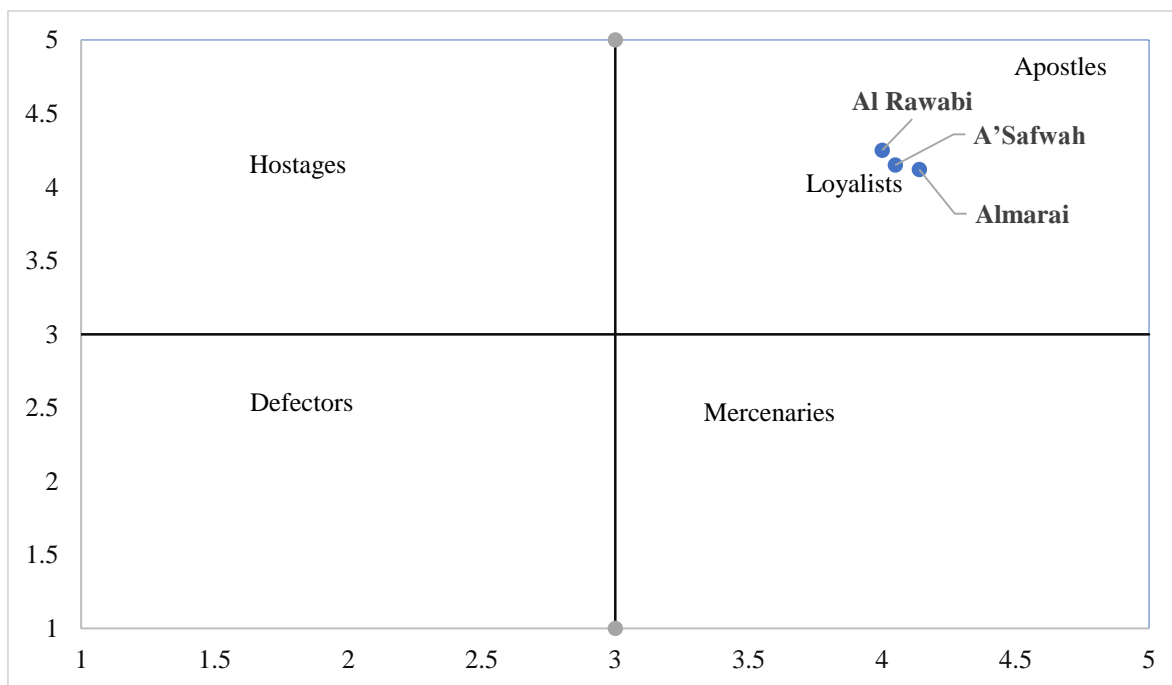
Hypermarket and Grand Mall in Nizwa. This study includes all the Omani households residing in Nizwa. The total number of households in Nizwa is 8661 (Statistical Year Book, 2017). The primary data is collected with the help of a questionnaire. 212 respondents participated in this survey and samples are collected randomly. The period of data collection was from September 2018 to January 2019. Data analysis is done with the help of SPSS version 21. The satisfaction and preference to buy of FMCG's are measured by a five-point rating scale.

Objectives of the study

1. To differentiate the brands based on customer loyalty using brand apostle model.
2. To analyse the correlation between the satisfaction and preference to buy of various brands in in each product.
3. To identify the contribution of satisfaction of each brands on future purchase for each product.
4. To measure the impact of satisfaction on future purchase of various brands.

Analysis of the study

Graph no.1 Satisfaction and repurchase of fresh milk brands

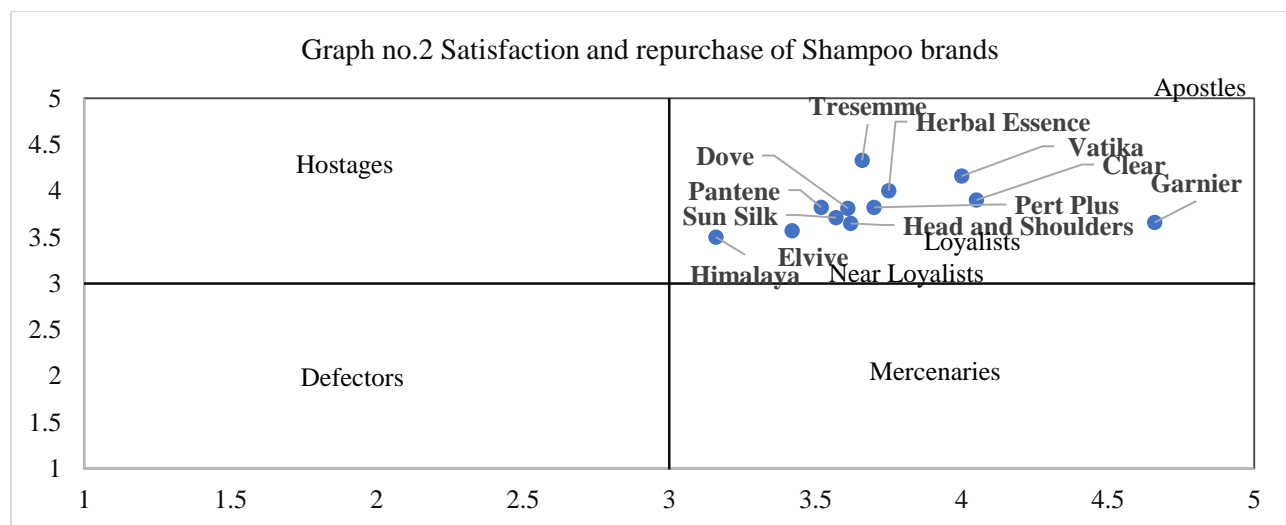


Graph no.1 shows the satisfaction and repurchase of consumers of fresh milk brands in the Brand Apostle model. The satisfaction of the consumers is plotted in the X-axis and the preference to buy in future is plotted in the Y-axis. Even though the number of users of Al Rawabi is less, the impact of satisfaction on its repurchase is high. All the three brands are in the loyalists segment. There are no brand apostles among fresh milk brands. Comparing the variability of satisfaction to repurchase of A'Safwah brand (85.7% from table no.1), it can be concluded that there is a possibility for A'Safwah brand to be a Brand Apostle in future.

Table no.1 Impact of satisfaction on repurchase of Fresh milk brands

Milk Brands	Satisfaction Mean	Satisfaction SD	Repurchase Mean	Future preference SD	R	R-Square	Anova	Unstandardized Constant	Satisfaction	Beta	Sig
Al Rawabi	4.00	1.15	4.25	0.95	0.905	0.818	.095	1.250	0.750	0.905	0.095
Almarai	4.13	0.80	4.12	0.78	0.720	0.519	.000	1.198	0.707	0.720	0.000
A'Safwah	4.05	0.78	4.16	0.83	0.926	0.857	.000	0.144	0.990	0.926	0.000

The 'R' value represents the correlation between satisfaction and repurchase. R-Square measures the contribution of consumer satisfaction towards future purchase. Beta value interprets the marginal impact of satisfaction of repurchase. The correlation between satisfaction and repurchase for Al Rawabi is 0.90 but it is proved that is not statistically significant. The correlation coefficient between satisfaction and repurchase of A'Safwah is 0.92 and is statistically significant. The table no.1 shows that 85.7% of variability in future purchase of A'Safwah is due to its satisfaction (R-square value). 0.990 is the marginal effect of one unit of satisfaction of A'Safwah brand on future purchase. This implies that if satisfaction is increased by one unit, the preference to buy A'Safwah fresh milk brand will increase in future by 0.99 points. It is clear that more people buy Almarai because of its popularity and brand name. Almarai is preferred not because of its satisfaction because the contribution of satisfaction is only 51.9% to its future purchase. The standardized coefficient Beta shows that for every one standard deviation increase in satisfaction of A'Safwah, future preference will increase by 0.926 standard deviation.



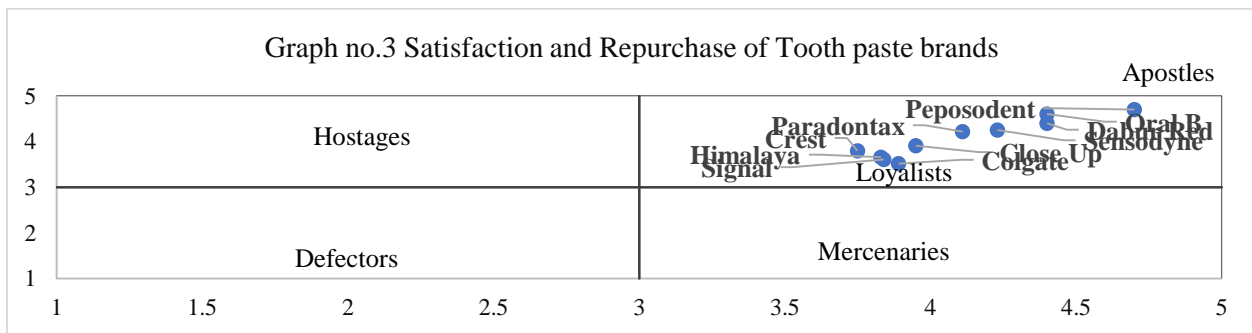
The graph 2 shows that all the shampoo brands are in the loyalists quadrant. Among the twelve brands analysed, Tresemme brand as apostle as the impact of satisfaction on repurchase is high. Consumers using this brand are loyalists and they propagate Tresemme. Vatika brand is also an apostle brand as the consumers spread a positive word of mouth about the brand. It is revealed from the graph 2 that Shampoo brands like Elvive, Himalaya and Ganier are near loyalists. Clear,

Dove, Pantene, Sunsilk, Pert Plus, Head and Shoulders, Herbal Essence are the brands that can be categorized as loyalist brands.

Table no.2 Impact of satisfaction on repurchase of Shampoo brands

Shampoo Brands	Satisfaction Mean	Satisfaction SD	Repurchase Mean	Future preference SD	R	R-Square	Anova	Unstandardized Constant	Satisfaction	Beta	Sig
Clear	4.05	0.76	3.90	0.85	0.740	0.548	0.000	0.534	0.831	0.740	.000
Dove	3.61	0.80	3.80	0.81	0.724	0.524	0.000	1.162	0.732	0.724	.000
Elvive	3.42	0.97	3.57	0.97	0.225	0.051	0.62	2.800	0.225	0.516	.0624
Garnier	4.66	0.57	3.66	0.57	1.000	1.000	0.000	-1.000	1.000	1	.000
Head and Shoulders	3.62	0.80	3.65	0.80	0.614	0.377	0.000	1.443	0.610	0.614	.000
Herbal Essences	3.75	0.95	4.000	0.81	0.853	0.727	0.147	1.273	0.727	0.853	.147
Himalaya	3.16	0.41	3.50	0.54	0.447	0.200	0.374	5.400	-0.600	-0.447	.374
Pantene	3.53	0.96	3.82	0.99	0.763	0.582	0.000	1.023	0.793	0.763	.000
Pert Plus	3.70	0.68	3.82	0.88	0.631	0.399	0.007	0.813	0.812	0.631	.007
Sun Silk	3.57	0.64	3.71	0.61	0.056	0.003	0.850	3.526	0.053	0.056	.850
Tresemme	3.66	1.15	4.33	0.57	1.000	1.000	0.000	2.500	0.500	1	.000
Vatika	4	0.89	4.17	0.98	0.455	0.207	0.36	2.167	0.500	0.455	.365

The correlation between satisfaction and repurchase is high for Tresemme and Garnier brand shampoos and is proved statistically significant. The correlation coefficient between satisfaction and repurchase of Herbal Essences is 0.85 and is not statistically significant. The table no.2 shows that the future purchase of Tresemme and Garnier are fully influenced due to its satisfaction. It is evident that 72.7% of the future purchase of Pantene Shampoo is due to consumers satisfaction. The marginal effect of one unit of satisfaction of Garnier brand on future purchase is one. This implies that if satisfaction is increased by one unit, the preference to buy Garnier shampoo in future will increase by one point. The correlation of satisfaction and repurchase of Sunsilk shampoo is positive but the contribution of satisfaction is only 0.3% to its future purchase.



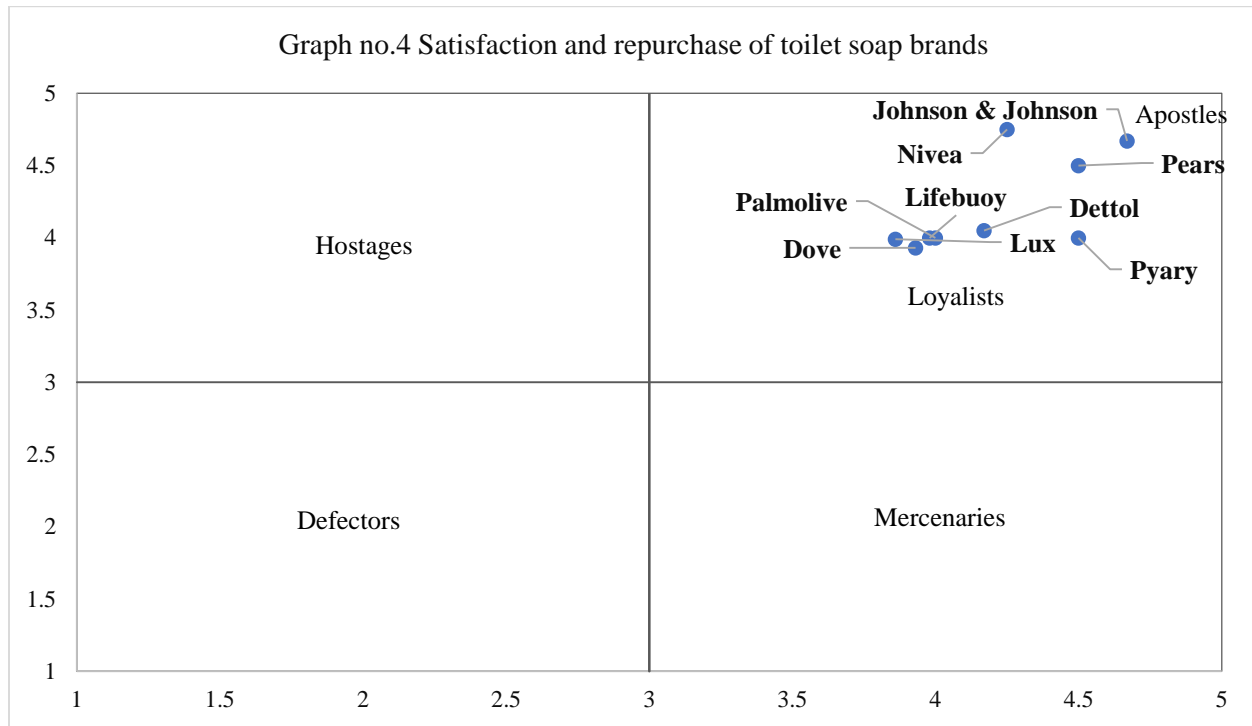
Graph no. 3 shows the scatter of tooth paste brands in the loyalists quadrant. Among the ten brands analysed Pepsodent is the brand apostle as the impact of satisfaction on repurchase is high. This is followed by Oral B, Dabur Red and Sensodyne, which are above loyalists. They will become brand

apostles and can spread a positive word of mouth about the brands. Tooth paste brands like Paradontax, Crest and Close Up, Colgate, Himalaya and Signal are near loyalists.

Table no.3 Impact of satisfaction on repurchase of toothpaste brands

Toothpaste Brands	Satisfaction Mean	Satisfaction SD	Repurchase Mean	Future preference SD	R	R-Square	Anova	Unstandardized Constant	Satisfaction	Beta	Sig
Close Up	3.95	0.65	3.90	0.75	0.574	0.330	0.005	1.299	0.660	0.574	0.005
Colgate	3.89	0.75	3.51	0.85	0.576	0.332	0.002	0.985	0.652	0.576	0.002
Crest	3.75	0.72	3.80	0.77	0.574	0.330	0.008	1.492	0.615	0.574	0.008
Dabur Red	4.40	0.55	4.40	0.55	1	1	-	0.000	1	1	0.000
Himalaya	3.83	0.41	3.67	0.51	0.632	0.400	0.178	0.600	0.800	0.632	0.178
Oral B	4.40	0.55	4.60	0.55	0.667	0.444	0.219	1.667	0.667	0.667	0.219
Paradontax	4.11	0.78	4.22	0.83	0.725	0.525	0.027	1.045	0.773	0.725	0.027
Pepsodent	4.70	0.48	4.70	0.48	1	1	-	0.000	1	1	0.000
Sensodyne	4.23	0.76	4.25	0.81	0.783	0.613	0.000	0.710	0.836	0.783	0.000
Signal	3.84	0.88	3.61	0.95	0.646	0.417	0.000	0.973	0.687	0.646	0.000

The correlation between satisfaction and repurchase is high for Dabur Red and is proved statistically significant. The correlation coefficient between satisfaction and repurchase of Sensodyne (0.78) and Paradontax tooth paste is 0.72 and is statistically significant. The table no.3 shows that the future purchase of Close Up, Colgate and Crest are not influenced due to its satisfaction. It is evident that 61.3% of the future purchase of Sensodyne tooth paste is due to consumers satisfaction. The marginal effect of one unit of satisfaction of Pepsodent and Dabur Red brands on future purchase is one. This implies that if satisfaction is increased by one unit, the preference to buy Pepsodent and Dabur Red tooth paste brands will increase in future by one point. The correlation of satisfaction and repurchase of Colgate, Close Up and Crest are positive but the contribution of satisfaction to its future purchase is only 33%.



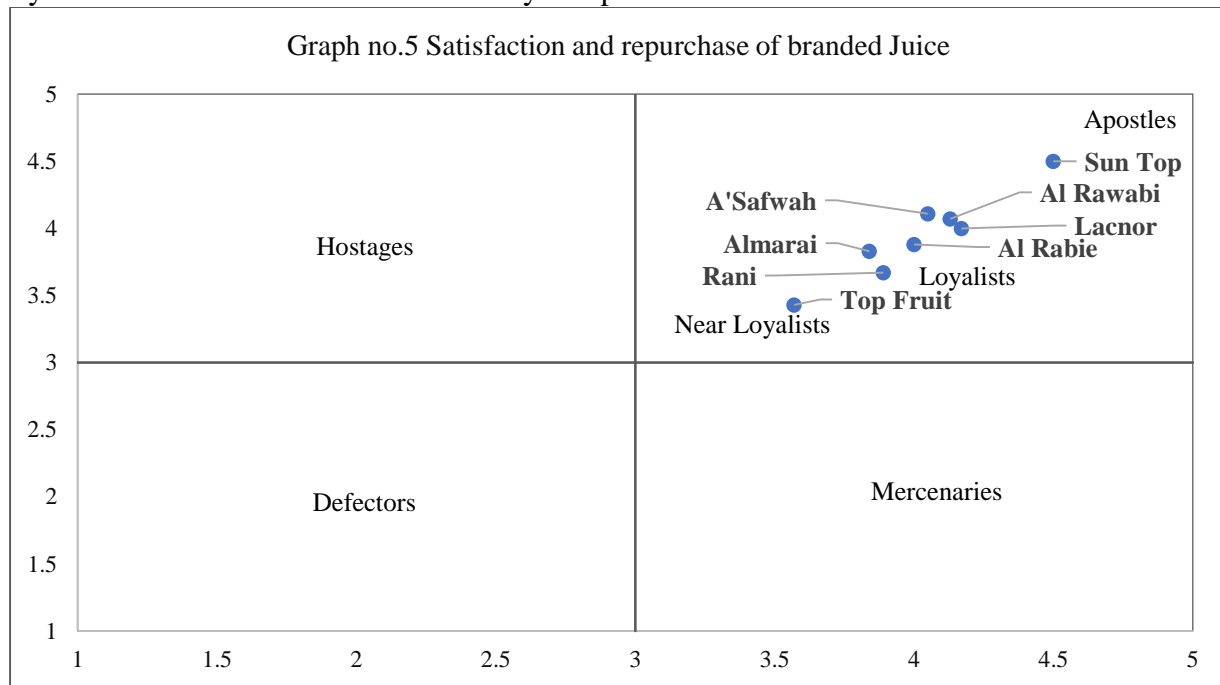
Graph no. 4 shows the scatter of toilet soap brands in the loyalists quadrant. Among the nine brands analysed, Johnson and Johnson, Nivea and Pears are brand apostles as the impact of satisfaction on repurchase is high. Consumers of these brands can be apostles as they spread positive word of mouth about the brands. Toilet soaps brands like Palmolive, Lifebuoy, Dove, Dettol, Lux and Pyary are loyalists. None of the toilet soap brands are near loyalists.

Table no.4 Impact of satisfaction on repurchase of toilet soaps brands

Toilet Soap Brands	Satisfaction Mean	Satisfaction SD	Repurchase Mean	Future preference SD	R	R-Square	Anova	Unstandardized Constant	Satisfaction	Beta	Sig
Dettol	4.17	0.69	4.04	0.85	0.643	0.414	0.000	0.756	0.790	0.643	0.000
Dove	3.92	0.71	3.92	0.81	0.627	0.393	0.000	1.134	0.711	0.627	0.000
Johnson & Johnson	4.67	0.51	4.67	0.51	1	1	-	0.000	1	1	0.000
Lifebuoy	3.97	0.80	4.00	0.92	0.706	0.498	0.000	0.757	0.816	0.706	0.000
Lux	3.86	0.80	3.97	0.71	0.832	0.692	0.000	1.154	0.731	0.832	0.000
Pyary	4.50	0.57	4	0.81	0.707	0.500	0.293	-0.500	1	0.707	0.293
Pears	4.50	0.55	4.50	0.55	1	1	-	0.000	1	1	0.000
Nivea	4.25	0.95	4.75	0.50	0.870	0.758	0.130	2.818	0.455	0.870	0.130
Palmolive	3.50	0.58	4.00	0.81	0.000	0.000	1	4	0.000	0.000	1.000

The correlation between satisfaction and repurchase is high for Johnson and Johnson and Pears and are proved to be statistically significant. The correlation coefficient between satisfaction and repurchase of Nivea (0.87) and Lux toilet soap is 0.83 and is statistically significant. The table

no.4 shows that the future purchase of Palmolive is not influenced due to its satisfaction. It is clear that 75.8% of the future purchase of Nivea brand toilet soap is due to consumers satisfaction alone. Similarly, 69.2% of the future purchase of Lux brand is influenced by satisfaction of customers. The marginal effect of one unit of satisfaction of Johnson and Johnson, Pears and Pyary brands on future purchase is one. This implies that if satisfaction is increased by one unit, the preference to buy these brands will increase in future by one point.



Graph no. 5 shows the scatter of branded juice in the loyalists quadrant. Among the eight brands analysed, Suntop is the brand apostle as the impact of satisfaction on repurchase is high. A'Safwah, Al Rawabi, Lacnor and Al Rabie are the brands that belong to loyalists group. These brands can become apostles in future. Almarai and Rani brand of juice are near to loyalist category. Top fruit belongs to near loyalist group.

Table no.5 Impact of satisfaction on repurchase of Juice brands

Juice Brands	Satisfaction Mean	Satisfaction SD	Repurchase Mean	Future preference SD	R	R-Square	Anova	Unstandardized Constant	Satisfaction	Beta	Sig
Al Rawabi	4.13	0.74	4.06	0.79	0.826	0.683	0.000	0.397	0.888	0.826	0.000
Almarai	3.84	0.85	3.82	0.88	0.663	0.439	0.000	1.199	0.684	0.663	0.000
A'Safwah	4.05	0.80	4.11	0.90	0.724	0.524	0.001	0.817	0.812	0.724	0.001
Al Rabie	4.00	0.75	3.87	1.12	0.336	0.113	0.416	1.875	0.500	0.336	0.416
Lacnor	4.17	0.75	4.00	0.63	0.840	0.706	0.036	1.059	0.706	0.840	0.036
Rani	3.89	1.05	3.67	0.86	0.776	0.602	0.014	1.188	0.638	0.776	0.014
Suntop	4.50	0.83	4.50	0.83	1	1	-	0.000	1	1	0.000
Topfruit	3.57	1.13	3.42	0.97	0.645	0.417	0.117	1.444	0.556	0.645	0.117

The correlation between satisfaction and repurchase is high for Suntop, Lacnor and Al Rawabi and are proved to be statistically significant. The correlation coefficient between satisfaction and repurchase of Lacnor (0.84) and Al Rawabi is 0.82 and is statistically proved to be significant. The table no.5 shows that the future purchase of Al Rabie and Top Fruit are not influenced due to its satisfaction. It is clear that 70.6% of the future purchase of Lacnor brand of juice is due to consumers satisfaction alone. Similarly, 68.3% of the future purchase of Al Rawabi brand is influenced by satisfaction of customers. The marginal effect of one unit of satisfaction of Suntop brand on future purchase is one. This implies that if satisfaction is increased by one unit, the preference to buy Suntop brand will increase in future by one point. 0.888 is the marginal effect of one unit of satisfaction of Al Rawabi brand on future purchase. This implies that if satisfaction is increased by one unit, the preference to buy Al Rawabi juice will increase in future by 0.888 points.

FINDINGS OF THE STUDY

1. In the fresh milk category, Al Rawabi, A'Safwah and Almarai brands are in the loyalists segment. There are no brand apostles in fresh milk brand. Among the shampoo brands, Tresemme and Vatika are brand apostles as the impact of satisfaction on repurchase is high. Other Shampoo brands like Elvive, Himalaya and Garnier are near loyalists. Clear, Dove, Pantene, Sunsilk, Pert Plus, Head and Shoulders, Herbal Essence can be categorized as loyalists. Among the toothpaste brands, Pepsodent and Oral B are brand apostles. Dabur Red and Sensodyne are above loyalists and soon they will become brand apostles and can spread a positive word of mouth about the brands. Paradontax, Crest and Close Up, Colgate, Himalaya and Signal are categorized as near loyalists. Analysing the impact of satisfaction on repurchase, Johnson and Johnson, Nivea and Pears are brand apostles for toilet soap. Other brands like Palmolive, Lifebuoy, Dove, Dettol, Lux and Pyary are loyalists. For juice products, Suntop is the brand apostle. A'Safwah, Al Rawabi, Lacnor and Al Rabie belong to loyalists group. Almarai, Rani and Top fruit belong to near loyalist category.

2. The correlation coefficient between satisfaction and repurchase of A'Safwah is 0.92 and is statistically significant. The correlation between satisfaction and repurchase is high for Tresemme and Garnier. The correlation between satisfaction and repurchase is high for Dabur Red and Pepsodent and is proved statistically significant. The correlation coefficient between satisfaction and repurchase of Sensodyne (0.78) and Paradontax toothpaste is 0.72. The correlation between satisfaction and repurchase is high for Johnson and Johnson and Pears and are proved to be statistically significant. The correlation coefficient between satisfaction and repurchase of Nivea (0.87) and Lux toilet soap is 0.83. Among the juice brands, correlation between satisfaction and repurchase is high for Suntop, Lacnor and Al Rawabi and are proved to be statistically significant.

3. The contribution of satisfaction on future purchase of A'Safwah fresh milk is 85.7%.The future purchase of Tresemme and Garnier are influenced due to its satisfaction. 72.7% of the future purchase of Pantene Shampoo is due to consumers satisfaction. The future purchase of Pepsodent

and Dabur Red brands is influenced by the satisfaction of users. 61.3% of the future purchase of Sensodyne tooth paste is due to consumers satisfaction. Among the toilet soap brands the future purchase of Johnson and Johnson and Pears are influenced by customer satisfaction. 75.8% of the future purchase of Nivea brand toilet soap is due to consumers satisfaction alone. In the juice category, the future purchase of Suntop brand is influenced by satisfaction. 70.6% of the future purchase of Lacnor brand of juice is due to consumers satisfaction alone

4. If satisfaction increases by one unit, the preference to buy A'Safwah fresh milk brand will increase in future by 0.99 points. Among the shampoo brands, if satisfaction is increased by one unit, the preference to buy Garnier shampoo and Tresemme in future will increase in future by one point. If satisfaction is increased by one unit, the preference to buy Pepsodent and Dabur Red tooth paste brands will increase in future by one point. The marginal effect of one unit of satisfaction of Johnson and Johnson, Pears and Pyary brands on future purchase is one. If satisfaction increases by one unit, the preference to buy Suntop brand juice will increase in future by one point. 0.888 is the marginal effect of one unit of satisfaction of Al Rawabi brand juice on future purchase.

Implication to Research and Practice

Application of brand apostle model and understanding the impact of customer satisfaction on repurchase is a novel idea for the stakeholders. The study helps to identify the stage in the brand apostle model. This helps the marketers to identify whether their brands are loyalists, mercenaries, hostages or defectors. Marketers can take appropriate strategies based on these mapping of FMCG brands. Moreover, the impact of customer satisfaction on repurchase results also helps the marketers to implement suitable customer relationship strategies. Marketers can focus more on their product line and product range by adopting suitable strategies.

CONCLUSION

The study concludes that none of the consumers chosen brand fall under the categories of hostages, defectors and mercenaries. The product usage satisfaction and repurchase preference shows that the Omani consumers fall under categories of near loyalists and brand apostles. With little effort companies can move the loyalists group to brand apostles sooner in the near future.

Future direction of research

The study provides a base for future longitudinal researches in mapping wide variety of products and brands in the FMCG category using the Brand Apostle model. The study provides insight and direction to future researches in analyzing the impact of customer satisfaction on repurchase behavior of chosen products in other countries as well.

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