

Management College of Southern Africa

A Critical Assessment of Marketing Strategies in Increasing Market Share: A Case Study of Aima Dora Lingerie.

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**A CRITICAL ASSESSTMENT OF MARKETING STRATEGIES IN
INCREASING MARKET SHARE:
A CASE OF AIMA DORA LINGERIE**

By

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DECLARATION

I, RAMYEAD Pooja, do hereby declare that this dissertation is the result of my own investigation and research and that it has not been submitted in part or full for any other degree or to any other University.

RAMYEAD Pooja

Date

DEDICATION

To my Mother & Father RAMYEAD Dhaneshwary & RAMYEAD Iswar

ACKNOWLEDGMENT

I would like to thank the people who supported and have contributed to the realisation of the research project.

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“Action is the foundational key to all success.”

‘Pablo Picasso’

EXECUTIVES SUMMARY

As the world grows bigger into a global village, there is a need to bring buyer and seller together and this has been possible by new technologies and communication methods. People are now able to trade, test and experience a whole new phase in business as costs are being reduced and have a wider market access. The aim of this study was to investigate on the assessment of marketing strategies in increasing market share of Aima Dora Lingerie (ADL).

Faced with ever demanding client expectations and fierce competition, ADL is having difficulties to meet client expectations and increase its sales force. One of the major problem faced by the brand is that its marketing strategies are not aligned with its business model. Marketing is the core activity, set of institutions and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, partners, and society at large. This research has made use of quantitative research strategies to investigate on the assessment of marketing strategies in increasing market share at ADL. Primary data was collected using online-administered questionnaires and the survey was conducted on the targeted population. The population was small and therefore convenience sampling technique was used. The whole population of 155 respondents was taken as the sample due to the accessibility and proximity of participants.

The findings revealed that there were some areas of weaknesses regarding the strategies used at ADL to engage its customers. It had a negative impact on company engagement levels and was a reason for poor advertisements. Based on the findings, recommendations have been proposed to put forward new marketing strategies to increase brand awareness and brand recognition, to differentiate from other competitors and as well as to rise in the sales force.

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LIST OF ACRONYMS

ADL: Aima Dora Lingerie

NLM: Nouvelle Lingerie Mauricienne

AMA: American Marketing Association

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Businesses create, marketers communicate, consumers adhere and sales ensue. This mantra gives way to an economy where clients co-create marketing strategies, communicates and customises products that move into the target market via channels unheard even a few years ago, Chen (2014:118). Effective marketing starts with a considered, well-informed marketing strategy. A good advertising approach helps to outline aim, mission and business goals. All organisation needs to have strong marketing objectives, and the major route to achieving business goals will depend on an operational approach. Aima Dora Lingerie (ADL) is one such organisation, which designed its own brand and sell both locally and internationally. However, ADL is presently facing numerous challenges in its marketing strategies, therefore jeopardising its position on the market.

This study explores various challenges it is facing, which might be the cause of its cooperating position on both local and international market. It is also assumed that lack of awareness of its products might be foremost to inadequate sales, low profitability and market segment. Basically, a quantitative research is conceived to evaluate the current situation. Initially, this chapter discusses the background to the study, the problem statement, the research aim, research objectives, research questions, significance of the study, and ultimately provide the result to related sections which follow.

1.2 Research Context: Background

Nouvelle Lingerie Mauricienne Ltée (NLM) is a company specialised in the manufacture of ladies' underwear and swimwear. The activities of the company, during its 28 years of existence in Mauritius, has revolved mainly around acting as a subcontractor for famous brands like “Princess Tam Tam”. However, since 2010, NLM has come up with its own brand “Aima Dora Lingerie” (ADL) and has tentatively tried to establish itself in the market. Aima Dora is a lingerie brand with

a mixture of French Lingerie subtlety and imagination that stalks from the tropical island of Mauritius defined by Aima (2016:15).

Over the past 5 years, ADL has witnessed a falling in its industry. Despite, to the advertising campaign, private sales and other means of advertising ADL implemented, the sales were always slow. According to the sales figures internationally, it describes, that ADL is relatively unknown in the market. It has limited distribution and as a result sales have been stagnant over the years, with its projected sales falling well behind those desired by the company.

The situation reveals that since the inception of the brand Aima Dora, NLM has not implemented a proper business plan and has mismanaged its marketing strategies. As a result appropriate market analysis and target segmentation were not carried out which then led to a crude advertising plan when compared to other competitors. The present research is being carried out to assess the different marketing strategies that could be implemented locally and internationally by competitors in the woman's undergarment industry. Additionally, the company does not have a proper location to showcase their products locally. People are having difficulties to physically reach to ADL products and moreover being a luxury brand, the price bracket of the products range is fairly high. Therefore, it has been observed that 70% of its target segmentation find the undergarments too expensive for their wallet.

A brand is a significance behind the organisation's name, logo, image and slogans. Having a high-class and selective brand, it helps to size brand awareness and form a long-standing position in the marketplace. Brand awareness is a mean of how well the brand is famous within its target markets cited by Kokemulle (2016:12). In the present case, ADL suffers from a poor brand awareness. For example, despite having an e-commerce website, the traffic generated and articles presented remains marginal. We live in the age of the democratisation of marketing. The internet and digital media have levelled the playing field like never before yet the presence of the company on various social networking sites has for a major part

gone unnoticed due mainly for a lack of activity. There are far more attainable, and not to mention effective, ways to generate that awareness. Building and maintaining an effective online presence can produce great results Duarte (2016: 32).

The areas that need to be investigated are mainly the marketing environments, the marketing mix and the concept of product differentiation. A study of the different marketplace will be used to disclose data about markets and their entrants, market trends, client satisfaction with services and products. One will benefit the study for the current situation and to create effective marketing strategies for the field. With the growing competition in the lingerie industry, the study is being carried out to assess the different marketing strategies that could be implemented locally and internationally by competitors in the woman's undergarment industry. Additionally, the various approaches or policies are analysed in order to be transmuted and adapted to ADL.

1.3 Research Problem

ADL does not have a proper marketing strategy. For example, poor business plan and advertising strategies were wrongly implemented which has affected the number of clients as well as the agent who represent the brand in different countries. ADL is known as a luxury brand with the current range of the products/collection available is too limited. The company proposed a decent range of the products however the same style of product is repeated in these collections, therefore the brand is not being able to differentiate its product from those of competitors in the market. The company also faces daunting challenges when it comes to budgeting. Funds allocated to the marketing department were not sufficient for an effective marketing campaign.

ADL wants to beat out competitors at any cost. Consequently, the massive investment would be needed for huge advertising. In order to recover the cost of advertising and investment costs, there is a need to expand the market rapidly which ADL being lack behind. Lingerie sector is a dynamic industry that if

companies miss or fail to interpret the demand of the client, they are doomed to failure. Hence, for the management of NLM, it has become an urgent priority to diversify their market. They want to tackle the local market but on the online platform whereby customers can shop at their convenience. The purpose emphasises at assessing the marketing strategies of ADL and having an in-depth knowledge of the level of customer needs and wants which will help the management to better understand how the products are being perceived by customers. As such, they will be able to improve their quality of products and services and also understand, meet and anticipate customer needs, thereby attracting and retaining clients.

The aim of this study is to explore the different marketing strategies applied to consumers locally and internationally so as to analyse the flaws in the advertising policies adopted by NLM and to recommend possible remedies in order to ensure the viability of the brand Aima Dora in the future.

1.4 Aim of Study

The objective of this study is to measure the effectiveness of the marketing strategies implemented by NLM in improving its market share.

1.5 Research Objectives

The objectives of the study are:

- To identify current marketing strategies applied by NLM locally and internationally
- To investigate brand reach of Aima Dora Lingerie
- To investigate the perceptions of potential customers of Aima Dora Lingerie
- To determine the factors leading to successful brand awareness and how it can be achieved at Aima Dora Lingerie
- To recommend strategies to enhance product differentiation in order to increase market share

1.6 Research Questions

The research questions are:

- What are the current marketing strategies applied to local and international customers?
- What are the perceptions and brand recognition of “ADL” among existing and potential customers?
- What are the factors leading to a successful brand awareness and how can it be achieved at ADL?
- What strategies can be recommended to enhance product differentiation in order to increase market share?

1.7 Significant of Study

ADL has been facing several problems in the past few years. Over and above the challenges and new competitors on the market, it is very difficult for the brand to have an effective marketing strategy and differentiate it from other brands. ADL needs to know how best to choose the market segmentation from the entire market that ensures the use of limited resources in order to overcome challenges.

The study will benefit ADL by helping to significantly improve the marketing strategies within the company. The aim of this research is to investigate effective marketing strategies in order to create brand awareness. The extensive theoretical analysis will be carried out as part of this study in order to make practical recommendations to ADL with regards to the tool and techniques that could be used by the company so as to better prioritise and select projects that would be of maximum value to ADL.

Furthermore, the research can also be beneficial to local entrepreneurs or small businesses in Mauritius who are seeking to launch new products into the market where existing competition is already present and well established. The strategies presented in this study can be applied to various products of the same genre in order to achieve value creation. Finally, the ultimate aim and benefit of this

research will be academically important and will contribute to knowledge on marketing practices and malpractices that affect business expansion.

1.8 Format of Study

The research report will consist of five chapters as discussed below:

- **Chapter 1: Introduction**

This is the opening chapter which will introduce readers to the subject being researched. It summarises the background to the problem, elaborates on the problems faced by the organisation and highlights the significance of the study.

- **Chapter 2: Literature review**

The literature assessment on marketing strategies will be completed. Different basic decision making tools and methods can be utilised to enhance marketing strategies will also be analysed.

- **Chapter 3: Research Methodology**

Chapter 3 would comprise research design and methodology. It involves decisions about the research paradigm, research approach and research method being used. It also contains information about the type of data needed, and selecting the data collection and data analysis strategies will be presented.

- **Chapter 4: Statement results and discussion**

Chapter 4 presents the findings obtained from the research instrument, discuss and interpret the results of the research.

- **Chapter 5: Conclusions and Recommendations**

The final chapter of the research will discuss conclusions from the research based on findings and recommendations will be made based on conclusions.

1.9 Conclusion

Chapter one provides information relating to the context in which the study is being carried out. The research findings will help to identify new market strategies and will analyse the current situation of ADL with recommendations being made that will help in increasing the market share. The next chapter provides the literature review regarding different marketing strategies. In summary, it is an overview of existing literature on the research topic.

CHAPTER TWO: LITERATURE REVIEW

A literature assessment is a range of analysis about current studies, which relate to a subject, showing the way it pertains to a research. It clarifies and validates how a research could help in finding solutions. This chapter emphasises on marketing strategies and gives a summary of the different approaches of marketing strategies regarding the brand. This section provides clear definitions by different authors and how it is vital in a workforce.

2.1 Introduction

Bowerman (2013:1) stated that no matter which industry a business drops in if effective marketing strategies are adopted, it assists in increasing a company's brand awareness, sales and help the business grow. This statement concludes that several marketing issues have to be measured. To begin with, the concept and core of marketing itself need to be understood. The facts of what establishes a marketing strategy have to be grasped to understand how it could help a business to accomplish its marketing goals. Furthermore, how brand awareness is raised in marketing has to be explored and ultimately, its link to rise and sustainable sales should overall be elaborated, which creates a pathway for organisation growth. The literature review that follows provides a brief summary of the above.

2.2 Marketing

The American Marketing Association (AMA) (2016:6) defined marketing as a set of arrangement, and methods for generating, interactive, bringing and switching offerings that have value for customers, partners, and organisation at large. As for Kotler (2012:5), marketing is the science of discovering, generating, and bringing value to fulfill the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It determines which parts the organisation is capable of serving best and it designs and promotes the suitable products.

Central to both definitions, it could be concluded that marketing as a business idea defines what is compulsory on the market, emphasises on the customer, creates

value and satisfaction so that as long the business makes a profit. Initially, it could determine that organisation need to be more effectively and efficiently than competitors to win and retain customers. To overcome competitors, marketers have to resort to competitive marketing strategies, whereby explicit paths of actions are devised to decide how resources could be allocated to attain competitive advantage in their target population.

2.3 Marketing Strategy

A marketing strategy can be defined as a broadly structured plan of marketing actions a person intends to the enterprise so as to accomplish a predetermined set of objectives for a firm defined by Mania (2014:5). Having a good point of departure indicates the direction in which to proceed. Marketing strategies help to recognise and achieve an economic advantage which endures. The marketing strategy centers on acquiring new customers and retaining them in order to increase sales. Additionally, it helps in the tailoring of messages and setting up of angles of approaches to integrate sales and marketing activities to form an effective marketing plan.

2.4 Marketing Mix

Marketing mix designates the activities or strategies that an organisation uses to publicise its brand in the marketplace. The 4Ps make up a typical marketing mix – Promotion, Price, Place, and Product. Today the marketing mix comprises several other Ps like Packaging, Positioning, People and even Politics as dynamic mix elements, Coleman (2016:15).

The marketing mix is a business instrument known as traditionally limited to the main 4Ps of Promotion, Price, Place, and Product. The 4Ps had been intended for a time where companies sold products, instead of services and the position of customer support in helping brand improvement which was not so well known. Booms and Pitner (2013:12), conveyed three extended 'service mix P's': people, physical evidence and processes. Currently, it is suggested that the full 7Ps of the marketing mix are measured when analysing competitive strategies.

7Ps help business to evaluate and outline main subjects that affect marketing and is frequently now stated to as the 7Ps context for the digital marketing mix. Corporations can use the 7Ps model to set goals, by carrying a SWOT (strength, weaknesses, opportunity and threats) analysis and take on competitive analysis. It is a real structure to assess the present business and work through suitable tactics according to Smart Insights. Below are the expansion from 4Ps to 7Ps:

Figure 2.1: Extensions from the 4Ps to the 7Ps marketing paradigm



Source: Debbiie (2015)

Combinations of marketing components can maximise customer satisfaction and ensure profits. Below is the table which describes 7p's to accomplish customer's needs Didier (2014:58).

Figure 2.2: 7p's which results customer satisfaction

7P's & 7C's

The 7 Ps		The 7 Cs
Organization Facing		Customer Facing
PRODUCT	=	CUSTOMER/ CONSUMER
PRICE	=	COST
PLACE	=	CONVENIENCE
PROMOTION	=	COMMUNICATION
PEOPLE	=	CARING
PROCESS	=	CO-ORDINATED
PHIYSICAL EVIDENCE	=	CONFIRMATION

Source: Didier (2014:58)

According to England and Wales (2014:15), below is the example of the implementation of 3'Ps for the launch of Victoria Secret:

Table 2.1: Implementation of 3'Ps for the launch of Victoria Secret

Marketing Mix	How Victoria Secret applied the strategy
Product	<ul style="list-style-type: none"> • Victoria Secret in India would be a Big 6. • Victoria's Secret would operate with the five sub-brands -Body by Victoria : Relaxed, Daily wear Very Sexy : Sexy, Challenging, Exciting, Classy, and Bold (Original and fashion right) • Sexy Little Things: Attractive, sexy, amusing, and playful. • Angels : A likeness of all things feminine in soft colours and delicate laces (Elegant, romantic, feminine) • PINK: "Pink is life, life is pink." • Easy, Fun, Cute, Flirty & Hip!! • Lenient & No wardrobe rules. • Panties: Thongs, Boxers , Boyshorts, Bikini's, V string.
Prices	<ul style="list-style-type: none"> • Body by Victoria: \$ 20 - \$ 49. • Very Sexy : \$ 30 - \$ 58 • Sexy Little Things : \$ 12 - \$ 50 • Angels : \$ 38 - \$ 50 • PINK : \$ 20 - \$ 32 • Panties : \$5 - \$ 20 • All the beyond amounts are to the Global standards of Pricing and cannot be modified • But the item are value for money & are worldwide renowned for its quality. • They target every women who has the desire for Luxury.
Place	<ul style="list-style-type: none"> • Victoria Secrets should be preferably located in New Delhi. • DSL Emporio - Vasant kunj South Delhi- Rent 10 lakhs per mth / 1000 • Oberio - Centre delhi - Rs7 lakhs per mth • Having Stand-alone store. Thus, maintaining its individuality & uniqueness.

Source: England and Wales (2014:15)

2.4.1 The Marketing Mix; definition of the 4P's and 7P's by Asseir (2014:25):

- **Product**

A creation has a certain life cycle that comprises the growth phase, the maturity phase, and the sales decline phase. It is significant for marketers to redesign the products to encourage more demand as soon as it hits the sales decline phase.

- **Place**

It defines the activities that make the product accessible to clients.

- **Price**

Pricing continuously helps to shape the insight of the product in customers' eyes. A low price frequently means an inferior good in the client's eyes. It encompasses market penetration pricing, market skimming pricing and neutral pricing

- **Promotion**

Promotional strategy is carried out during special events with a plan to attract customers purchase the brand.

- **Packaging**

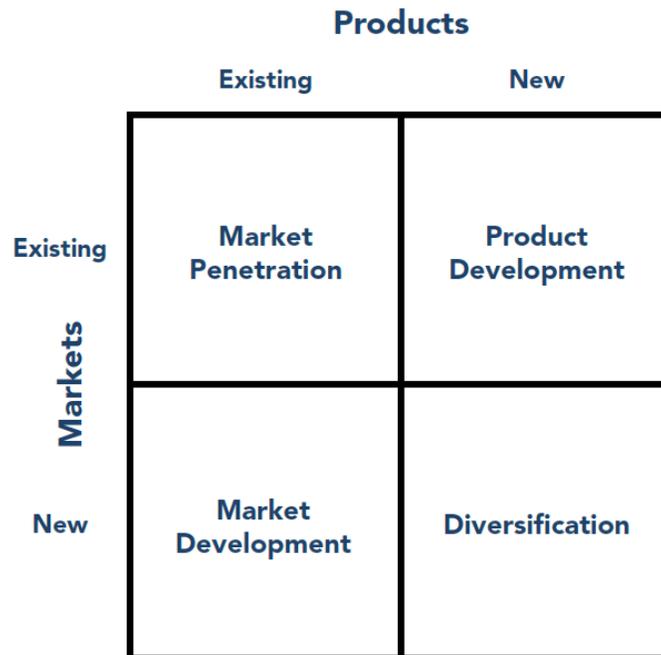
Packaging is the gold star of the marketing mix. It is what shows off the product in the best light, shows the price and value of the product and links the product's benefits to customers and it what actually appears in the various distribution points.

2.5 ANSOFF MATRIX

The Ansoff Matrix is a business evaluation method that offers outlines allowing developments to be made. It takes into consideration the results of growing the business through new or existing product on current or new markets. Each development has an impact on internal and external factors. Solutions and examinations are then worked out into alternatives strategies. The Ansoff Matrix, created by Igor Ansoff, is a tactical development implementation that links an organisation's marketing approaches with its all-purpose strategic track. It shows

four substitute growth strategies in the form of a 2x2 matrix. One dimension considers “products” (existing and new) and the other considers “markets” (existing and new) Debk (2016:14).

Figure 2.3: Matrix Structure



Source: Debk (2016:14).

As results, it offers a structural way to evaluate possible approaches for development. By mean of this framework, it is important to study potential technological improvements that could affect the existing and future outgrowth in addition to new markets for both products during the life cycle.

The arrangement of these strategies are:

- Market Penetration – Emphasis on selling current products to present market to achieve growth in market share.
- Market development – Emphasis on increasing new markets or market sections for existing product.

- Product development – Emphasis on emerging new product for current markets.
- Diversification – Emphasis on the growth of new products to trade into new markets.

The matrix does not present the final decision whether to develop new products or enter new marketplaces, but it does provide the plan of substitute approaches that can accomplish the growth target Debk (2016:14).

2.5.1 Marketing strategy for Victoria Secrete in India using Ansoff Matrix by England and Wales (2014:15)

- India is a potential marketplace with a growing independent ladies and brand awareness.
- International brands have already made their presence felt in the Indian marketplace and shaped their individual place
- Consciousness of brands is increasing amongst women.
- Victoria Secret has not yet launched around the world and henceforth it has to introduce itself in different parts of the globe

2.6 MARKTING ENVIRONMENT

Marketing Environment denotes the forces that have an impact on the organisation's ability to seize and maintain good communication with its clients. It surrounds the business and its effects upon the group. Marketers need to have interactions with external and internal individuals at the micro and macro level and figures good relationships. The important elements of marketing environment are below:

- Internal Environment
- Micro Environment
- Macro Environment

Two different environments affect marketing, according to Phillip Kotler as mentioned in Kristopher (2016:5). One is a macro-environment, the other a micro-environment. The macro-environment involves demographic, economic, natural, technological, political and cultural forces. These are the core forces that influence the society entirely and not only the organisation but businesses overall. Micro-environment entails company employees, suppliers, marketing intermediaries, customers, competition and stakeholders. These are all forces that are idiosyncratic to the company.

2.6.1 Time is of the Essence

Once there has been a change in the marketing environment, it will affect the business, actions. Legendary author and business consultant Peter Drucker has frequently written about why individuals in organisations resist revolution with crippling outcomes. Resisting this kind of alteration will put out of business.

2.6.2 Expect the Unexpected

Strategic marketers must take into consideration the micro-economic and macro-economic aspects during decision-making process as these forces have a key consequence of the marketing advertising success. Hence, marketing environment forces is a vital role in the accomplishment of a business, its marketing strategies, marketing campaigns and its branding Patidar (2012:14).

2.7 Product Life Cycle

It was established by the economist Raymond (1966:46) as cited in Van (2012:2) is a broadly used model in economics and marketing. Products come into the marketplace and slowly fade. As per Raymond (1966:46) as quoted in Van (2012:2) each item has a certain life cycle that starts with its growth and ends with its decline.

Based on Raymond (1966:46) as stated in Van (2012:2), there are four phases in a product's life cycle: "introduction", "growth", "maturity" and "decline". The span of a phase differs for each product, one stage of the product life cycle may last some

weeks while others even last years. This illustrates that the product life cycle is very alike to the dispersion of innovation model that was settled by Everett Rogers in 1976. The life extent of a product and how fast it goes over the whole cycle depends on for example market demand and how marketing tools are used.

Stage 1: Introduction - Develop a product that will be presented worldwide.

Stage 2: Growth - Call for the product increases sales. The product develops widely and competitors will come into the market with their own products.

Stage 3: Maturity - Product is broadly recognised and is bought by many customers. Competition is strong and a company will do everything to remain a steady market leader. The corporation will start considering for other commercial chances such as adaptations or innovations to the product and the production of by-products.

Stage 4: Decline - Marketplace becomes saturated and the product is no longer sold and turn out unpopular. This stage of the Product life cycle can befall as a natural outcome but can also be stimulated by the overview of new and innovative products Van (2012:2).

2.7.1 How ASOS has adopted product life cycle:

The product life cycle demonstrates various phase of a product goes through over time in relation to its sales. At the same time, individual products have its own life cycles it is essential also to understand wider market trends. The online shopping behaviour as the process of buying products or services via the internet. It involves five stages same as traditional shopping. The exception bears to the fact that compared to traditional shopping, online shoppers are more likely to be interested into the type of information that the products would provide. They would make their purchase based on the availability of information and if it satisfies their criteria by evaluating different alternatives, they would pick up the best ones. Online shopping attitudes on the other hand, refer to the psychological states in making a purchase online. There are various studies which have attempted to explain the online

shopping behaviour and attitudes. The online retail industry is a young market still showing enormous growth since its introduction period between 2002 and 2006. Between 2009 and 2012, total growth was just 4.6%, while online retail grew by over 130% in the same portion of the time. This is clearly clarified by the growing market share of ASOS according to the Business Case Studies LLP (2015:22).

Business Case Studies LLP (2015:25) stated in the fashion industry there is a fairly short product life cycle as trends and tastes change frequently. For example, the ASOS website features a range of own-brand dresses which are a 'must-have' fashion article for the summer of 2013. The product life cycle for an ASOS own-brand dress naturally follows the below sequence:

- Introduction - The products available to customers on the website. ASOS initially gives a lot of importance to newly launched products on its website.
- Rapid growth - It needs to make sure adequate stocks so as not to disappoint customers. Once the articles move into the growth stage it inclines to promote itself as clients see the item in magazines.
- Maturity - ASOS will bring out people attention about the product online, through for example, trend features on the website and in its newsletter.
- Saturation - It may decide to decrease the price to clear stock available. Sales offer an opportunity to ensure space in the warehouse for new products.
- Decline - People become tired of the item or it is replaced by a new product. Fashion and trends have moved on.

Figure 2.4: Product life Cycle



Source: Business Case Studies LLP (2015:25).

As per Business Case Studies LLP (2015:360) at the beginning of the life cycle, costs for new items will be expensive despite the fact that incomes are low. Nevertheless, during the growth period incomes start to outshine costs and subsidise to the business' productivity. The life cycle can be a matter of days.

2.8 Differentiation strategies

A differentiation strategy looks to provide products and services that offer benefits and are different from competitors which are widely valued by buyers Johnson, Scholes and Whittington (2011:229). The purpose of using differentiation strategy is to conquer competitive advantage. A differentiation strategy must be built on two main aspects - the strategic clients, the brand has to identify the needs and wants of its customers and also on the key aspects to be different from its competitors. However, the organisation has to recognise against whom it is competing derived by Hitt Ireland Hoskisson (2011:422).

2.8.1 Product differentiation

In a competitive business environment, organisations should continually evaluate the products and services to meet the requirements of the clients. Product differentiation and positioning are two tremendously important elements of a company's marketing tactic and are essential to remain ahead of competitors. The

term Product Differentiation was first coined by Chamberlin (1933:10) as cited in Kristopher (2016:8) to define how a trader may charge a higher price for a product in a perfect competition situation. Though a firm in a good environment wants to contend in the market the slightest thing that it would wish to do is to raise the prices of the products. According to Chamberlain (1933:10) as referred in Kristopher (2016:8) if a company differentiates its product that adds value to its product then it can charge a higher price. Here it would be more sensible if we call that bring about a premium product rather than a differentiated product.

It is essential to know the concept of differentiation in the framework of marketing. Product differentiation can be distinguished as the combination of characteristics into a product with a sight of changing the awareness of customers in the direction of the product. It is a marketing strategy whereby the marketer adapts the product in order to make it more eye-catching for the customer. Once the customers see that difference they will be concerned and will purchase the products. A good product differentiation tactic would raise the brand image and eventually increase sales.

The purpose of differentiating a product is to become more competitive and to pull customers away from competitors. In order to accomplish the goal, the client must see some benefits that the changes have brought to the product. The customer must notice some other benefits from the differentiated product.

However, for some particular differentiated product to become more competitive all the additional features of the marketing mix must be kept unchanged. For example; there should not be any rise in the price of the product as it could counter the outcome of the differentiation. When Porter (1995:12) as cited in Kristopher (2016:8) discussed the concept of differentiation he stated that there is a price element that should be associated with differentiation.

2.8.2 Service differentiation

In this contemporary competitive environment, providing quality service is being viewed as an indispensable strategy for survival and success. Indeed, service differentiation has been recognised as a strategic marketing manoeuvre in building competitive advantage. It is able to understand what service differentiation is, involves recognising the characteristics of service which are heterogeneity, intangibility and inseparability. As per Bruhn and Georgi, (2010:233) services are methods which have six facts:

- Services are imperceptible.
- It is unpreserved.
- Not transportable.
- Created and expended at the same time.
- Differ from one client to the other.
- It is co-produced by the clients.

As per the above points, services have to be well formed and it cannot change. In service differentiation, 7Ps have to be common at a standstill to offer the best service possible, according to Nargundkar (2010:122):

- Product - the service covered by the exclusivity
- Price - effect on pricing
- Place – various distribution channel
- Promotion – different means of communications
- Process - determine the purchaser's satisfaction
- People - deliver the service

Services have a vast impact on whether the clients will come back or not, it is the cause why service differentiation is significant for businesses Bruhn and Georgi

(2010:236). There are certain features which can be used for service differentiation:

- Ordering ease
- Customer training
- Customer consulting

The quality of the service is the key. It has been linked to client satisfaction, which is one of the main goals an organisation should have. According to Wetzels *et al* (2010:408) quality can be classified in two different categories:

- The technical quality - it is the quality of the outcome which is perceived by the client, the service actually received by the buyer.
- The functional quality - it is how a service is provided. The quality of the delivery of the service.

Perhaps if some current investigation demonstrates that the technical quality was more essential to the clients than the functional quality, the way a service is offered can make the variance on if a client will come again or not.

2.8.3 Personnel differentiation

Today, on a market where technologies, systems and products are easily copied by competition, the organisation should emphasise on people for sustainably superior performance. It has to be responsive and flexible in changing customers' needs. Consequently, companies should focus on training their staff Armstrong (2010:125).

Zoltners, Sinha and Lorimer (2010:33) stated the sales force is one of the main components of the commercial team of an organisation. The sales force is responsible for the commercial activity with prospects and clients with whom they are in direct contact. Hence, personal differentiation is defined as a group of specific customer features that may influence shopping attitudes and behaviours.

These are features such as internet knowledge, need specificity and the cultural environment.

Gerber, Bothma (2010:12), across all service industries, service quality remains a critical concern since firms strive to sustain a competitive advantage. Indeed, Ghobadian (2005:62) points out that customers are the lifeblood of any business and service quality are believed to be the means to win and keep customers. Actually, in today's aggressive environment, the pursuit of service quality is believed to be the dynamic strategic tool in attaining a sustainable differential advantage in the marketplace. Identify the costs of poor quality which are associated due to lack of responsiveness to customers, low morale of employees and unfavorable word-of-mouth communication. Hence, it is important for businesses to clearly anticipate that service quality is the basic prerequisite for continuous success.

2.8.4 Channel differentiation

Channel differentiation states to brand that can attain a competitive advantage over the way their distribution channels are designed. Owing to the fact that the retailing industry is swiftly becoming fierce day by day, many retailers are focusing on "wowing" the customers and developing an experiential retailing outlet in a bid to entertain customers.

Moreover, Naik et al. (2010:247) conducted an empirical study in channel distribution and identified some indicators namely:

- Speed of service and accuracy of transactions
- Speed of response to complaints
- Concern and desire for assisting
- Concern for customers
- Staff attitude
- Security for transactions and parking
- Ease of communication
- Availability of kids corners, parking spaces

- Cleanliness, ambience, maintenance
- Range of products, layout and display signs

Channel differentiation consists the vender/service/product characteristics are features of the internet stores, products sold, and the support provided following the transactions. These factors can impact and influence consumer's shopping attitude and behaviour significantly. The features that impact on customer's behaviour for shopping are mainly diversity of products, performance and quality of products, availability of good, pricing and branding of the products.

Abrahamsson and Berge (2009:14) mentioned about the tasks in the marketing channel are:

- Communication
- selling
- Shipping and storing
- Servicing

Add more channels = make more sales

The benefit of having a many distribution channels is that it is easier for customers to purchase products from more sources. The product is more available on the market. The drawback with adding too many new channels is that it is costly for the business and it can make the firm locating themselves at the wrong market. To conclude channel differentiation can help the businesses to emphasis on their best prospects, but an important factor is that the chosen channel differentiation needs to correspond with the marketing strategy of the company stated Friedman and Furley (2009:14).

2.8.5 Image differentiation

The image of the company can be defined as the whole insight of the business. The image can be enriched by advertising, environmental factors, competitor's actions or by not paid for activities, for instance, word of mouth. The image is

shaped as a result of all the experiences, values and the impression that external actors have about the business. The organisation may have many stakeholders with different backgrounds, so it cannot be expected that all stakeholders have one and the same image. In other words, one company has multiple images Markwick and Fill (2008:398)

According to De Charnatony, McDonald and Wallace (2011:47), the importance of a brand can differ depending on the purchase situation, product set and the level of engagement from the clients. The challenge for the image manager is to offer an exclusive and attractive value that best fulfills the customer's needs and desires.

The clientele expect that all communications with the brand should offer those benefits. Clients frequently chose a product over others as they are linked with a certain lifestyle. If the client feels the brand matches their desired lifestyle, this might increase the client's willingness to pay. A corporation challenge is to maintain and manage the relationship between the customer and desired lifestyle. According to Forney, Park and Brandon (2012:65), the brand is a powerful emblematic asset to reach a social identity. Certain brand names have become so influential that they are at the same level or even more valuable than the product itself. For example, a Rolex is not just a watch.

Porter (1985:12) as stated in Kristopher (2016:8) explains his ideas of differentiation as follows:

“In a differentiation strategy, a firm pursues to be unique in its industry along with some dimensions that are usually valued by purchasers. It chooses one or more characteristics that many buyers in a business notice as important and exceptionally positions itself to meet those needs. It is rewarded for its uniqueness with a premium price”. Here, Porter is saying that any value that is added to a brand must be accompanied by a premium price. It is submitted that this is not the idea of differentiation. It would be more appropriate to consider Porter's

differentiated product as a premium product which legitimately would be accompanied with a premium price. There should be a difference between a premium product and a differentiated product. Borden (2008:28) as cited in Kristopher (2016:8) states that “the first element in the 4P's is the product. Product decisions are significant to establishing the product as different and better as competing products”. Nevertheless, there is no mention of any price increase that should be supplementary to the differentiated product referred in Kristopher (2016:8).

2.9 Push and pull marketing strategies

Push strategy is a persuasive approach which implies taking the product straight to the client through whatever means, guaranteeing that the consumer is alert of the brand at the point of buying.

2.9.1 Examples of push tactics

- Trade shows promotions to inspire retailer request
- Direct selling to consumers in stores or face to face
- Negotiation with traders to stock products
- Well-organised supply chain allowing retailers an effective supply
- Packaging design to increase buying
- Point of sale displays

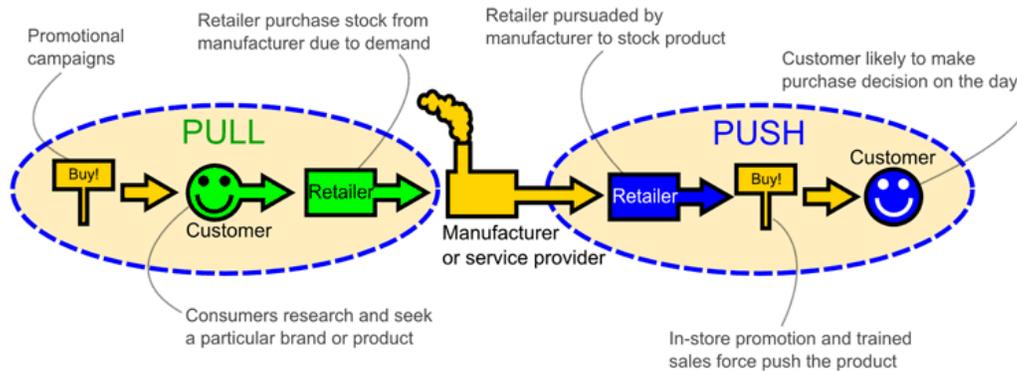
Pull strategy is tactic implicates encouraging trades to pursue out the brand in a lively process.

2.9.2 Examples of pull tactics

- Advertising and mass media promotion
- Word of mouth referrals
- Customer relationship management
- Sales promotions and discounts

Below is a simple diagram explaining some examples of differences between a push and pull promotional strategy:

Figure 2.5: Push pull strategy



Source: Gibson (2015:2)

2.9.3 Push strategy

The diagram describes how a manufacturer needs to perform so that the product reaches the customer. The strategy may include the distribution channels that encourage retailers to keep the products. The push strategy is particularly for lower value items such as fast moving shop goods (FMCGs), while clients are standing on the shelf ready to drop an item into their carriers and are ready to make their choice on the spot. It is more of a promotional technique which involves boosting retailers to stock the products or even selling face to face. New businesses frequently implement a push strategy for the products in order to create exposure. Once the brand is well-known on the market, it can be integrated with a pull strategy.

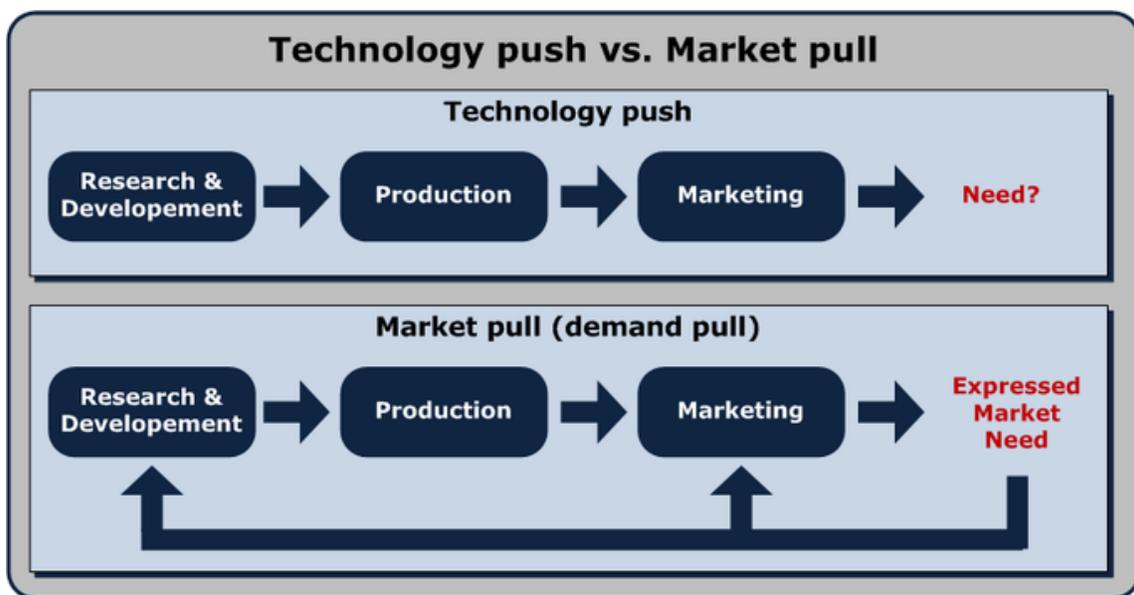
2.9.4 Pull strategy

'Pull strategy' refers to the purchaser actively looking for a particular product and traders placing orders for the direct consumer. A pull strategy needs an extremely visible brand which can be established over mass media advertising or similar

tactics. A successful strategy will typically have features of both the push and pull promotional methods. A new brand product can directly be sold through retailers. It would create brand awareness. If a product has all aspects of the marketing mix, by default it would be achievable and would reach to the maximum Gibson (2015:2).

2.9.5 The different ways a company can use a push strategy to increase awareness of a product include

Figure 2.6: Technology Push vs Market Pull



Source: Boundless Marketing Boundless (2016:122)

By using these strategies, it will create a demand for the product. Most businesses will use a combination of push and pull strategies in order to successfully market a product.

2.10 Brand Awareness - How to Build a Brand Internationally

Elizabeth (2015:16) defines that branding involves what people think about the business and products providing by the organisation. "Think of a brand as a reputation," says Paul Williams, founder of the international marketing firm Idea

Sandbox, which helps companies build their brands. "Building a reputation in any new market, including overseas, involves a first impression, which comes from the initial interactions one has with the company, products, and services."

Proven success with the current target audience does not automatically mean that the new target will connect in the same way with the products or services. First and most important to determine if a market exists for the product.

"A brand is a complex symbol. It is the intangible sum of a product's attributes, its name, packing and price, its history, reputation and the way it is advertised. A brand is also defined by consumers' impressions of the people who use it as well as their own experience." ~David Ogilvy~

2.11 Brand Recognition

The ultimate marketing goal is to have the target market think of the brand, and of the company, when they are ready to buy. Brand recognition is one of two components of brand awareness. The other component is the brand recall. Brand recognition is exactly what it sounds like: the aptitude of a customer to identify one brand over other brands. In other words, it's the ability of clients to recognise the product by its characteristics and design elements. Design elements include such things as shape, colour, illustrations, and graphics defined by Bruce (2016:19).

2.11.1 Effectiveness of Brand Recognition

If brand recognition is implemented appropriately, the product should be recognised even without using its name. The aim is to get prospective clients to know the product immediately without requiring much effort. Below are few components pointed out by Bruce (2016:19):

- Social Media Contests
- Unique Personality
- Remarketing Campaigns
- Influencer Marketing

2.12 Customer Perceptions

Perception is a judgment about something observed and evaluated and it differs from customers to customers Wiley (2014:45). This is because every customer has diverse opinions towards certain products and services. Harris (2010:127) described customer perceptions as the real service that customers received.

According to Milton (2010:12), perceptions are often considered with regard to expectations. Perceptions are shaped through customers' evaluation of the quality of service offered by an organisation and whether they are satisfied with the overall service. The latter argued that perceptions may change over time and hence it is indispensable for organisations to continuously evaluate customer perceptions by seeking incessant improvements.

2.12.1 Below are few points regarding customer perceptions depending upon their choice to choose a brand:

- **Department stores**

As per BBC (2017:14), department stores are a treasure trove of merchandise spanning over a range of offerings such as clothing and beauty. It is a social hub, a destination where friends can meet for a browse before settling down for afternoon tea or a cocktail. For many, the luxury department store is still connected with glamour and an element of exclusiveness. Good service is important, no matter how much customers spending.

- **Shopping Experience**

Wiley (2014:45) defined shopping experience as customers satisfaction is considered as the end result of the shopping. It is the perceived experience towards their expectations. Most people have a certain expectation of a product, service or vendor before they start engaging in online shopping activities. These expectations in turn influence their attitudes and behaviour and hence directly link with the process of decision making and purchase behaviour. If expectations have

been met this provides satisfaction which in turn influences their future shopping, intentions and decision making process.

- **Reliability of the Products**

The purchase decision is when the consumer prefers a brand compared to other brands and is affected by attitude or Post Purchase Behaviour. The consumer has to shortlist products that satisfy his wants and makes the decision for purchase. The consumer at this stage has to decide whether to go ahead with the decision to make the purchase, where to buy, from whom and in which quantity. For the case of post purchase behaviour, it refers to the satisfaction level after the product has been used either it would fail to meet the expectations or delight the clients. For a satisfied client, there would be repeat purchases. Hence, knowledge of the post purchase behaviour is of great importance for a marketer to design their marketing mix, Srivastava (2011:55).

- **Location**

Milton (2010:12) cited 'place' in the marketing mix increases to the distribution of the product from the manufacturer to the end customer. Due to a worldwide range of e-retailers around the world, usually there is greater competition therefore the price is normally cheaper online than compared to traditional stores (Rox, 2007). In terms of time efficiency, people can avoid traffic jams, cost of travelling, waiting in checkout lines or even overcrowded areas.

- **Efficiency of the Products**

Lisa (2015:85) stated efficiency of products is the differentiation by creating comparative advantage towards competitor by giving extra value to its customers. According to Ida (2014:36) fabrics is an important material for the underwear garment. Nobody would wear intimate garments made with cheap, uncomfortable material that constricts the body. The quality of the fabric is not limited only to its efficiency in technical terms: the range of products has expanded greatly in order to offer a wide choice of colours and textures. The lingerie fabric has excellent

colour retention, and will not fade even after countless washes. Sensitivity to touch is the phrase that best represents products using underwear fabric, they do not bear discomfort or irritation to the skin and are fully breathable.

2.12.2 Customer Satisfaction

One of the main purposes of every organisation is about satisfying customers. Firms know that keeping existing customers is more cost-effective than having to win new ones to substitute those lost. By itself, the key aim for any organisations should be to improve customer satisfaction.

According to Heskett and Sasser, (2010:78), high level of customer satisfaction is beneficial to an organisation, because satisfied customers are more likely to remain loyal to the company, provide recommendations and pay premium prices. In the same vein, Wicks and Roethlein (2009:83) state that firms that constantly satisfy their customers enjoy high profitability and greater retention levels. This is why it is essential for organisations to keep the customer satisfied by trying to know customers' expectations and perceptions of service.

2.13 Conclusion

In today's highly competitive environment, a company has to develop a business strategy that offer a strategic fit between its assets and the changing business environment. Within organisations, the results from its many different types of business are continually reviewed and evaluated. Judgements are then fed into the decision making process. It enables new approaches to be established to improve future operations. Though, while strategies change, one aspect of the business has remained in place. This is a constant focus on high levels of customer service and employee relations. The next chapter comprises of research design and methodology. It presents decisions about the research paradigm, research approach and research method being used.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section will cover the research design and methodology applied to the study. The different methodology alternatives and methods along with selecting a specific method will be discussed. The purpose of this section is to provide a summary of the research methodology selected for the aim of this research. It consists of the following sections:

- Rationale for the methodology
- Research design
- Research Philosophy
- Research Strategy
- Sampling strategy
- Research instrument
- Data analysis methods

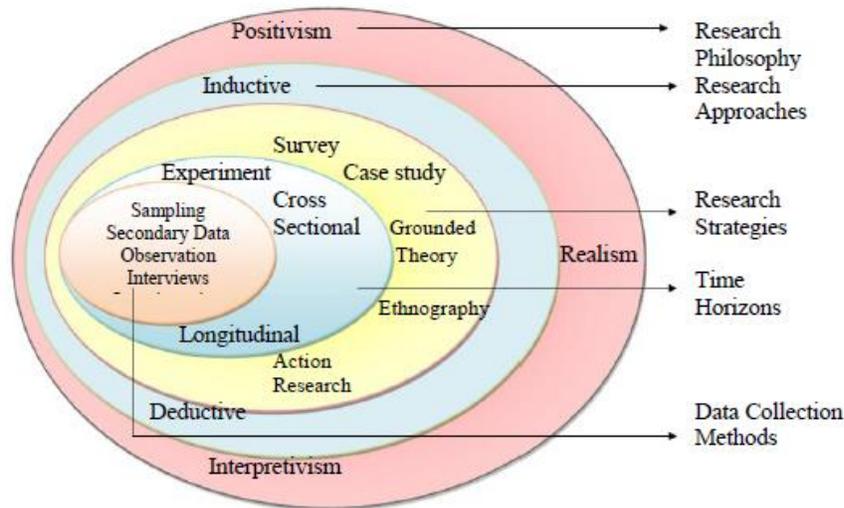
3.2 Rationale for Study

There are different types of research method when carrying a study. Such as exploratory, speculative, descriptive and rational research following its purpose and efficiency. According to this study, descriptive research has been used. The aim of this study is to investigate the critical assessment of marketing strategies in increasing market share of Aima Dora Lingerie. Therefore, in order to be able to collect a maximum number of information from the target population, a quantitative approach has been used. This method permitted to gauge exactly what is to be analysed through a set of questions administered through a questionnaire. However, for the purpose of this study systematic sampling would be used.

3.2.1 The Research Process

After finding the research problem, the researcher has to recognise suitable means to approach the problem. According to a particular sequence of this study, the research process onion of Saunders, Lewis and Thornhill. (2009:83) was adopted. It demonstrates the range of choices, paradigms, strategies and steps followed by the researcher during the study process.

Figure 3.1: The research process onion



Source: Saunders *et al.* (2009:83)

The key issues that need to be taken into considerations and analysed before undertaking any research can be through research process onion. The different layers are from which to consider the following: the philosophical orientation of the researcher; the research method adopted; suitable research strategies; the research timelines that are under review; and the data collection techniques employed by the researcher.

For the purpose of this study, both the realism and the positivism philosophies were applied as the answers to the research questions were fully based on the collection of data and statistical analysis.

3.3 The Research Design

Eddy (2016:42) states that before examining types of research designs it is important to be clear about the role and determination of the research design. A research design will usually include in what way the data is to be collected, what tools will be employed, how the tools will be used and the intended means for analysing data collected. Below are the 5 common forms of research designs:

- Causal-comparative research
- Correlational research
- Explanatory research
- Descriptive research
- Exploratory research

For this study, descriptive research will be used. Descriptive research does not fit neatly into the description of either quantitative or qualitative research methodologies, but in its place it can exploit elements of both, frequently within the same research. The term descriptive research denotes to the type of research question, design, and data analysis that will be practical to the research. The information can obtain through description. It is convenient for identifying variables & hypothetical constructs which can be further analysed.

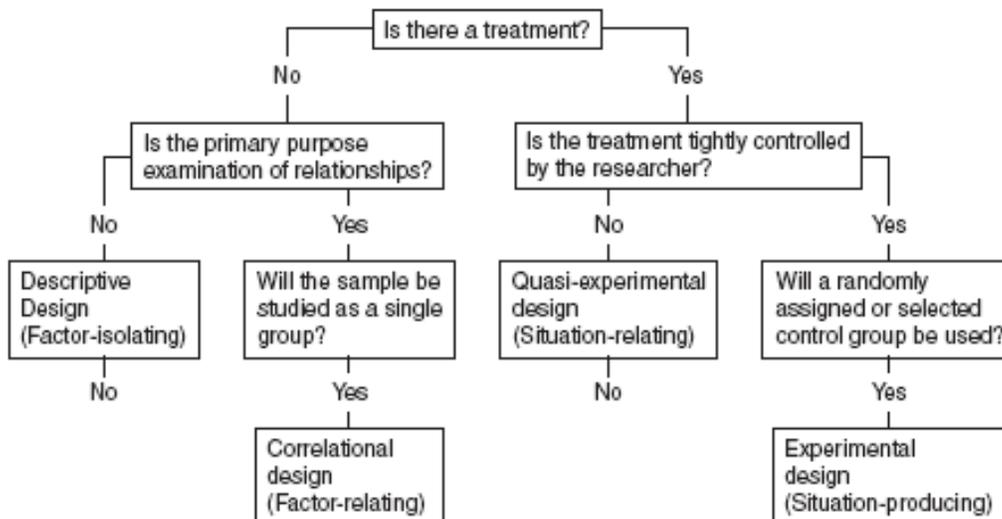
3.3.1 Types of Research

According to Degu (2015:35) research methodology is a systematic investigation designed at learning new facts and testing ideas. It is the methodical collection, review and interpretation of data to bring about new knowledge or solve a problem. Karfman was quoted in Mouton and Marais (1996:16) cited in Bitstream (2015:2) defined methodology in research as the theory of making adequate scientific decisions.

Quantitative research is mostly related to the post positivist paradigm. It typically includes gathering and converting data into numerical form so that statistical calculations can be made and conclusions were drawn. Below there is an

illustration of four main types of quantitative research: descriptive, correlational, quasi-experimental, and experimental could be applied in any research:

Figure 3.2: Types of Quantitative Research



Source: The Board of Regents of the University of Wisconsin System (2015:12)

Quantitative research is described as a social research that employs empirical methods and empirical statements which are explained in numerical terms”. It provides a more concise explanation of quantitative research as being, it’s the collection of numerical data that are analysed using mathematically based methods mostly statistical calculation. It processes the data by using descriptive statistics. The process consists of transforming the raw data from questionnaires into numerical data. A quantitative methodology quantifies different elements such as attitudes, opinions and behaviors and translates a result from a larger population. The collection of data done through surveys which can be in the form of the questionnaire, face to face interviews, online polls or even phone interviews. Since it formulated facts into measurable patterns, it was therefore more structured than qualitative methods. The following table is a detailed example where each type of design could be applied:

Figure 3.3: Types of Quantitative Design

Types of Quantitative Design			
			
<p>Descriptive research seeks to describe the current status of an identified variable. These research projects are designed to provide systematic information about a phenomenon. The researcher does not usually begin with an hypothesis, but is likely to develop one after collecting data. The analysis and synthesis of the data provide the test of the hypothesis. Systematic collection of information requires careful selection of the units studied and careful measurement of each variable.</p> <p>Examples of Descriptive Research:</p> <ul style="list-style-type: none"> • A description of how second-grade students spend their time during summer vacation • A description of the tobacco use habits of teenagers • A description of how parents feel about the twelve-month school year • A description of the attitudes of scientists regarding global warming • A description of the kinds of physical activities that typically occur in nursing homes, and how frequently each occurs • A description of the extent to which elementary teachers use math manipulatives 	<p>Correlational research attempts to determine the extent of a relationship between two or more variables using statistical data. In this type of design, relationships between and among a number of facts are sought and interpreted. This type of research will recognize trends and patterns in data, but it does not go so far in its analysis to prove causes for these observed patterns. Cause and effect is not the basis of this type of observational research. The data, relationships, and distributions of variables are studied only. Variables are not manipulated; they are only identified and are studied as they occur in a natural setting.</p> <p>*Sometimes correlational research is considered a type of descriptive research, and not as its own type of research, as no variables are manipulated in the study.</p> <p>Examples of Correlational Research:</p> <ul style="list-style-type: none"> • The relationship between intelligence and self-esteem • The relationship between diet and anxiety • The relationship between an aptitude test and success in an algebra course • The relationship between ACT scores and the freshman grades • The relationships between the types of activities used in math classrooms and student achievement 	<p>Causal-comparative/quasi-experimental research attempts to establish cause-effect relationships among the variables. These types of design are very similar to true experiments, but with some key differences. An independent variable is identified but not manipulated by the experimenter, and effects of the independent variable on the dependent variable are measured. The researcher does not randomly assign groups and must use ones that are naturally formed or pre-existing groups. Identified control groups exposed to the treatment variable are studied and compared to groups who are not.</p> <p>When analyses and conclusions are made, determining causes must be done carefully, as other variables, both known and unknown, could still affect the outcome. A causal-comparative designed study, described in a <i>New York Times</i> article, "The Case for \$320.00 Kindergarten Teachers." illustrates how causation must be thoroughly assessed before firm relationships amongst variables can be made.</p> <p>Examples of Correlational Research:</p> <ul style="list-style-type: none"> • The effect of preschool attendance on social maturity at the end of the first grade • The effect of taking multivitamins on a students' school absenteeism • The effect of gender on algebra achievement • The effect of part-time 	<p>Experimental research, often called true experimentation, uses the scientific method to establish the cause-effect relationship among a group of variables that make up a study. The true experiment is often thought of as a laboratory study, but this is not always the case; a laboratory setting has nothing to do with it. A true experiment is any study where an effort is made to identify and impose control over all other variables except one. An independent variable is manipulated to determine the effects on the dependent variables. Subjects are <u>randomly assigned</u> to experimental treatments rather than identified in naturally occurring groups</p> <p>Examples of Experimental Research:</p> <ul style="list-style-type: none"> • The effect of a new treatment plan on breast cancer • The effect of positive reinforcement on attitude toward school • The effect of teaching with a cooperative group strategy or a traditional lecture approach on students' achievement • The effect of a systematic preparation and support system on children who were scheduled for surgery on the amount of psychological upset and cooperation • A comparison of the effect of personalized instruction vs. traditional instruction on computational skill

Source: Research Course (2015:18)

Qualitative method is typically more flexible as it allows for greater spontaneity and adaptation of the interaction between the researcher and the study participant. Data collection in a qualitative method is likely to take more time as the researcher has a lot of recording, observation and documentation to be done. The four broad categories for qualitative methods are the individual interview, focus groups, observations and action research according to Grand Canyon University (2016:21).

Bogdan and Biklen (2003: 135) state that “Qualitative research has the natural setting as the direct source of data and the researcher is the key instrument”.

3.3.1.1 Qualitative research v/s Quantitative research

Figure 3.4: Qualitative Research v/s Quantitative Research

<u>Qualitative</u>	<u>Quantitative</u>
Seeks to explore, explain and understand phenomena – <u>What?</u> <u>Why?</u>	Seeks to confirm a hypothesis about a phenomena – How many?
Data provided as a narrative, pictures or objects	Data is in the form of numbers and statistical results
Methods less structured - Data gathered through interviews, observations, content analysis, etc.	Highly structured methods – Data gathered through the use of tools, equipment, questionnaires, etc.
Asks open-ended questions in an effort to explore	Asks closed-ended questions that give quantifiable answers
Research design has flexibility – can emerge and evolve as study develops	Research design is highly structured and laid out in advance of the study
Results may be presented subjectively – may reveal biases, values or experiences that impact how the results are interpreted	Results are documented using objective language

Source: Grand Canyon University (2016:21)

For the purpose of the study, the quantitative method was used.

- More consistent and objective
- Can use statistics to generalise results
- Frequently shrinks and restructures a complex problem to a limited number of variables
- Looks at connections between variables and can establish cause and effect in highly controlled situations
- Tests theories or hypotheses
- Assumes sample is representative of the population
- Bias of researcher in approach is recognised less
- Less detailed than qualitative facts and may miss a desired response from the participant

By using the quantitative method, more precise information is obtained and it can be classified faster compared to qualitative methodology. Since qualitative methodology has a longer duration, the quantitative method was chosen for the research determination since the paper is for an academic purpose by which there is a certain timeframe to respect for submission of research to the institution.

3.3.2 The Research Philosophy

Saunders *et al.* (2009:109) classify the research philosophies into three main categories as follows:

- Positivism
- Phenomenology
- Mixed

The research is based on the philosophy of positivism. As outlined by Saunders and Tosey (2012:1), a positivist research makes use of quantitative methods founded on scientific principles. Online administered questionnaires were used to collect information from the target population. Questionnaires, being a method

favoured by positivists allowed for the easy collection of factual scientific information from the large sample of 155 target population of ADL. The quantitative method has thus given the possibility to find correlations between the demographic variables and the assessment of marketing strategies at ADL.

Positivist research makes use of surveys as a common strategy in business and management research. Saunders *et al.* (2009:144) claim that surveys are popular as they allow the collection of a large amount of data from a sizeable population in a highly economical way. For the purpose of this study, a purely positivist research strategy was adopted. A survey has been conducted to collect data.

3.3.3 Research Strategies

According to Saunders *et al.* (2009:114), a research can use the deductive approach or the inductive approach. This research made use of the deductive approach which according to Saunders *et al.* (2009:114), is one in which a theory and hypotheses are developed to test the hypotheses. For the purpose of this study, academic literature review concerning the marketing strategies was reviewed to find weaknesses regarding the increase of the market share at ADL. Primary data was collected through the use of questionnaires.

3.3.4 Target Population

Umsl edu (2016:54) stated the process of selecting a fractional part of the whole relevant group or population is called sampling. The basic idea is that by selecting some of the elements in a population and focusing research attention on this finite group, we may apply the findings of the study to the whole population of interest. A population element is the single unit of the sample on which measurement and observations are taken. For example, each consumer questioned about his/her preference in a consumer study is a population element. A population is the full set of elements or cases from which a sample is taken. For the purpose of the study, active internet users are the target population since it is based on local and international customers hence; respondents are those using the internet. As the latest statistics on Internet Live Stats, the number of internet users in Mauritius as

at 2016 is 543,048 with a total population of 1,277,459 people, thus internet users represents 43% of population.

3.3.5 Sampling Strategy

A census is the study of data from the entire part of the population. Nevertheless, for the purpose of the study due to limited resources and time, a sample of the population was used. The population for the research consisted of clients and management of the ADL. For the purpose of the study, it was not possible to ask the whole population for their point of view hence a sample of the population was used. For the aim of the study, a sample of 155 respondents has been selected to fill the questionnaires.

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole.

The terminology used to describe samples and sampling methods.

Table 3.1: Umsl edu (2016:54)

Sample	the particular elements (people or objects) chosen for involvement in the study; people are referred to as subjects or participants
Sampling	the process of choosing a group of people, events, behaviours, or other elements with which to conduct the study

3.3.5.1 Types of Sampling Method

According to Saunders *et al.* (2009:213), sampling techniques can be divided into two groups namely probability sampling and non-probability sampling. Kothari (2004:59) claims that probability sampling is based on the concept of random selection. It is usually linked with survey-based research where inferences from a sample about a population have to be made to answer the research questions or objectives. The main techniques are:

Table 3.2: Umsl edu (2016:54)

Simple Random Sampling	<ul style="list-style-type: none">• Elements selected at haphazard• Allocate each element a number
Systematic Sampling	<ul style="list-style-type: none">• A random sampling procedure in which every kth (e.g. every 5th element) or member of target population is designated for the sample after a random start is determined
Stratified Sampling	<ul style="list-style-type: none">• Population is alienated into subcategories, called strata, as per some variable or variables in importance to the study• Variables often used include: age, gender, ethnic origin, SES, diagnosis, geographic region, institution, or type of care
Cluster Sampling	<ul style="list-style-type: none">• A random sampling procedure that contains stages of sampling• The population is first listed by clusters or categories

Saunders *et al.* (2009:233) argue that non-probability sampling is useful when the probability of selecting a case is not known. As a result, the selection of a case for the sample relies on personal judgment. The main methods available are:

Table 3.3: Umsl edu (2016:54)

Convenience Sampling	<ul style="list-style-type: none">• Selection of the most readily available people or objects for a study• No way to determine representativeness• Saves time and money
Judgement Sampling	<ul style="list-style-type: none">• Researcher uses personal judgement to select subjects that are considered to be representative of the population• Typical subjects experiencing problem being studied
Maximum variation	<ul style="list-style-type: none">• The researcher identifies the categories of interest in relation to the research topic and then intentionally seeks out subjects or settings which represent the greatest possible range of differences in the phenomena being studied
Quota Sampling	<ul style="list-style-type: none">• Selection of sample to reflect certain characteristics of the population• Similar to stratified but does not involve random selection• Quotas for subgroups (proportions) are established

Since the research study was based on critical assessment of marketing strategies in increasing market share of ADL locally and internationally the most suitable non probability sampling method was the systematic method. Questionnaire was distributed among 155 participants. The respondents are mainly those who use social media such as Facebook, Instagram (mostly ADL social media pages), local clients and also through mailing of networking group since it would be easier to have a response rate. As per Base (2006) this method is in the non-probability analog is the easiest and simplest method, the smaller group should represent more or less the population.

3.3.6 The Research Instrument

According to Saunders *et al.* (2009:362), questionnaires are used for descriptive and explanatory researches. The research was a correlational and explanatory one and self-administered questionnaires were considered as a suitable method for data collection. This method provided the direct contact (via mail, users of the internet and social media platforms, online) with each respondent and make sure that they understood the purpose of the assessment. This ensured the validity and reliability of responses. The questionnaires were sent to the participant (via mail, users of the internet and social media platforms, online) and this method guaranteed a good response rate as 130 questionnaires out of 150 were collected. Those who did not respond were either on vacations or were too busy to fill in the questionnaires. One disadvantage that has been observed with this method is that responses were limited to the questions of the questionnaire. Respondents were not given the chance to express their opinion outside the context of the questionnaire.

3.3.6.1 Questionnaire Construction

Saunders *et al.* (2009:362) point out that the plan of the questionnaire largely affects the response rate and the reliability and validity of the data collected. As the questionnaire is the only source of primary data for the investigation, extreme care has been taken regarding language and wordings while designing the questionnaire. Double-barrelled questions were avoided and short and simple questions have been asked. The questionnaire contained close-ended questions to limit the responses of respondents and thus it emphasised more on the critical assessment of marketing strategies in increasing market share which was being assessed. A covering letter which clearly clarified the purpose of the questionnaire was attached to each questionnaire. The covering letter is available in Appendix II.

The questionnaire contained 4 main sections with an aim to collect information linked to the research objectives. The questionnaire used for the study is available in Appendix III.

- Section A of the questionnaire covered the moderating variables of the study. It involved collection of demographic information of respondents. This included age, gender and ethnicity.
- Section B of the questionnaire contained questions which collected data regarding the current marketing strategies applied to local and international market.
- Section C of the questionnaire contained questions which collected data regarding the perception and brand recognition.
- Section D consisted of gathering information regarding factors leading to successful brand awareness.

3.3.6.2 The Questionnaire Items

Section A of the questionnaire made use of Dichotomous Scale for some questions such as gender which required bipolar responses.

Sections B and C made use of a 6-point Likert scale to gather data. The format of a typical six-level Likert item is:

Figure 3.5: Likert Scale Used throughout the Questionnaire

1	2	3	4	5	6
Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	I don't know

Sections D made use of a 5-point rating scale to gather data. The format of a typical five-level Likert item is:

Figure 3.6: Rating Scale Used throughout the Questionnaire

1	2	3	4	5
Poor	Fair	Average	Good	Excellent

3.3.6.3 Pilot Study

The analysis of the pilot survey disclose flaws in some questions and recommends potential improvements and supply a range of possible answers to open-ended questions. Furthermore, the pilot survey permits to:

- Make necessary to maximize returns and minimize the error rate on answers.
- Classify the open-ended questions to a realistic step.
- Implement the analysis on the pilot sample and test out all the computational procedures and produce some initial hypotheses.
- Asses the sufficiency of the data for the research questions.
- All results and improvements made to the original instrument must be explained.

Pilot testing is an information gathering system based on interviews or observation on a sample of people to know if a mass execution can be carried out. It is a trial version of the latter. The strategic purpose of pilot testing is to determine any issues that can arise during implementation and know if there will be any acceptance issues Monette et al. (2002:9).

A pilot study is used to evaluate the feasibility of the questionnaire before it is being administered to target sample population. The purpose of the pilot study is to spot any error in terms of typo error, sensitive questions or to test the understanding

ability of the user interpretation of the questionnaire in order to minimise the risks of misinterpretation hence reducing the rate of error and having more reliable data in hand. It recorded the time taken to complete the questionnaire and decide whether it is reasonable. The pilot study also tested whether the questionnaire can be shortened or revised.

The pilot study was done among a small group of 10 users of the internet to test the questionnaire and to ensure the feasibility of the study. For the purpose of the pilot study, participants of the pilot survey were not counted in the target sample group to avoid any bias of information. The comments received from the pilot study was to rephrased the last question as it was too long but overall they mentioned that the set of questions asked were straight to the point and had no difficulty to understand.

The table below shows the error initial statement and the new formulation:

Table 3.4: Own Findings

Section	Initial Statement/ Wording	Comments Received	New Formulation
Section B	The 6-point Likert scale to gather data was confusing	The rating was not match with the questions. For example the 6-point Likert scale were yes, no, never and I don't know	Changes were done
Section B	The questions was too long	It confuses the participants	Changes were done to direct questions

After the pilot testing was conducted, it was observed that in general, the respondents did not face any difficulty in filling in the questionnaire since the questions were easily understood by them. The respondents took an average of 10 minutes to complete the questionnaire. The final questionnaire is attached in Appendix III.

3.4 The Research Process

3.4.1 Administration of Questionnaires

The questionnaire was sent (via mail, users of the internet and social media platforms) to each respondent individually by the researcher. Yet, the questionnaire was attached with a covering letter explaining the purpose of the study, the researcher personally described the objectives of the investigation and reminded the respondents of the importance of providing correct and unbiased information. This ensured that each and every respondent had the same level of information and this would arise the reliability of responses. An online survey has been used for the purpose of the study is the critical assessment of marketing strategies in increasing market share which is targeted both local and internationally, by administrating online survey, it is would be more easy for the researcher.

3.4.2 Collection of Questionnaires

Participants were given 2 days to fill in the questionnaire so that they could fill in the questionnaire at a time convenient to them. The researcher then personally received a notification via email ensuring that all questions were answered and any doubt or misunderstandings were further cleared to ensure the validity of the responses. The response rate was 91%.

An online questionnaire has been designed and a website service name Typeform has been used for the survey for respondents to fill the questionnaire online. After the questionnaire template has been designed on the website, a link has been sent to the various respondents via social media. The respondents could quickly click and the link and obtained the survey. The results have been recorded from 15th December 2016 to 31st January 2017. The results obtained have been recorded onto the website and on excel as well for the purpose of designing charts and table.

3.4.3 Data Analysis

The data would be studied after it has been collected to reach a conclusion and assess the research findings. Data collected through the survey shall be examined through the Statistical Package for Social Sciences (SPSS software).

Results would be compiled and statistics used to understand the relationship between the different variables. Graphics such as pie charts, tables, graphs and cross tables would provide a visual presentation of the findings so that they can be easily understood. Microsoft Excel will be used to generate charts and graphs for data interpretation.

Data analysis was done through the program SPSS software version 22.0.0.0 in order to cross check the validity of the data collected. The SPSS program was used to provide in-depth analysis of data such as correlation analysis and Cronbach's Alpha Test. However, for improved visuals (charts; tables) Microsoft Excel was used. The analysis of findings section covered mainly the different spheres such as cross-tabulations, correlations, descriptive statistics and regression.

3.5 Validity

According to Malhotra (2011:268), content validity refers to the extent to which the content of the questionnaire is appropriate in the context of a research. It measures whether the questions or observations logs accurately assess what is meant to be evaluated. The purpose of validity is useful as it enables researchers even though certainty exists to validate their research. There are four types of validity that exist namely:

3.5.1 Criterion Validity

Saunders *et al.* (2009:373) define criterion validity as a predictive measure referring to the volume of a respondent's ratings and responses to items on the instrument, which forecast behaviour external the immediate framework of the

researcher's instrument." Criterion validity was not applied to the research instrument used for the purpose of this research.

3.5.2 Concurrent Validity

According to Lund Research Ltd (2012:1), concurrent validity is a type of criterion validity which measures agreement between the results attained by the given survey instrument and the results obtained for the same population by another well-established instrument. The concurrent validity of the research instrument used in this research has not been tested since there is no existing instrument that measures the same construct in the context of ADL.

3.5.3 Face Validity

According to Cohen et al. (2011:133), face validity verifies if the research instrument is relevant and valid in the context of the research being carried out. Short and simple sentences were used to write the questions in the questionnaire to ensure that respondents there are no uncertainties and that respondent will have no difficulty answering the questions.

3.6 Reliability

Salkind (2010:106) claims that the "reliability of a research instrument is determined when a test continuously measures the same thing and a reliable result is gained every time." Numerous methods exist for estimating the reliability of research instruments and research items. The most popular forms are:

- Parallel forms of reliability
- Test re-test reliability
- Inter-rater reliability

3.6.1 Parallel forms of reliability

Rogers (2010:1), claims that parallel forms of reliability are used to evaluate the consistency of two tests built by using parallel forms. Nevertheless, this is a complex and time consuming test as it involves the generation of many items that

imitate the same construct. This test has not been executed on the research instrument used for the purpose of this study due to time constraints.

3.6.2 Test-retest reliability

It states to the stability of a test at a different interval. For example, the process is to set a test to a group of respondents and later on to do the test again with the same respondents and test the correlation between the score of the identical test given at different intervals.

3.6.3 Inter-rater reliability

According to Trochim (2011:1), inter-rater reliability is used to evaluate the consistency of responses obtained from different respondents for the same phenomenon. Inter-rater test has been performed by cross-checking the consistency of responses against responses obtained during the pilot study.

The Cronbach Alpha method has been chosen over parallel forms to make sure the reliability of the research instrument during this study as according to Litwin (1995:13), it is the most suitable method to use when a questionnaire contains both categorical and dichotomous responses. He additionally claims that the coefficient ranges from 0 to 1 and a coefficient of greater than 0.7 is said to be reliable, thus acceptable.

3.7 Limitations of the Study

As the study used a quantitative approach with close-ended questions, there might have been faults of measurement of attitudes and behaviours which were difficult to calculate. Given that researching and evaluating the attitude of people is of a complex nature, results of this study cannot be directly extrapolated or compared. Every attempt was made for this research to be conducted in a planned manner so as to achieve the research objectives. However, no survey is flawless. Taking into consideration that only a sample population has been targeted for the survey the results from 155 respondents cannot be generalised to the whole targeted population. Each and every company has its own culture and as this study has

been undertaken within the context of ADL its findings cannot be considered as a general rule. The main limitation was that the research had to be undertaken under a short time frame due to time constraint which has restricted the scope of the project, otherwise, more interesting findings could be obtained

3.8 Elimination of Bias

For the aim of the study, it was free from any mischance or exploitation. The researcher has supplied a contact number if things were uncertain or people might voice out. Before carrying the survey, a pilot testing was carried out to assess whether there has been any misunderstanding or discrimination of any kind before asking the general public to fill the form. The paper is free from any discrimination such as age, gender, ethical background or any other factor that may harm the sensibility of a person. Both men and women had an equal chance in contributing and a language commonly used that is easy for people to understand has been used in the survey.

All of these have been taken of good consideration to eradicate any kind of bias and to avoid any discrimination of any kinds.

3.9 Ethical Considerations

Ethical factors that were taken into consideration while doing the research are listed below:

3.9.1 Ensuring participants have given informed consent

Informed agreement of participants will be required. A covering letter for carrying the survey will be attached in each questionnaire, which will give a general understanding of the nature of the study to the contributors.

3.9.2 Ensuring participants have given informed consent

Ensuring no harm comes to participants. Questions asked during the survey will neither put the reputation of the company at stake nor affect the respondent's image.

3.9.3 Ensuring confidentiality and anonymity

Access to raw data will be restricted. Information gathered from participants will be stored securely and findings will be reported in a manner that does not allow identification of participants.

3.9.4 Ensuring that permission is obtained

Written permission will be obtained from ADL to conduct the study and access respondents within the organisation.

3.10 Conclusion

This chapter concisely describes the methodologies which were used to carry out the research. It emphasised on the research design, the research process and the construction of the research instrument. It also designated the methods of data collection, its validity and its reliability as well as other ethical issues which were considered throughout the course of this research. The next chapter presents the results, discussions and interpretations of the findings.

CHAPTER FOUR: RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter emphasises on the analysis of data collected through questionnaires which were administered to people living in eight different countries. Data collected was encoded using SPSS software. Primary data have been analysed using pie charts, bar charts and cross-tabulations. Pearson Correlational analysis was also carried out.

4.2 Response Rate and Reliability Test

The response percentage was 91% since only 155 out of the 170 questionnaire administered were answered. According to Saunders *et al.* (2009:220), it is important to have a high response rate so that the sample is representative of the population. A response rate of 91% is consequently a good representative of the population ADL clientele. Table 4.1, summarises participation rate across gender.

Table 4.1: Response Rate

	Female respondents	Male respondents	Total
Questionnaires administered	130	40	170
Questionnaires collected	125	30	155
Response Rate			91%

Neuman (2005:32) provides a formula on how the total response rate can be calculated. It is as follows:

$$\text{Total response rate} = \frac{\text{Total number of responses}}{\text{Total number in sample} - \text{ineligible}} \times 100$$

4.2.1 Reliability Test

The primary data collected has been encoded and fed into the SPSS software for statistical analysis. The Cronbach's Alpha statistical coefficient has been calculated resulting in a value of 0.584 as per Table 4.2.

Table 4.2: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.798	0.745	25

Tavakol and Dennick (2011:54) points out that a low alpha value specifies that there is poor interrelatedness between items of the questionnaire and a high alpha value may recommend that some items of the questionnaire are terminated as they may be testing the same question in different way. Adding that several reports have maintained the fact that suitable values of Cronbach Alpha range from 0.7 to 0.95. As Cronbach's Alpha value for the research instrument of this study lies between the acceptable values range, it can be concluded that the survey is reliable hence representing an internal consistency of responses to questions in the questionnaire.

4.3 PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION

The profile of the respondents and the responses for each of the questions of the survey have been analysed, discussed and the results have been interpreted.

4.3.1 Section A: Demographic Analysis

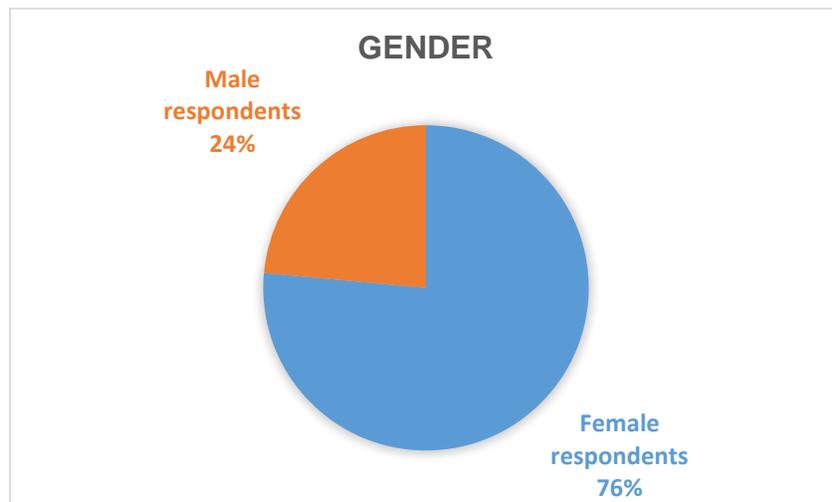
4.3.2 Respondent Profile

The respondent's profile has been categorised by gender, age and ethnicity:

- **Gender**

Findings revealed that 76% of the participants of the survey were female respondents and the remaining 24% were male as demonstrated in Figure 4.1.

Figure 4.1: Gender Distribution of Respondents

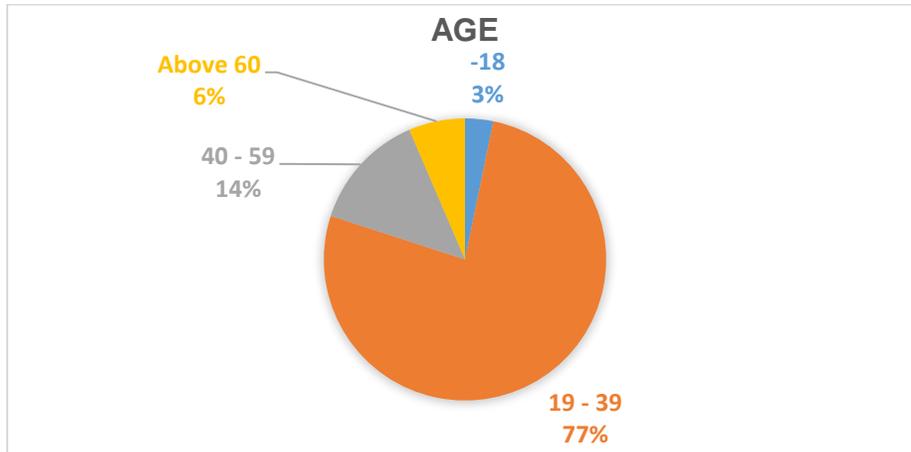


One of the reasons, for more female participation is due to the fact that data has distributed to mostly person who are already familiar to ADL brand. And since, it is a lingerie sector, definitely the number of female is higher.

- **Age**

As shown in Figure 4.2, 3 % of respondents are below 18 years old, 77% are between 19 – 39 years old, 14% are among 40 – 59 years old and the remaining 6 % are above 60 years old.

Figure 4.2: Age Distribution of Respondents



The majority of the respondents are from the age group 19 – 39 years old which demonstrates that more youngsters and young adults are familiar to the brand and show interest in the products. This particular age group also represent the target niche market for ADL. Participation level drops at the higher age groups 40 – 59 years old and above 60 years old. Low response level were received from teenagers (-18).

- **Ethnicity**

The below Figure 4.3 and Table 4.3 shows that 9.7 % of the white ethnicity responded to the survey, 7.7 % Black African/Caribbean, 25.8 % Mixed / Multiple Ethnic Background, 50.3 % Asian (South Asian), 1.3 % African American and 5.2 % belonged to others.

Figure 4.3: Ethnicity Distribution of Respondents

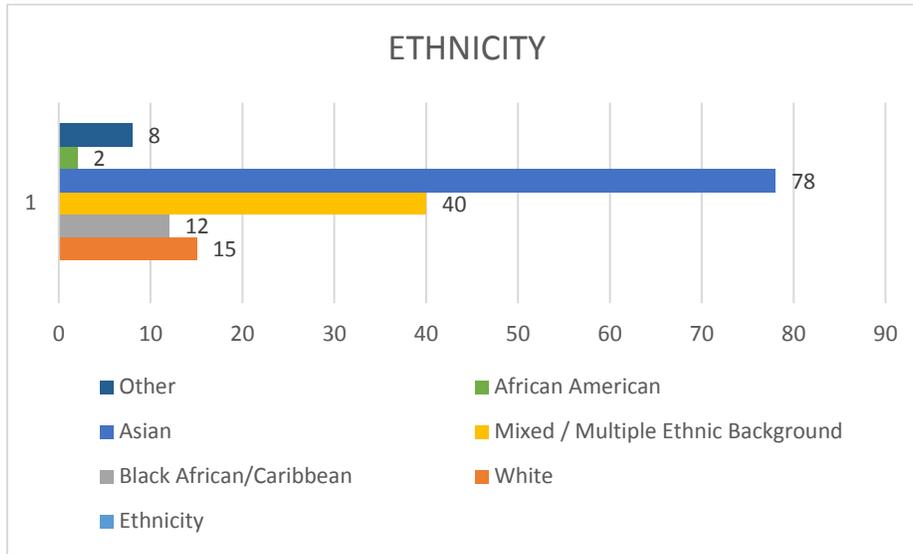


Table 4.3: Ethnicity Distribution of Respondents

Ethnicity	Number of Respondents	Percent %
White	15	9.7
Black African/Caribbean	12	7.7
Mixed / Multiple Ethnic Background	40	25.8
Asian	78	50.3
African American	2	1.3
Other	8	5.2
Total	155	100.0

4.4 Section B: Current Marketing strategies applied to local and international market

This study has identified the current marketing strategies applied to the local and international market. Such factors have been thoroughly reviewed through literature and as a result statements have been formulated to test within the local and international context. The following figures show the results obtained:

Figure 4.4: The current advertising campaign has reached and created appeal in the market

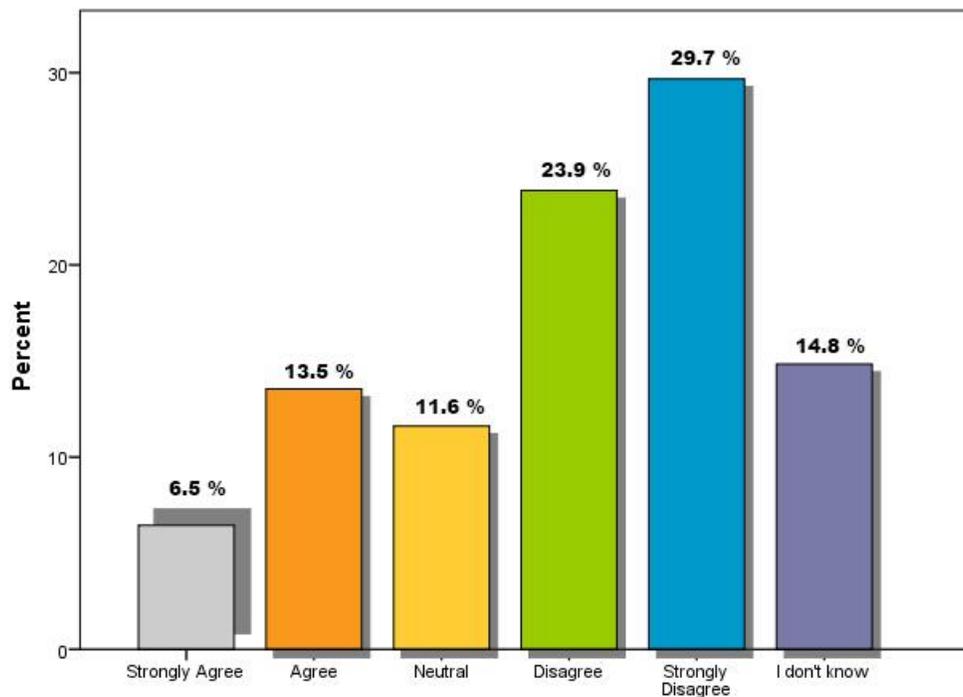


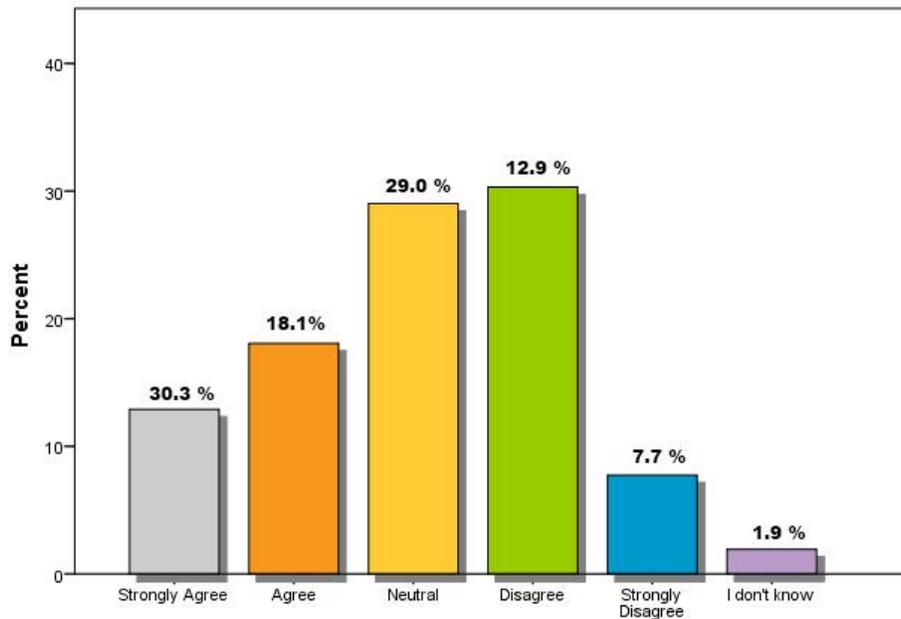
Figure 4.4 gives a general overview of responses of the current advertising campaign if it has reached and created appeal in the market. It was observed that 6.5 % of the respondent strongly agreed, 13.5 % agreed, 11.6 % neutral, 23.9 % disagreed, 29.7% strongly disagreed and 14.8% were unsure. However, the majority of respondents (46 participants) answered strongly disagree to this

statement which means the brand is very poor in its advertising campaign despite being a known brand.

As per marketing mix, it denotes a series of actions that an organisation uses to promote its product on the market. The 4Ps make up a characteristic marketing mix - Price, Product, Promotion and Place Coleman (2016:15). According to Smart Insights, promotion is one of the marketing tools to create advertising, personal selling, sales promotion and public relations. This is the activities that communicate the product's features and benefits and persuade customers to purchase the product. Debk (2016:14) stated Ansoff Matrix, as a business evaluation method that offers outlines allowing developments to be made. It takes into consideration the results of rising business through new or existing product on current or new markets. Market penetration is one of the matrix structure that emphasis on selling current products to present the market so as to achieve market growth.

Thus, the findings are not in line with the research. Every research starts with objectives. Before creating any campaign or advertising, the brand must know exactly who it wants to reach and to have a deep and insightful understanding of the target. ADL did not create an appealing campaign to the majority population as the low percentage of disagreement indicates ADL has not conducted a focus group which is a great research method for learning more about the target audience.

Figure 4.5: Aima Dora holds private sales events every 5 months. I am interested by this strategy and would like to participate in such events



The above Figure 4.5, is the analysis of an event at ADL which may occur every 5 months. The results obtained are 30.3% strongly agreed, 18.1% agreed, and 29.0% neutral, 12.9 % disagreed, 7.7 % strongly disagreed and 1.9 % were uncertain.

As per literature review, Zoltners, Sinha and Lorimer (2010:33) stated the sales force through business administration, one of the main element of the commercial team of a firm. The sales force is responsible for the marketable activity with prospects and clients with who they are in direct contact. The sedentary or indoor sales force, including inside and store sellers whereas Gerber, Bothma (2010:12), across all service industries, service quality remains a critical concern since firms strive to sustain a competitive advantage Indeed, Ghobadian (2005:62) points out that customers are the lifeblood of any business and service quality are believed to be the means to win and keep customers.

The results are in line with the views, respondents are willing to attend the events and through these events, ADL can collect feedbacks and assess the expectation of its clients. Also, private sales are more flexible. For instance, customers can take their time in receiving offers and selecting the best potential buyer. Another reason is, it may be less expensive than the usual prices. These types of events frequently create a “buzz” on Social Medias platforms which time to time attracts potential clients.

Figure 4.6: Aima Dora offers a large range of products and styles

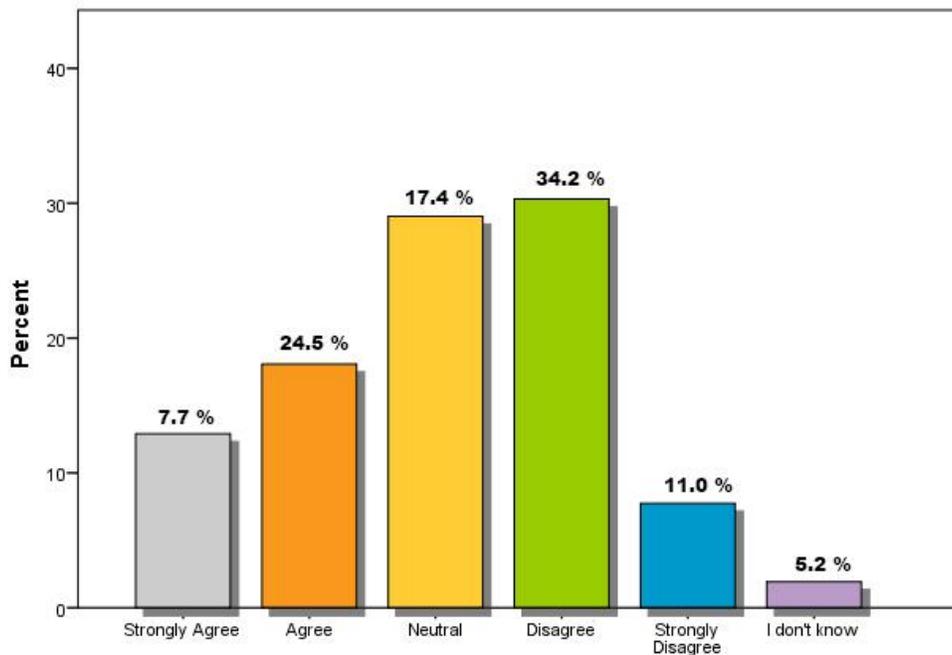


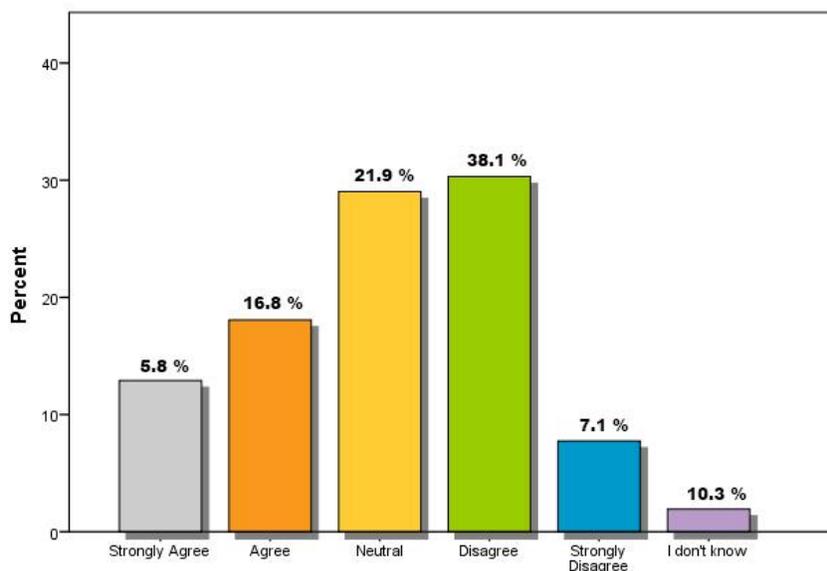
Figure 4.6, gives an overview of responses related the range of products and styles ADL offers. 7.7 % of the respondents are strongly agreed, 24.5 % agreed, 17.4 % neutral, 34.2 % disagreed, 11.0 % strongly disagreed and 5.2 % were unsure. It was observed that 70 (53+17) of the respondents disagreed with this statement.

According to the marketing mix, the product is one of the mixes that offers variety, quality, design, features, brand name, packaging and services. Thus, a product is

an item that satisfies a need or a desire of clients, Debbiie (2015:45). The brand must strive to ensure offering the right type of product that is in demand for the market. So during the product development phase, the marketer must do an extensive research on the life cycle of the product that they are creating. A product has a certain life cycle that includes the growth phase, the maturity phase, and the sales decline phase. It is important for marketers to reinvent their products to stimulate more demand once it reaches the sales decline phase, Didier (2014:22).

Findings revealed 45.2 % ADL does not offer a variety of products as per the needs people were expecting. A big market opportunity with growing sales potential, but yet retailers cannot seem to figure it out. Onwards, ADL could have detailed record on each customer, logging their purchases, size and brand preference for customer follow-up and promotional purposes. At the same moment, the above point could be have an analysis of the range of products ADL sells more.

Figure 4.7: The price of the products matches the set luxury standard and the quality of the offerings



From Figure 4.7, it can be observed responses related to the price of the products matches the set luxury standard and the quality of the offerings. The analysis is 5.8 % strongly agreed, 16.8 % agreed, 21.9 % neutral, 38.1% disagreed, 7.1 % strongly disagreed and 10.3 % were undefined. 70 (59+11) of the respondents disagreed with the above statement. Therefore, it results that the prices are too high for the products offering. It also points out that 34 of the participants are neutral which can be either a positive support or a disagreement to this statement. However, 22% of the respondents believed that the price of the product matches the standard and quality is offered.

Besides, the results are further accentuated with the findings of Didier (2014:22), the price of the product is basically the amount that a customer pays for to enjoy it. However, ADL pricing did not help to shape the perception of the product in consumer's eyes. Consumers should use a product's price to determine if the

product is affordable. Though, customers also appear to use a product's price as a measure of the product's quality. As per some observations, it has shown that when customers have some uncertainty concerning a product's quality, the consumer often assumes that a higher product price indicates a higher level of quality. Therefore, ADL product could not match the standard its clients is expecting.

Figure 4.8: Promotional gift voucher from Aima Dora encouraged shopping

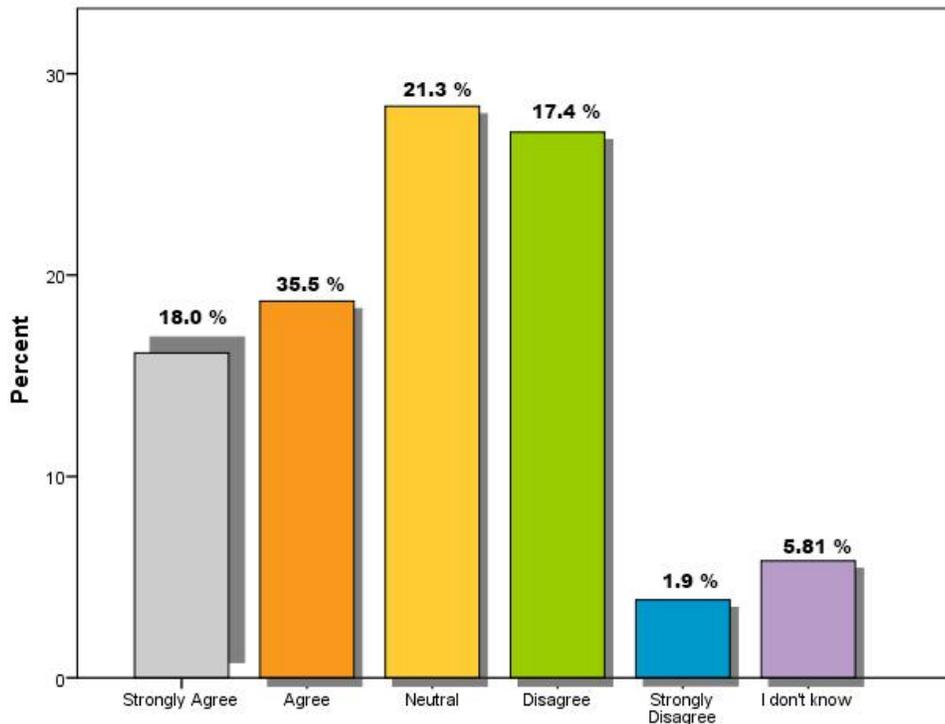
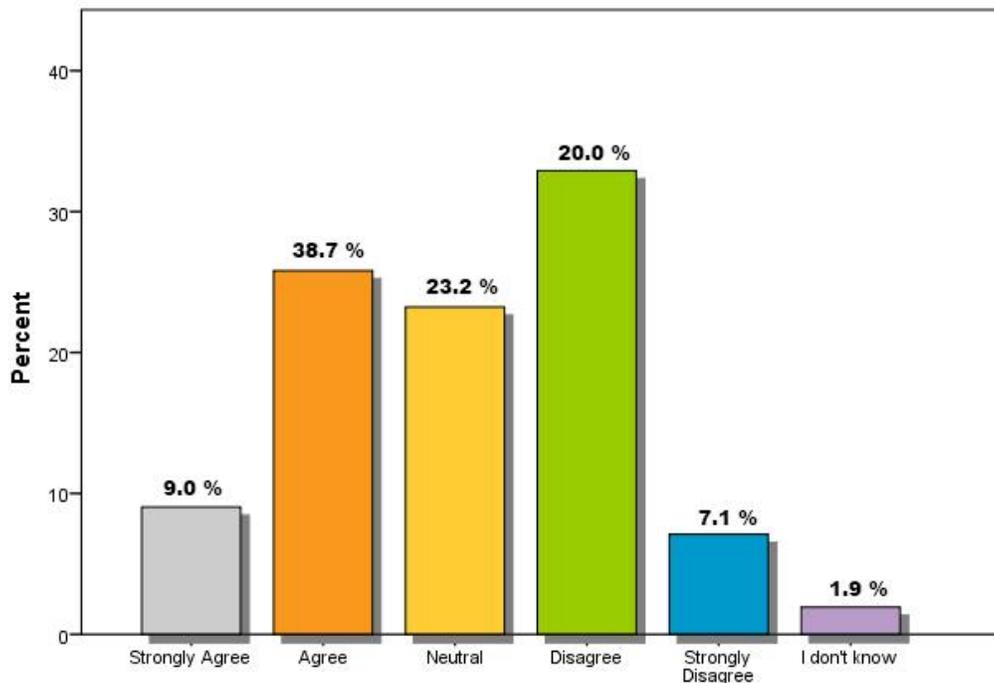


Figure 4.8 indicates that 53.5 % (18.0 % + 35.5 %) of the respondents agreed/strongly agreed on the promotional gift vouchers encouraged shopping and 21.3 % stayed neutral. In addition, 19.3 % (17.4 % + 1.9 %) of the respondents disagreed/strongly disagreed with the statement and 5.81% were unsure. Asseir (2014:25) specified, that promotional strategy is done through special offers with a plan to attract people to buy the product. Sales promotions can include coupons, free samples, incentives, contests, prizes, loyalty programs, and rebates. Some of

the target audience may be more receptive to a certain promotional method than another.

Findings are in line with the research, as the majority frequency is 83 (28+55) does show much interest in promotional gift vouchers. Giving gift cards away during marketing promotions is also a great way to acquire new customers. Nowadays, people are looking for any advantages available to them when they go shopping. The 30 responses that disagreed with the statement, can be explained by the fact that ADL is a lingerie brand and gifts might not be matched according to the choices of beneficiaries of such promotional campaign.

Figure 4.9: I have had a good experience of Aima Dora online shopping as it saves time and money



As specified in Figure 4.9, 47.7 % (9.0 % + 38.7 %) agreed/strongly agreed on the statement. 23.2 % of the respondent remained neutral, 27.1 % (20.0 % + 7.1 %)

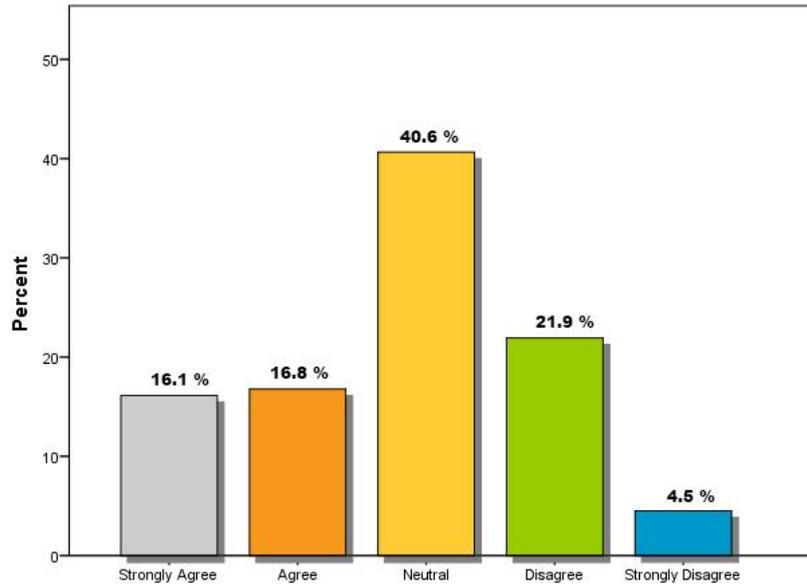
disagreed/strongly disagreed with the fact that they have a good online shopping experience as it saves time and money. On the other hand, 1.9 % were unconfident.

As per the literature review, one of the marketing mix which is 'place', describes the activities that make the product available to consumers. Customers want products and services to be as convenient to purchase as possible. As per Debbiie (2015:45), 'place' incorporate, online purchase, mail order and direct access to customers. For ADL, the majority agreed with the fact that shop online saves time and money. The reason maybe that prices can be easily compared to competitors directly online and it is available 24/7. Therefore, findings are aligned with the research.

By having access to online shopping, respondents have a larger choice and therefore they can buy what they want. Usually, by going to the general brick and mortar store, people tend to have impulse buying and without reviewing the product, they just make the purchase however with online shopping, this enables them to read the different review before from different suppliers and then finalising their purchase.

Moreover, the rate of disagreement could be explained, by the lack of products available on the platform. Additionally, as ADL is a lingerie brand, a proper fitting guide system is of prime importance. Customers may not have found the one provided online satisfactory.

Figure 4.10: The packaging of the products is attractive and adds value to the brand



As shown in Figure 4.10, 32.9 % (16.1% + 16.8 %) strongly agreed/ agreed with the statement. 40.6 % of the respondents had a neutral opinion while 26.4 % (21.9% +4.5 %) of the respondents strongly disagreed/disagreed with the fact that the packaging of the products is attractive and adds value to the brand. The rate of neutral is attributed to the fact that ADL was unable to meet the expectations of those customers and the latter was not totally satisfied with the packaging offered.

Debbiie (2015:45) added that packaging is the gold star of the marketing mix. It is what shows off the product in the best light, shows the price and value of the product, and links the product's benefits to customers and it what actually appears in the various distribution points. Hence, findings are not in line with the above statement as the majority were not in agreement with the inquest. It could be people were expecting a more luxury packaging which matches the standard of the brand or a "wow" reaction.

Packaging creates buzz. Customers always felt that packaging is one of the most important marketing initiatives of all. It makes product and brand tangible to the consumer.

Figure 4.11: I consistently received quality customer service

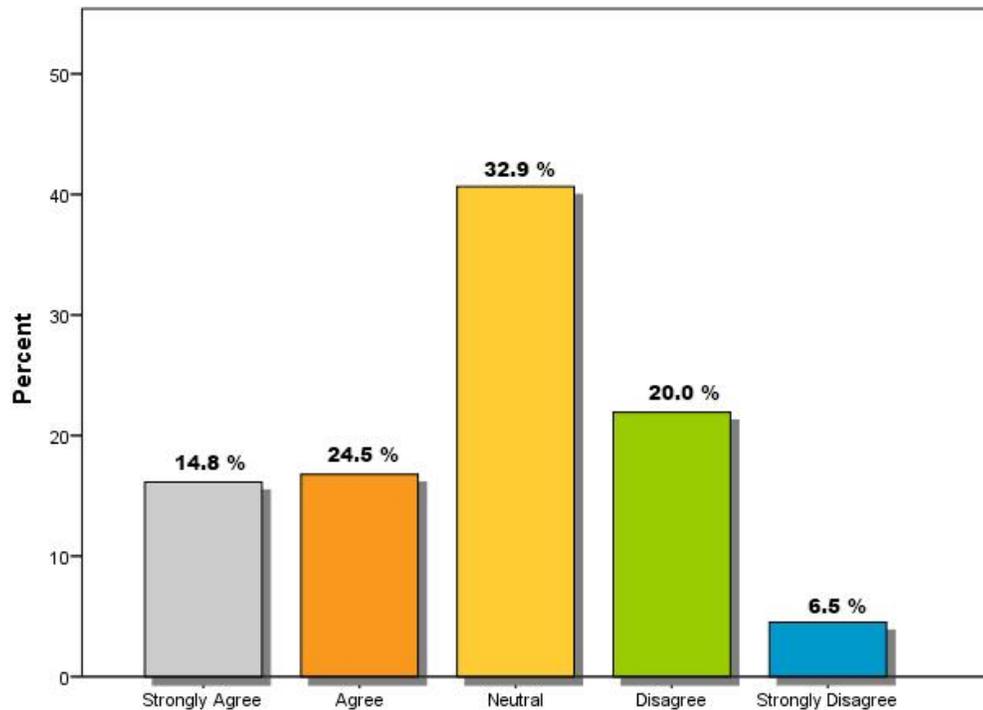


Figure 4.11, demonstrates an overview of responses related to consistently received quality customer service. As shown, 39.3 % (14.8 % + 24.5 %) strongly agreed/agreed, 32.9 % remained neutral, 26.5 % (20.0 % + 6.5 %) strongly disagreed/disagreed.

Bruhn and Georgi (2010:233) stated it is easier to distinguish products as the variables are tangible compared to services. But when the product cannot be differentiated, adding valued services, or improving the quality can be significant enough to achieve competitive success. Services have a vast impact on whether the customer will come back or not, it is the reason why service differentiation is

important for businesses. According to Wetzels *et al* (2010:408), the quality of the service is the key. It has recently been related to customer satisfaction, which is one of the main goals a company/brand should have.

Furthermore, findings aligned with the fact, as the majority agreed with the fact that they receive quality customer service. Nevertheless, services received to meet the expectation. If the expectations of customers are met, then service quality will be regarded as good otherwise, it will be regarded as poor or deficient.

However, some factors that contribute to the overall satisfaction of the customer may be beyond the control of the corporation. For example peak or rush hours shopping. These may in parts explain the rate of disagreement. Also, the high rate of disagreement could mean that the service level at the retail outlet does not match the expectations of this category of respondents.

4.5 Section C: Perceptions and brand recognition

An analysis of the perceptions and brand recognition were carried out. Perceptions and brand recognition have been analysed through the following aspects:

- ADL is famous around the world
- ADL products reflects the luxury standard
- The brand has tried to increase awareness among its clientele
- Are the shoppers regular
- Good shopping experience which saves time and money
- To be a future customer
- Recommending the brand to others (Brand loyalty)

Table 4.4: Statistics - Perceptions and brand recognition

Descriptions	Valid	Missing	Mean	Mode	Std. Deviation
Aima Dora Brand is very famous locally and around the world	155	0	3.79	4	1.057
The products offered reflects the quality and luxury standards the brand sets to achieve	155	0	3.15	4	0.975
The company has endeavored to increase brand awareness among its target clientele. I believe it has achieved its goal	155	0	3.37	4	1.032
I shop regularly in the brand's store	155	0	3.33	4	0.876
I have always had a good shopping experience and enjoyed my time in the store	155	0	2.94	3	1.067
I anticipate that I will continue to be a customer of the brand in the future	155	0	2.96	3	1.080
I would recommend the brand to other	155	0	2.66	3	1.153

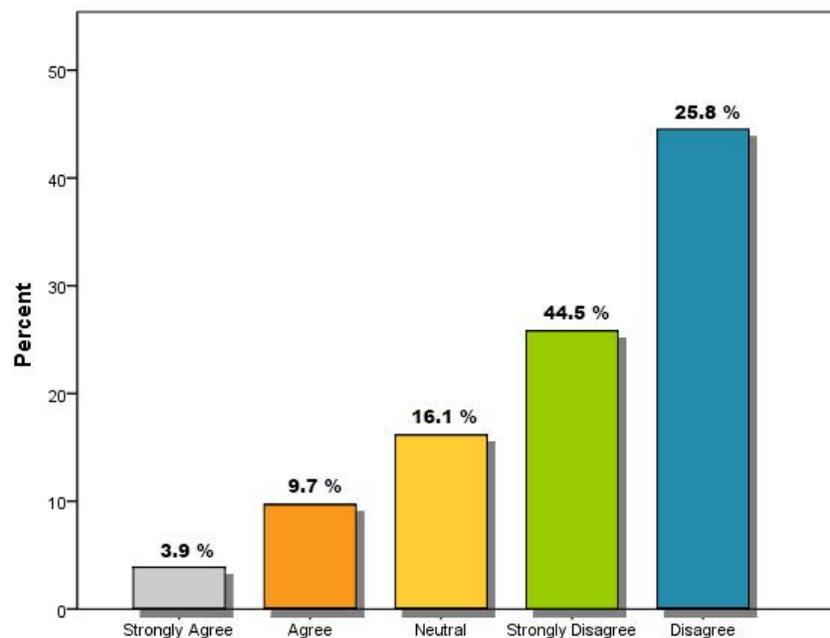
Table 4.4, gives an overview of responses related to the perceptions and brand recognition. The overall answers indicate that respondents have a poor perception and show low brand awareness.

Responses to each statement related to the “**Perceptions and brand recognition**” at ADL are analysed below.

- **Aima Dora Brand is very famous locally and around the world**

As shown in Figure 4.12, findings revealed that 13.6% (3.9% + 9.7%) of respondents strongly agreed/agreed with the fact ADL is very famous locally and around the world. The rest, which represents 86.4 % (16.1 % + 44.5 % + 25.8%) of respondents were unsure about the fact.

Figure 4.12 Aima Dora Brand is very famous locally and around the world



It is observed that 13.6% (3.9% + 9.7%) strongly agreed/agreed ADL is a famous brand and 86.4 % (16.1 % + 44.5 % + 25.8%) of respondents strongly disagreed/remained neutral/ disagreed. This confirmed the literature reviewed whereby Elizabeth (2015:16), defines that branding involves what people think about the business and products providing by the organisation. Emerso (2014:18), businesses can attempt to shape or form the branding of the company or products

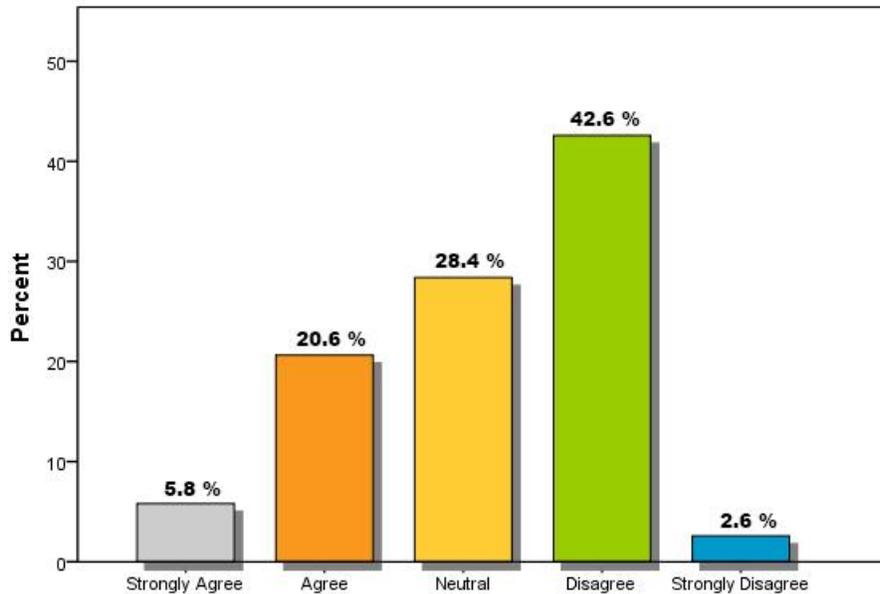
in many ways, including advertising, media, word-of-mouth, and contact with the products or services.

The disagreement rate for the above statement is rampant and research is not aligned with the findings. ADL may be an isolated brand for most of the people. It may also be the reason advertisements done previously did not reach the right target market at the right time. As mentioned in the research “word of mouth” is a powerful tool for advertising. Not enough feedback was spread for ADL brand. The more often a customer sees the brand in the marketplace, the more often clients will consider it for purchase. If the brand and identity are truly kept consistent, the customer is more likely to feel that the quality is consistent and to become a loyal follower of the brand. However, this means that the product must maintain a consistency that reflects the image as well.

- **The products offered reflects the quality and luxury standards the brand sets to achieve**

The below Figure 4.13, show 26.2% (5.8% + 20.6%) of respondents strongly agreed/ agreed with the statement. 28.4% remained neutral. The rest, which represents 45.2 % (42.6 % + 2.6%) of respondents disagreed/strongly disagreed with the fact the product offered at ADL reflect the quality and luxury standard the brand sets to achieve.

Figure 4.13: The products offered reflects the quality and luxury standards the brand sets to achieve



“A brand is a complex symbol. It is the intangible sum of a product’s attributes, its name, packing and price, its history, reputation and the way it is advertised. A brand is also defined by consumers’ impressions of the people who use it as well as their own experience.” ~David Ogilvy~

As David Ogilvy notes in the above quote, the brand and luxury brand is more than the sum of a product’s attributes. The product is a physical embodiment of a luxury brand, which creates perceptions of luxury by leveraging the specific characteristics such as high price, excellent quality, authenticity, history and tradition, scarcity in the material world.

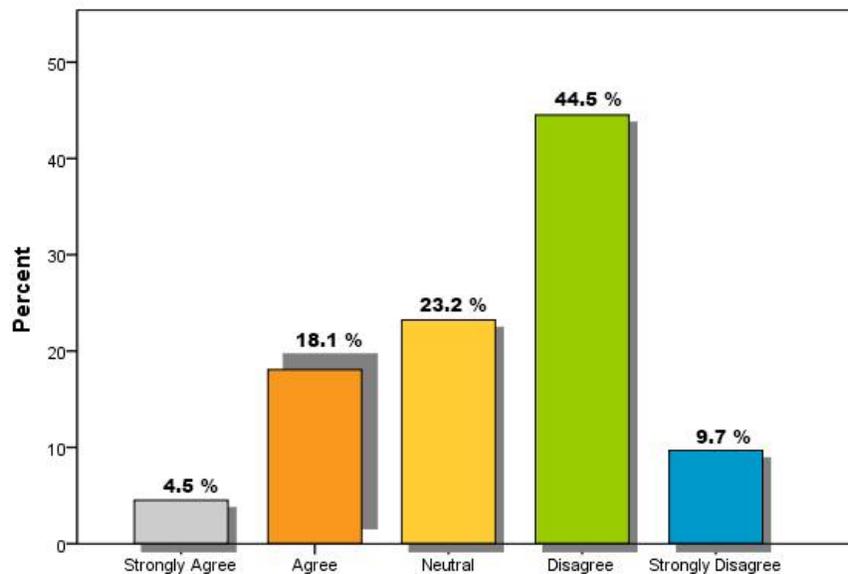
Findings are not aligned with the research as the majority of respondents, 45.2% (42.6 % + 2.6%), disagreed/strongly disagreed with the fact the ADL product offered to reflect the quality and luxury standard brand set to achieve. Customers will not pay high prices for certain products that are new to them. ADL has not

managed to create a perception of exclusivity in the minds of customers or potential customers.

- **The Company has endeavoured to increase brand awareness among its target clientele. I believe it has achieved its goal**

Figure 4.14, indicates 22.6 % (18.1 % + 4.5 %) strongly agreed/ agreed with the above statement. 23.2 % remained neutral and on the other hand, 54.2% (44.5% + 9.7 %) disagreed/strongly disagreed with the fact that the company has endeavoured to increase brand awareness among its target clientele.

Figure 4.14: The Company has endeavoured to increase brand awareness among its target clientele. I believe it has achieved its goal



Although a high proportion of respondents were neutral to this statement, it is observed that 54.2% (44.5% + 9.7 %) disagreed/strongly disagreed with the fact that the company has endeavoured to increase brand awareness among its target clientele. This confirmed what has been put forward by Bruce (2016:19), the ultimate marketing goal is to have the target market think of the brand and of the

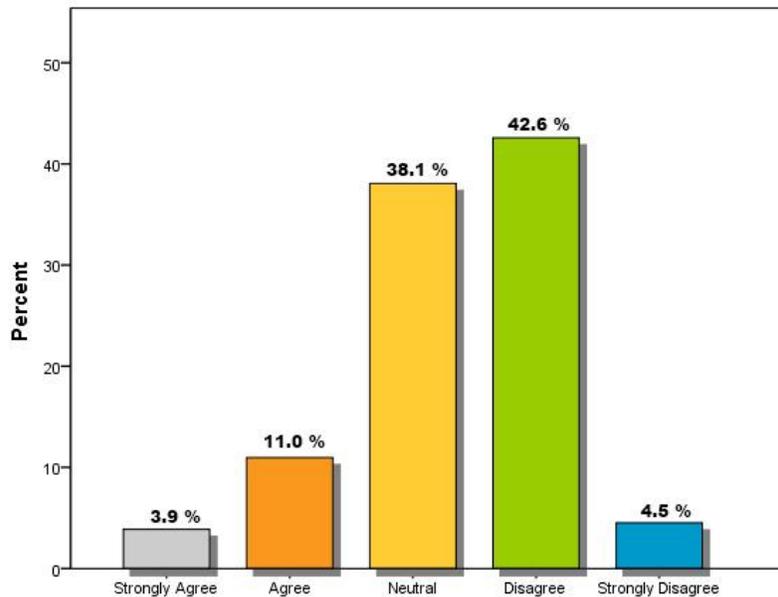
company, when they are ready to buy. Brand recognition is one of the components of brand awareness. It is exactly what it sounds like, the ability of a customer to identify one brand over others. In other words, if brand recognition is done correctly, the product should be known even without using its name. The goal is to get potential customers to recognise the product instantly without requiring much effort.

Thus, ADL seems to lag behind to achieve this goal. Many advertisements and other means of communication could have done to reach the target market of the brand. The disagreement percentage rate shows the company did not implement brand awareness campaign appropriately. On other hand, consistency is key. Streamline all of marketing materials by using consistent branding across all platforms. This will allow the target market to recognise the brand instantly, whichever way they connect with the clients.

- **I shop regularly in the brand's store**

Figure 4.15 determine, 14.9 % (3.9 % + 11.0%) of the respondents strongly agreed/ agreed, 38.1 % were unsure, 47.1 % (42.6 % + 4.5 %) disagreed/strongly disagreed with the fact “I shop regularly in the brand store”.

Figure 4.15: I shop regularly in the brand's store



As per BBC (2017:17), department stores are a treasure trove of merchandise spanning categories such as clothing and beauty. Products are not the only own label but are from a variety of a well-sourced and diverse bunch of brands. It is a social hub, a destination where friends can meet for a browse before settling down for afternoon tea or a cocktail. For many, the high-end department store is still associated with glamour and an element of exclusivity. Far from being purely shopping stores, department stores are destinations filled with experiences. Good service is important, no matter how much customers spending. 38.1 % of the respondents rated fair to the above statement.

The results clearly indicate ADL store lack behind by providing extras entertainment in the store. At some point, entertain customers in luxury brand store make the brand unique from others. Retailing can increase a number of customers who notice and enter the store. With increased traffic may come increased sales and success. Marketing should start outside, where customers first see the store and make the decision whether to come in and shop or not.

Table 4.5 Cross Analysis between age group who shop regularly in brand's store

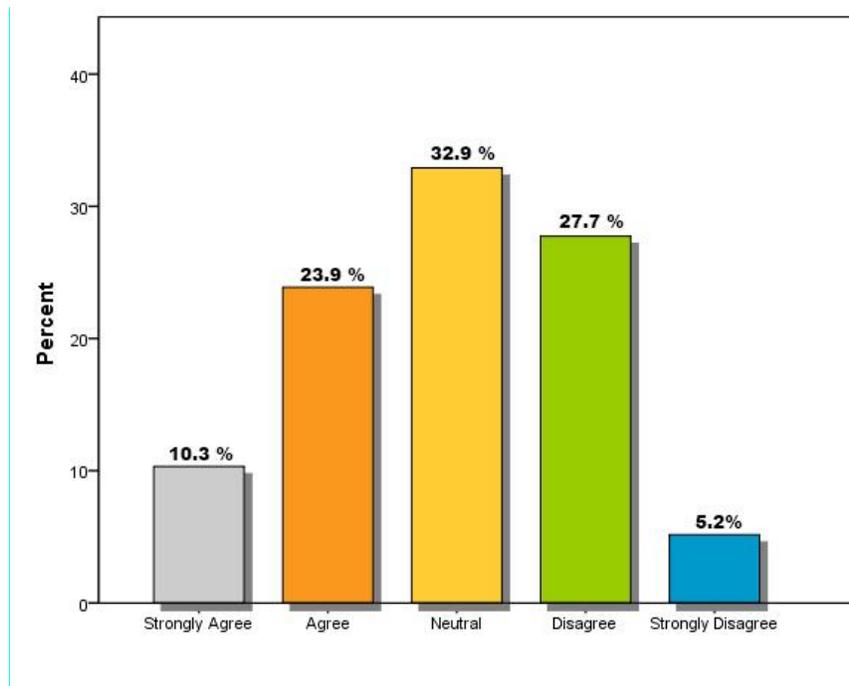
Age of respondents * I shop regularly in the brand's store.							
Count		I shop regularly in the brand's store.					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age of respondents	-18	0	0	1	3	1	5
	19 - 39	4	13	53	48	1	119
	40 - 59	1	0	5	12	3	21
	Above 60	1	4	0	3	2	10
Total		6	17	59	66	7	155

Table 4.5, reveals a cross analysis between age group and the responses received. As shown, 73 (66+7) of the respondents disagreed with the statement. Prices play a determinant role for shoppers when it comes to the brand store. According to the table above, respondents in the age group (19-39) which make up the bulk of people surveyed disagreed with the statement. The range includes teenagers/young adults that could not afford to purchase ADL luxury products as it may not fit their budget.

- **I have always had a good shopping experience and enjoyed my time in the store**

Figure 4.16 illustrate, 34.2 % (10.3 % + 23.9%) of the respondents strongly agreed/agreed, 32.9 % were unsure, 32.9 % (27.7 % + 5.2 %) disagreed/strongly disagreed with the fact “I have always had a good shopping experience and enjoyed my time in the store”.

Figure 4.16: I have always had a good shopping experience and enjoyed my time in the store



Wiley (2014:45) defined shopping experience as offering convenience and ease in the digital and physical shopping experience is pretty much table stakes for retailers. To stand out from the crowd and resonate in the consumer’s heart as well as the mind, retailers should appeal to customers’ underlying motivations, values, and sensibilities that spark memorable and meaningful purchase experiences. Precisely, let clients control, success opportunities, and feelings of enhanced self-worth become an integral part of messaging and in-store experience. Respondents have answered positively the above statement. That is ADL provided an ideal

world, to its customer that have positive experiences at every moment in their shopping journey. The greatest disadvantage of successful marketing may be the need to keep at it to meet the expectations of the clientele and to keep a steady stream of new customers coming in.

Table 4.6: Pearson Correlation with being a future customer and customer loyalty

Pearson Correlation with being a future customer and customer loyalty			
		I anticipate that I will continue to be a customer of the brand in the future	I would recommend the brand to others
I anticipate that I will continue to be a customer of the brand in the future	Pearson Correlation	1	.636**
	Sig. (2-tailed)		0.000
	N	155	155
I would recommend the brand to others	Pearson Correlation	.636**	1
	Sig. (2-tailed)	0.000	
	N	155	155

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.6, designed the observation that the p-value was equal to 0.001 ($p \leq 0.05$) and the correlation coefficient was positive 0.636. Thus, this tends to follow that there is a positive significant relationship between being a future customer and customer loyalty. In other words, it means that those customers who had agreed/strongly agreed, they will continue being a future client and would recommend to others ADL brand. Similarly, those respondents who had disagreed/strongly disagreed that they would not anticipate to be a future customer and would not recommend others the brand, implies they could have been through experiences previously. ADL needs to be taken into considerations what is being lacked behind that respondents would not react positively to this statement.

Moreover, the findings match with the views of Park and Brandon (2012:65) who state brand awareness refers to the fact on which extent the brand is recognised by customers and the target market. Brand loyalty refers to how loyal the customer

is to the specific brand when it comes to repurchasing and word of mouth. This occurs when the customer feel that the brand have the right price, quality and image. As a result, it matches positively with ADL brand.

4.6 Section D: Factors leading to successful brand awareness

This section analyses the factors leading to successful brand awareness and how it can be achieved at ADL. Respondents were requested to rate on the factor that has led to their awareness of the brand to assess their level of satisfaction and shopping experiences.

- **Frequentation of our store**

As illustrated in Figure 4.17 and Table 4.7, 11.0% of the respondents rated poor while 69.7% evaluated fair, 11.6% rated average and 7.7% rated good.

Figure 4.17: Reponses regarding “Frequentation of our store”

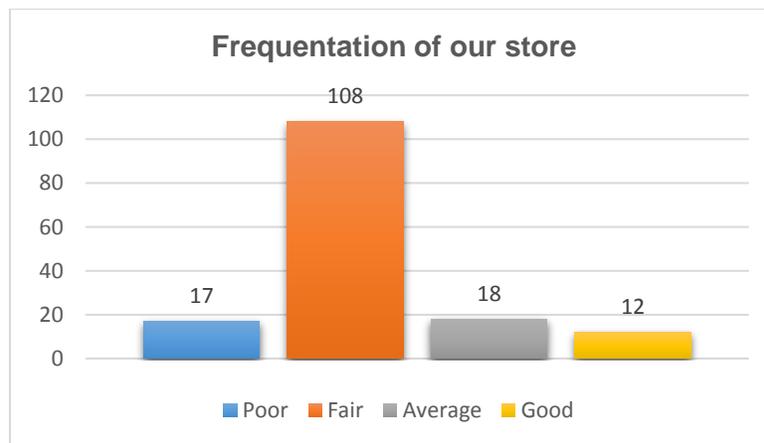


Table 4.7: Reponses regarding “Frequentation of our store”

Frequentation of our store		
	Number of Respondents	Percent %
Poor	17	11.0
Fair	108	69.7
Average	18	11.6
Good	12	7.7
Excellent	0	0
Total	155	100.0

Frequentation is the habit of visiting a store very often. It also indicates if the store is always full of customers, it demonstrates people are showing interest in the products. The majority (69.7 %) rated this statement as fair. The results may designate that ADL store does not have a busy atmosphere.

Effective marketing can have a clear and definite positive effect on retail sales and the bottom line, which is, after all, the goal of any business approach. Pricing, displays, product packaging and arrangement, sale signs and promotional marketing can all drive sales upward while improving the shopping experience for the customers. Good retailing can help the brand to get more out of the same retail space without expansion or renovations. Customers will begin to associate the attractive merchandising with ADL store and it may also impact where they go shopping on a regular basis.

Table 4.8: Cross analysis - Gender and Frequentation for the store

Gender * Frequentation of our store Cross tabulation							
			Frequentation of our store				Total
			Poor	Fair	Average	Good	
Gender	Female	Count	14	87	14	10	125
		% within Gender	11.2%	69.6%	11.2%	8.0%	100.0%
		% within Frequentation of our store	82.4%	80.6%	77.8%	83.3%	80.6%
	Male	Count	3	21	4	2	30
		% within Gender	10.0%	70.0%	13.3%	6.7%	100.0%
		% within Frequentation of our store	17.6%	19.4%	22.2%	16.7%	19.4%
Total	Count	17	108	18	12	155	
	% within Gender	11.0%	69.7%	11.6%	7.7%	100.0%	
	% within Frequentation of our store	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 4.9: Cross analysis - Gender and Frequentation for the store

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.183 ^a	3	0.980
Likelihood Ratio	0.182	3	0.980
Linear-by-Linear Association	0.002	1	0.963
N of Valid Cases	155		
a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 2.32.			

Cross tabulation as per Table 4.8 and Table 4.9 seeks to identify the possible relationship between gender and frequency of frequentation of the store among respondents. Though the majority of respondents are females. This is supported by a p - value >0.05 (Pearson Chi-Square = 0.980, Likelihood Ratio = 0.980). In the light of these figures, H_0 is accepted.

$H_0 =$ *There is NO relationship between Gender and frequency of frequentation of the store*

$H_1 =$ *There is a relationship between Gender and frequency of frequentation of the store*

- **Reliability of the Aima Dora brand**

Referring Figure 4.18 and Table 4.10, 7.1% of the respondents rated poor while 59.4% assessed fair with the fact that ADL has a moderate dependability. Though, 23.2% rated average and 10.3% rated good. The majority of the participants (92) disagreed with the statement.

Figure 4.18: Responses regarding “Reliability of the Aima Dora brand”

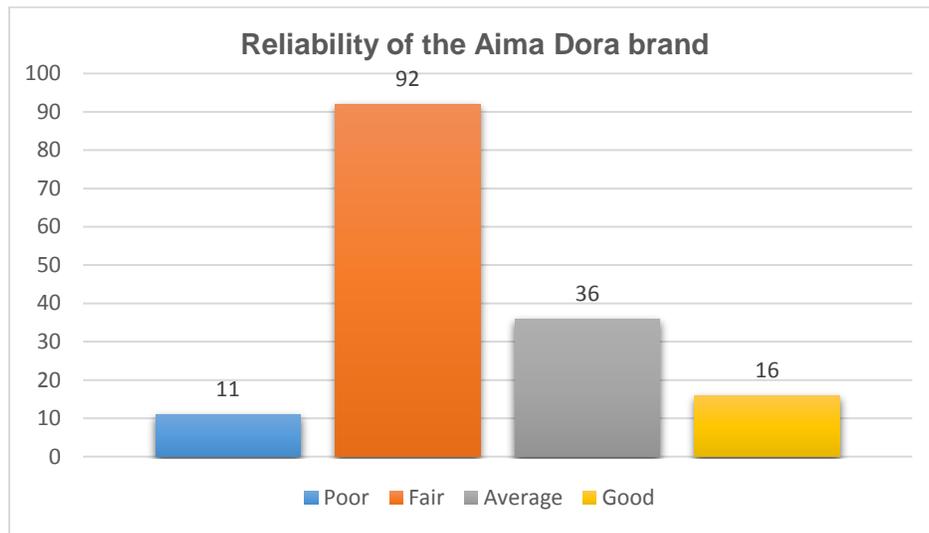


Table 4.10: Responses regarding “Reliability of the Aima Dora brand”

Reliability of the Aima Dora brand		
	Number of Respondents	Percent %
Poor	11	7.1
Fair	92	59.4
Average	36	23.2
Good	16	10.3

Findings are not in line with Berthon (2010:12), the reliability of a product conveys the concept of dependability, successful operation or performance and the absence of failures. It is an external property of great interest to both manufacturer

and consumer. Unreliability (or lack of reliability) conveys the opposite. The reliability of a product gets determined by the decisions made during the pre-production stages and the production stage of the product life cycle. Customers' needs assurance that the product will perform satisfactorily over the useful life of the product. Srivastava (2011:55) claims clients possess an image of product attributes based on previous experiences or marketing communication activities, and when recognising a certain brand, they are able to make a quick decision whether to purchase a particular product or not.

The outcomes, therefore indicate that ADL does not have a consistency. Being a luxury brand it lacks trustworthiness, this may lead to a weakness for the brand. The reasons could also be ADL requires a heavy investment, particularly in manufacturing processes.

- **Quality of our Product/s**

Figure 4.19 and Table 4.11 shows, 3.2 % of the respondents rated poor while 53.5% assessed fair with the fact that ADL has quality products. Though, 41.2 % (24.4 + 16.8) good/average and 1.9 % rated excellent.

Figure 4.19: Responses regarding "Quality of our products"



Table 4.11: Responses regarding “Quality of our products”

Quality of our Products		
	Number of Respondents	Percent %
Poor	5	3.2
Fair	83	53.5
Average	38	24.5
Good	26	16.8
Excellent	3	1.9

Hence, the above results show that the majority rate fair as the quality of the products. The percentage of this results is probably due to the fact that ADL offered products that meet the minimum expectation of the respondents rated fair with this statement. According to Chamberlain (1933:10) as referred in Kristopher (2016:8) if a company differentiates its product that adds value to its product then it can charge a higher price. Here, it would be more sensible if we call that bring about the product a premium product rather than a differentiated product. Finding are not in line with the research, that is:

$$\text{Quality} = \text{Price}$$

If the products refer as a luxury, the price will need to match the standard, thus it can be unaffordable for certain people. This is what makes the product differentiated. While Porter (1995:12), as cited in Kristopher (2016:8), discussed the concept of differentiation he stated that there is a price element that should be associated with differentiation.

- **Convenience of our store’s location**

As shown below in Figure 4.20 and Table 4.13, 27.7 % rated poor, 48.4 % remained fair with the fact convenience of our store’ location. On the other hand, 22.6 % (11.6% + 11.0 %) rated average/good, while only 1.3 % rated excellent.

Figure 4.20: Reponses regarding “Convenience of our store’s location”

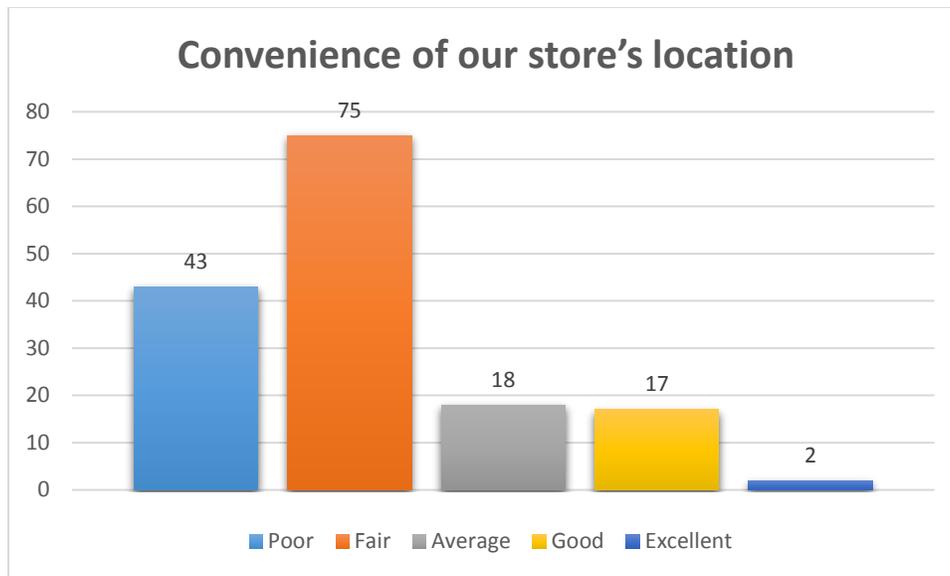


Table 4.12: Reponses regarding “Convenience of our store’s location”

Convenience of our store’s location		
	Number of Respondents	Percent %
Poor	43	27.7
Fair	75	48.4
Average	18	11.6
Good	17	11.0
Excellent	2	1.3

Milton (2010:12) cited ‘place’ in the marketing mix raises to the distribution of the product from the manufacturer to the end customers. Briefly, it is about making goods available in the right quantities and right locations. It is important to consider which distribution channels will be most effective for the brand and to develop a supply chain strategy that fits with the attributes of the brand and the demands of

the customers. Supply chain strategy implies the identification of the right channel partners, inventory management mostly ensuring that all steps from when the brand leaves the production site until it reaches the customers are geared and optimised.

Findings, in general, are not in line with the research, as the majority has negatively rated the convenience of the store location. ADL has currently only one store in Mauritius which is also not placed on the main shopping poles of the country. Access to the store is limited to only people living in the vicinity.

- **Efficiency of our products**

The below Figure 4.21 and Table 4.14, 10.3 % of the respondents rate poor, 54.8 % are fair, 32.2% (21.9 % +10.3) remained average/good and 2.6 % rated the statement excellent.

Figure 4.21: Responses regarding “Efficiency of our products”

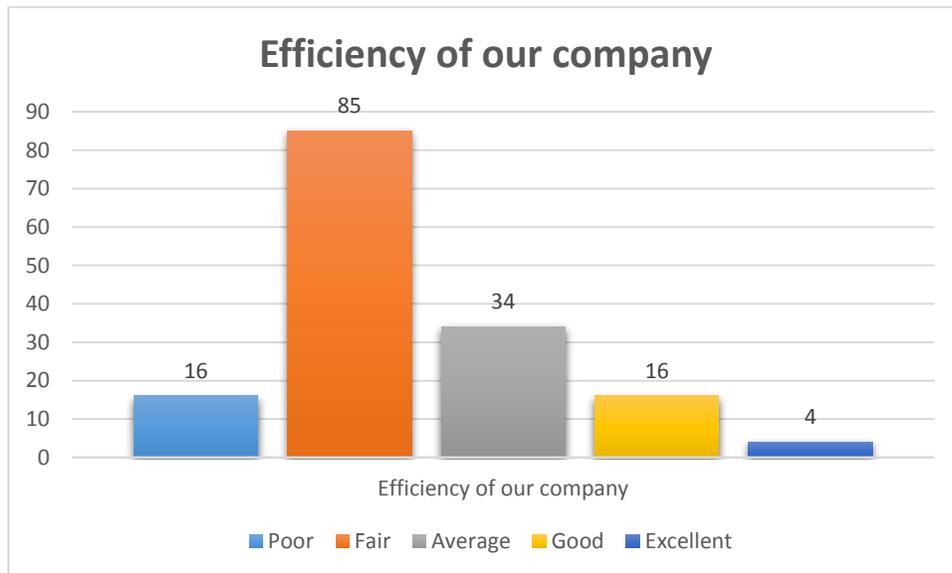


Table 4.13: Reponses regarding “Efficiency of our products”

Efficiency of our company		
	Number of Respondents	Percent %
Poor	16	10.3
Fair	85	54.8
Average	34	21.9
Good	16	10.3
Excellent	4	2.6

Lisa (2015:85) stated efficiency of products is the differentiation by creating comparative advantage towards a competitor, by giving extra value to its customers. According to Ida (2014:36) fabrics is an important material for the underwear garment. Nobody would wear intimate garments made with cheap, uncomfortable material that constricts the body. The quality of the fabric is not limited only to its efficiency in technical terms: the range of products has expanded greatly in order to offer a wide choice of colours and textures. The lingerie fabric has excellent colour retention, and will not fade even after countless washes. Sensitivity to touch is the phrase that best represents products using underwear fabric.

Findings are not aligned with the majority 54.8 % of the respondents rated fair with the fact efficiency of the product. As per the research, the material is an important aspect for the lingerie. The number of neutrals shown ADL has not been able to meet the requirement of fabric to its customers. Therefore results might be a threat for ADL. Quality and innovation are the cornerstones for each product, representing excellence.

- **Comparability of the store’s products in regards to competitors**

From Figure 4.22 and Table 4.15, 6.5 % of the respondents rated poor while 59.4% assessed fair with the fact that comparability of the store’s products in regards to competitors. Though, 32.9 % (21.3 % + 11.6 %) good/average and 1.3 % rated excellent.

Figure 4.22: Reponses regarding “Comparability of the store’s products in regards to competitors”



Table 4.14: Reponses regarding “Comparability of the store’s products in regards to competitors”

Comparability of the store’s products in regards to competitors		
	Number of Respondents	Percent %
Poor	10	6.5
Fair	92	59.4
Average	33	21.3
Good	18	11.6
Excellent	2	1.3

Findings revealed that the majority of the respondents rated fair on this statement. This may be due to the fact that ADL does not provide a big range of items according to the choice of clients. As per Kotler and Keller (2010:341) a strong brand is a great way to give the product or service an identity. The brand can be a combination of words, images and sound. An effective image does three things for a product or company - it establishes the product's planned character, it differentiates the product from competing products and it delivers emotional power.

Thus, image differentiation is a powerful tool to use to differentiate one from other competitors. The same products can have different demand in different ease of choice. The reason that ADL lacked in variety of products compared to its competitors.

- **Which one word or short phrase do you think to reflect Aima Dora Lingerie?**

From Figure 4.23 and Table 4.16, it indicates the one word that respondents would have thought while choosing ADL.

Figure 4.23: One word or short phrase do you think reflect ADL?



Table 4.15: One word or short phrase do you think reflect ADL

Words Reflets ADL	Number of Respondents	Percent %
Luxury	9	5.81
Sexy	8	5.16
Lifestyle	8	5.16
Feminine	8	5.16
Glamour	8	5.16
Quality	7	4.52
Original	6	3.87
Intimate	10	6.45
Beautiful	6	3.87
Expensive	31	20.00
Uniqueness	3	1.94
Elegance	5	3.23
Comfort	5	3.23
More Shops	17	10.97
New to the market	24	15.48
Total	155	100.00

As per the Figure 4.22 and Table 4.16, it shows the percentage of the words that reflects ADL. According to the opinions of participants, on an overall analysis, positive responses can be seen.

As shown in the above table, the majority chose 'expensive' which they think it reflects ADL. The research in chapter two revealed if a company differentiates its product that adds value to its product then it can charge a higher price. Finding and research made for this study have proved ADL prices are expensive. Hence, it is not affordable for the majority of the respondents.

As shown on the above table, 5.81 % of the respondents think ADL is a luxury product.

As per above table, 15.48 % has mentioned 'new to the market'. As results, some of the respondents think ADL is new to the marketplace. It is a true fact as ADL exist since 5 years only.

The rest of the answers are according to what respondents personally think of ADL. Mostly results indicate positive views.

Generally, a brand determines if a client will become a loyal customer or not. The marketing may convince the client to buy a product but it is the brand that will direct if the customers will only buy the same branded products for the rest of their life.

4.7 Conclusion

This chapter has split with the analysis and interpretation of the critical assessment of marketing strategies in increasing market share so as to identify areas of strength and weaknesses of the current marketing strategies at ADL. The objectives of the findings have been linked the literature review and the findings presented in respect of the objectives being set. The next chapter provides recommendations strategies on how to enhance product differentiation in order to increase market share.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to investigate and provide a critical assessment of marketing strategies in increasing market share: A case of Aima Dora Lingerie. More precisely, the objectives set were as follows:

- To identify current marketing strategies applied by NLM locally and internationally;
- To investigate brand reach and perceptions of potential customers of “Aima Dora Lingerie”.
- To determine the factors leading to successful brand awareness and how it can be achieved at Aima Dora Lingerie.
- To recommend strategies to enhance product differentiation in order to increase market share.

This chapter completes the study by summarising and discussing the findings from the literature review and primary data. It presents responses to the research questions and provides recommended strategies to enhance product differentiation in order to increase market share at ADL.

5.2 Findings from the study

The study was conducted to investigate the marketing strategies targeted to increase market share and its possible application to the case of ADL. Additionally, an overview of the current marketing strategies at ADL was examined. The main finding of the survey revealed that management at ADL were not fully engaged in marketing activities and the current strategies were not effective. It was therefore found, that the brand needs to focus on the areas of weakness of their plan and adopt better strategies to ensure higher levels of engagement of its customers. Thus, to improve sales, higher profitability and better brand recognition is required.

5.2.1 Findings from Literature review

The literature review has presented the origin of marketing strategies whereby American Marketing Association (AMA) (2016:6) claims that marketing is a set of activities and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. The findings from previous studies of various author namely Kotler (2012:5), Mania (2014:5) and Coleman (2016:15) were reviewed to define marketing strategies and its impact on the target market.

Definitions of marketing strategies from various authors were analysed and the definition of marketing strategies from Mania (2014:5) was retained for the purpose of this study. Mania (2014:5), defines marketing strategy as a broadly structured plan of marketing actions a person intends to enterprise so as to accomplish a predetermined set of objectives for a firm.

Moreover, the literature review has emphasised the fact that Coleman (2016:15) and Debbiie (2015:45), have claimed marketing mix denotes to the set of actions, or tactics, that a company uses to promote its brand or product in the market.

The literature review has also witnessed the strong correlation between marketing strategies and customer satisfaction. Findings from surveys carried out by Smart Insights. (2016) and England and Wales have been presented.

Furthermore, marketing strategies put forward by various authors namely Asseir (2014:25) Kristopher (2016:5), Patidar (2012:14) and Hitt Ireland Hoskisson (2011:422) were analysed to identity the marketing strategies used for this study.

The literature review has put forward findings from various authors regarding each marketing strategies presented below:

- Authors such Johnson, Scholes and Whittington (2011:229), Hitt Ireland Hoskisson (2011:422), Wetzels *et al* (2010:408), Kotler and Keller (2010:341), Bruhn and Georgi (2010:233) and Melin (2010:141) have

highlighted the fact that differentiation strategies are important aspects to set apart a brand among other rivals and to conquer a competitive advantage.

- Studies from various authors and scholars such as Elizabeth (2015:16) and Emerso (2014:18) have pointed out that brand awareness and brand recognition involves what people think about the business and products offered by the organisation. Moreover, Bruce (2016:19) has highlighted the importance of effective brand recognition as an aspect to get potential customers to recognise the product instantly without requiring much effort.
- Scholars such as Debk (2016:14) have confirmed the importance of Ansoff Matrix or Ansoff box model and England and Wales (2014:15) have put forward the importance of marketing strategy for Victoria Secrete in India using Ansoff Matrix
- Another important marketing strategies that was addressed in the literature review was marketing environment, which according to Patidar (2012:14) and Kristopher (2016:5) are the key that denotes to the forces and influences that has an impact on the organisation's ability to seize and preserve good relationship with its clients.
- The importance of various aspects regarding customer perceptions has been supported by finding of numerous authors. BBC (2017), Wiley (2014:45), Srivastava (2011:55), Milton (2010:12), Alexandru (2011:18) and Lisa (2015:85) have pointed out that perception is a judgment about something observed and evaluated, which differs from customers to customers.
- According to scholars Heskett and Sasser, (2010:78) and Wicks and Roethlein (2009:83) pointed out their view on customer satisfaction. It is important to note that high level of customer satisfaction is beneficial to an

organisation, because satisfied customers are more likely to remain loyal to the company, provide recommendations and pay premium prices.

5.2.2 Findings from Primary Study

The objectives of the study were based on three research questions. Below two research questions are illustrated and the third one which is on the recommendation to be made to ADL is depicted into the next section of this chapter.

Section A: Demographics Analysis

The demographics aspect of the respondents can be described as, 76% female respondents and the remaining 24% male. This provides a first indication of which gender is more prone to buy ADL products and highlights the strong prevalence of female in this field.

The majority of the respondents are from the age group 19 – 39 years old which demonstrates that more youngsters and young adults are familiar with the brand and show interest in the products. This particular age group also represent the target niche market for ADL. Participation level drops at the higher age groups 40 – 59 years old and above 60 years old. Low response level was received from teenagers (-18).

It has been indicated that 9.7 % of white ethnicity responded to the survey, 7.7 % Black African/Caribbean, 25.8 % Mixed / Multiple Ethnic Background, 50.3 % Asian (South Asian), 1.3 % African American and 5.2 % belonged to others.

Question 1: What are the current marketing strategies applied to local and international customers?

Section B of the questionnaire collected information regarding the current marketing strategies applied to local and international customers. Data were collected from different respondents and has provided a picture of the current marketing strategies. The results are based on the findings obtained from the 155

respondents who agreed to participate in the survey and has helped to obtain a global overview how the current marketing strategies reached local and international customers.

The following aspects of the marketing strategies have been analysed during the study.

- The current advertising has reached and created appeal in the market
- Private sales events every 5 months
- If a range of products and styles are available
- Does the price of the products match the luxury standard
- Promotional gift vouchers encouraging shopping
- Does online shopping save time and money
- Packaging of the products add value to the brand
- Received quality customer service

This study corroborated the facts related to the current marketing strategies applied to local and international customers. Part of the respondents agreed with the fact that ADL is famous and for some of the participants the brand is still unknown. Results have shown that in general, ADL has not fully contributed in the current advertisement campaign. Marketing campaign is the activities to get people become familiar to the brand. It is a method to link marketing channels.

When assessed on the level of engagement by ADL on advertising, only 25.1 % out of 100% agreed with the fact that the current advertising reaches the target market. The reason behind is, ADL has not fully focus on the right target market at the right time. Rather than directing on a large target market that the result of customer engagement is less. It would be better that ADL improves its products by focusing on a niche marketing. By being innovative in the marketplace, ADL can compete with its competitors.

For instance, enhanced the existing products, packaging, service quality and review the prices could attract the existing market with a particular segments. In the same way results could attract new customers that are not the current target. Before ADL implements new marketing strategies, deep research on market demand is important. For example SMART method (Specific, Measurable, Achievable, Relevant, Time) could be effectively applied by ADL, so that to measure the outcomes against the objectives.

Question 2: What are the perceptions and brand recognition of “ADL” among existing and potential customers?

Section C is an analysis of the perceptions and brand recognition were carry out. Perceptions and brand recognition have been analysed through the following queries:

- ADL is famous around the world
- ADL products reflects the luxury standard
- The brand has tried to increase awareness among its clientele
- Is there regular shopping
- Good shopping experience which saves time and money
- To be a future customer
- Recommendation of the brand to others (Brand loyalty)

Results have shown that in general, ADL has neutral brand recognition among its existing target market and potential customers. ADL is a relatively unknown brand for most people. Which may be due to the failure of advertisement, previously carried out, to reach the right target market at the right time. Only, 45.2 % of respondents disagreed with the fact the product offered at ADL reflect the quality and luxury standard the brand sets to achieve. Customers will not pay high prices for certain products that are new to them.

ADL has not managed to create a perception of exclusivity in the minds of customers or potential customers. Knowing the targeted customers, such as their

general age, gender, location, language, professions and interests, is vital when considering what shapes the brand perception. ADL has been unsuccessful to recognise and collect these essential data.

The perceptions and brand recognition involves how customers feel about the brand related to others. ADL needs to take in accounts the sales process, structures, client's service, quality and value. It is in this way customers will perceive ADL brand positively and would engaged with the brand. Equally if the clients will have a negative perception about the brand, they would be liable to choose another brand over ADL.

Question 3: What are the factors leading to a successful brand awareness and how can it be achieved at ADL?

Section D provides an analysis of the factors leading to a successful brand awareness and how can it be achieved at ADL. The following points have been analysed:

- Frequentation of the brand
- Reliability of ADL Brand
- Quality of the products
- Convenience of the store's location
- Efficiency of the product
- Comparability of the store's products in regard to the competitors

Results have shown that 53.4% of respondents rated fair with the fact that ADL has a quality products offering, confirming the literature review whereby Chamberlain (1933:10) as referred in Kristopher (2016:8) if a company differentiates its product that adds value to its product then it can charge a higher price. Milton (2010:12) cited 'place' in the marketing mix pertains to the distribution of the product from the manufacturer to the end customers. Briefly, it is about making goods available in the right quantities and right locations. Lisa (2015:85) stated efficiency of products creates comparative advantage towards competitor

by giving extra value to its customers. Kotler and Keller (2010:341) a strong brand is a great way to give the product or service an identity.

According to the research, ADL needs to have the thorough understanding of the demographic of its target market. In short, to look about the interest and how to communicate. Social Media's platforms can be a vital tool in emerging brand awareness. It includes live discussion, together with purchases and products clients like. Once an ADL customer like the products, it would be a free work to increase the brand awareness. Electronic communications have a vast impact rather than newspapers and magazines. Some common characteristics that ADL could become a successful brand are audience knowledge, uniqueness, passion and consistency.

Overall, the findings of this study were in line with the research objectives set in Chapter One. The study helped link the marketing strategies increasing market share the reactions they would have towards the brand.

5.2 Conclusions from the Study

The purpose at the heart of this dissertation was to provide an insight view on the current marketing strategies in increasing market share locally and internationally for the brand of ADL. With increasing competition and constant changes, it has become imperative to implement strong marketing strategies to differentiate the brand from other in the market share. The study has revealed that there are areas of weaknesses regarding the actual situation of ADL which may be the cause of high attrition rate. These are listed below:

- **Inaccurate business plan for allocating sales and marketing resources**

The findings revealed that there were no proper business model at ADL. ADL has not clearly incorporated distribution channels in their marketing plans. The effect is that the capitals required to complete the channel distributions were not disbursed. The business plan restricts the reallocation and reprioritisation of sales

and marketing resources needed to increase market share of ADL. Moreover, the fact that ADL is an international brand, it would be in the interest of ADL to pay special attention when it comes to the distributions channel.

- **Lack of strong differentiation amid content, messaging and strategies**

The findings revealed messaging is an immediate answer to the forthcoming customer's primary and secondary purchasing queries. The key is communication in order to persuade a customer to be involved and purchase. Contents in integrated via creative process into sales conversations by way of the communicator. The less real the messaging, the less effective the content and conversations. Which causes low levels of customer engagement.

- **High pricing, lack of promotional and product changes**

Since ADL is a luxury brand, the prices offered is quite expensive for the target market. As per the results in the research, it was found that ADL lack of promotional strategies in its campaigns, that is, it has a short visibility in the market place. It was also noticed that ADL offers the same styles and products in the current and upcoming collections. Thus, there is a limitation of its product range.

- **Low brand awareness and brand recognition**

Finding reveals ADL has low brand awareness and brand recognition as compared to its competitors. Lower brand awareness causes ADL a comparative disadvantage, which results in less market share. It is strenuous and futile to poise ADL brand if it does not even really know what it stands for. Particularly, when there is not enough internal emphasis on identifying and strengthening ADL brand. Management lacks the direction to steadily support a trend of growth for the business. This is the common issue at ADL. There is no clearly defined set of values that ADL would like to be known for and could even sell itself. In this age of mass and instant media ADL could not manage entirely its brand image. Nowadays, social media are the most powerful platform to promote any campaign.

The brand has been absent on various Social Media's platform and this has been lead to a poor brand awareness.

5.3. Recommendations

In light of the above findings, the following recommendations have been formulated to increase market share at ADL. Recommendations have been made on specific areas of weaknesses identified during the study.

Question 4: What strategies can be recommended to enhance product differentiation in order to increase market share?

Recommendation 1: Providing a clear business model for allocating sales and marketing resources

ADL should clearly define a proper business plan. It should gain a clear understanding of how much time and effort to invest in channel distributions into recreating appropriate collateral. ADL should create a channel model that outlines the customer communication such as messaging and content needed to support the purchase cycle, from lead generation to retention, and agree on which stakeholder is responsible for creating each deliverable. It should combine the plans on which the ideas will have a much better business plan for correctly implementing sales and marketing resources to drive greater market success.

Recommendation 2: Providing strong differentiation amid content, messaging and strategies

ADL must adopt acquisition strategies such as separation messaging from content that enables people to make the content much more effective. For example, content can be landing pages, online social media, websites and presentations. For the sales, support content needs to include competitive briefing such as guides on the products and since ADL is a lingerie brand, guide for sizes should be provided. These are the contents tools that should be presented to clients via various strategies. It can be through campaigns, seminars, events at ADL, fashion

and trade show. ADL should create customer engagement models with a common vocabulary for the go to market components according to customers' needs and use.

Recommendation 3: Proper pricing, promotional and product changes which will have unique benefits to ADL

By reducing prices, ADL could hope to lure customers away from rivals. The advantage is higher market share but comes at a cost, which is lower margins per unit. It is unsafe as once prices fall it can be hard to promote them unless ADL recovers enough market share to muscle out its entrants. Another recommendation is to add a promotion approach, which can include raising the advertising budget or using the power of branding for the firm. But at the end, it should help to reach the right market. To conclude, ADL can revamp its product offering to better meet purchaser requirements or to deliver something new and highly distinguished.

Recommendation 4: Increased brand awareness and brand recognition

Brand awareness plays an important role as it facilitates the process of differentiating one product's from other. It is emphasised through many promotional actions such as advertisements, word of mouth, publicity, sponsorships, events, blogs and print media. The high responsiveness for a product in the market leads to better sales records. The latter will create an awareness that would encourage customers to purchase. ADL needs to try very hard to spread awareness about its different products amongst the clients. ADL should extent its shopping hours and categories of products in order to provide more specifications and branded quality. ADL should expand the number of stores they currently have as no shopping stores is located in different targeted countries. The core benefits of the brand awareness is that the shopper has been allowed to connect emotionally with the brand and its value. The brand could also introduce

e-mobile to further increase sales in terms of online shopping. It can also go for sponsorship of charity event to create buzz and publicity for the business. Through, charity program there is greater chance of developing a network with political parties and media sources in order to broaden the reach of the products. ADL needs to be more present on popular social media platform such as Facebook and Instagram to boost sales amongst youngsters.

5.4 Scope for Further Research

There is scope for further research on marketing strategies and promising topics are:

- An investigation on how does marketing methods differ across the cultures at ADL
- An investigation on the life style and marketing at ADL
- Effective Internet marketing activities: what should we expect in the future generations at ADL

5.5 Conclusion

This research presented the results collected from the literature review together with data obtained through the primary study. The main objective was to respond to the research questions and thus realise the purposes of this research. Existing theory supported by data collected through questionnaires helped in the analysis of the subject under investigation. Despite some of its limitations, this study has uncovered areas of weaknesses regarding the current marketing strategies at ADL. The answers provided also helped to draw suitable conclusions to the research questions and lay the foundation for recommendations to be made in order to help turn the strategy into a successful one.

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APPENDICES

APPENDIX I: Letter of Permission to Conduct the Study



NOUVELLE LINGERIE MAURICIENNE Ltée
2 Wilson Avenue – Belle Rose – Quatre Bornes – Mauritius
T +230 454 6410 | F +230 467 4344

30 June 2016

Dear Pooja,

Subject: Request for permission to conduct research

Further to your letter received yesterday, 29th July 2016 via email, it is my pleasure to grant you the permission to obtain data from our company that might be required for your research work for Master's in Business Administration through Management College of Southern Africa.

Thank you for your interest in our brand Aima Dora!

Wishing you a great success and please do not hesitate to be in touch if you need any further details.

Kind regards,

A handwritten signature in black ink, appearing to read 'Alma Stanonik', is written over a horizontal line.

Alma stanonik

APPENDIX II: Covering Letter to Respondents

Dear Sir/Madam,

My name is Ramyeed Pooja and I am currently writing my dissertation for my Masters in Business Administration (MBA) at Mancosa, South Africa. I am investigating on the critical assessment of marketing strategies in increasing market share: A case study of Aima Dora Lingerie. In this context, I would like to request you to contribute in this research by completing the attached questionnaire.

All information will remain confidential and you need not include your name in the questionnaire. My humble request to you is to respond all questions as honestly as possible. The questionnaire will take 15 minutes of your time and the contribution is firmly voluntary and you may refuse to participate or withdraw from the study at any time. There will be no consequences for your refusal to participate or withdrawal from the study. The information collected through this research study will be retained for a period of 1 year.

Thank you for supporting me in my education endeavours.

Yours Faithfully,

Ramyeed Pooja

E: pooja_ramyeed@hotmail.com

APPENDIX III: Questionnaire

Section A: Demographic information

1. What is your age?

- 18
- 19 – 39
- 40 – 59
- Above 60

2. What is your gender?

- Female
- Male

3. Please specify your ethnicity

- White
- Black African/Caribbean
- Mixed / Multiple Ethnic Background
- Asian
- African American
- Other (Please specify)

Section B: Current Marketing strategies applied to local and international market

Answer the following statements on ADL's marketing strategies with the following scale:

		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't Know
4.	The current advertising campaign has reached and created appeal in the market						
5.	Aima Dora holds private sales events every 5 months. I am interested by this strategy and would like to participate in such events						
6.	Aima Dora offers a large range of products and styles						
7.	The price of the products matches the set luxury standard and the quality of the offerings						
8.	Promotional gift vouchers from Aima Dora have encouraged shopping						
9.	I have had a good experience of Aima Dora online shopping as it saves time and money						
10.	The packaging of the products is attractive and adds value to the brand						
11.	I consistently received quality customer service.						

Section C: Perceptions and brand recognition

Answer the following statements on brand recognition with the following scale:

		1	2	3	4	5
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
12	Aima Dora Brand is very famous locally and around the world					
13	The products offered reflects the quality and luxury standards the brand sets to achieve					
14	The company has endeavoured to increase brand awareness among its target clientele. I believe it has achieved its goal					
15	I shop regularly in the brand's store.					
16	I have always had a good shopping experience and enjoyed my time in the store					
17	I anticipate that I will continue to be a customer of the brand in the future					
18	I would recommend the brand to others					

Section D: Factors leading to successful brand awareness

Answer the following statements on the factors that have led to your awareness of the ADL brand:

		Poor	Fair	Average	Good	Excellent
19	Frequentation of our store					
20	Reliability of the Aima Dora brand					
21	Quality of our product					
22	Convenience of our store's location					
23	Efficiency of our company					
24	Comparability of the store's products in regards to competitors					

25. Which one word or short phrase do you think reflect Aima Dora Lingerie?

Thank you for your participation!

APPENDIX IV: Survey Results

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
1	1	5	11	5	4	4	1	1	1	1	1	4	4	2	4	1	1	1	4	2	2	1	2	2	0
2	3	5	8	4	1	2	3	4	3	2	3	5	3	5	2	2	2	1	3	1	3	1	2	3	1
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4	1	4	9	6	1	5	6	6	2	5	5	4	2	4	3	4	2	2	1	3	3	1	1	2	1
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6	1	4	9	5	4	2	4	1	4	1	1	4	4	2	4	4	4	4	2	2	4	2	2	2	0
7	1	4	9	3	4	2	2	2	4	4	4	4	2	4	3	4	4	4	2	3	2	2	2	2	0
8	1	4	9	4	5	4	6	4	4	4	4	4	3	4	4	4	4	4	2	2	2	2	2	2	0
9	1	4	9	4	3	2	3	2	4	2	3	1	1	1	3	4	3	3	2	2	2	2	2	2	0
10	1	4	9	5	4	4	4	4	4	4	4	3	4	4	3	2	2	4	2	2	2	2	2	2	0
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19	1	5	9	3	3	1	2	1	1	1	1	4	2	2	3	2	1	1	2	2	3	2	2	3	1
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24	1	4	8	4	2	2	3	2	1	2	2	4	3	3	3	1	1	1	3	3	4	2	3	3	0
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