

# A STUDY ON BRAND POSITIONING AND RETENTION STRATEGIES AMONG THE BUYERS OF SAMBANDAM SPINNING MILLS

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## 1.1 INTRODUCTION OF THE STUDY

In the modern business environment, competition among organizations has increased significantly due to globalization, technological advancements, and changing customer expectations. In such a competitive market, companies must establish a strong and unique position in the minds of customers to achieve sustainable growth and long-term success. Brand positioning has emerged as a vital marketing strategy that helps organizations differentiate their products and services from competitors and create a favorable image among customers.

Brand positioning refers to the process of designing a company's offerings and image in such a way that they occupy a distinct and valued place in the minds of target customers. Effective brand positioning enables customers to recognize the unique benefits and qualities associated with a brand, thereby influencing

their purchasing decisions and loyalty. A well-positioned brand not only attracts new customers but also helps in retaining existing customers by creating trust, satisfaction, and emotional attachment.

Customer retention is another crucial aspect of business success. Retention strategies focus on maintaining long-term relationships with customers and encouraging repeat purchases. Retaining existing customers is often more cost-effective than acquiring new ones, and loyal customers contribute significantly to a company's profitability and reputation. Therefore, organizations continuously strive to develop effective retention strategies through superior product quality, competitive pricing, customer service, relationship marketing, and trust-building activities.

The textile industry plays an important role in the economic development of India and contributes significantly to employment generation and export earnings. The spinning

mill sector, being a major component of the textile industry, faces intense competition from domestic and international manufacturers. In this competitive scenario, spinning mills must focus on building a strong brand image and maintaining lasting relationships with buyers to sustain their market position.

Sambandam Spinning Mills is a reputed organization engaged in the production and supply of quality yarn products to various buyers. The company's success depends largely on how buyers perceive its brand and the extent to which they remain loyal to the organization. Factors such as product quality, brand credibility, customer satisfaction, pricing policies, service quality, trust, and relationship marketing influence buyers' purchasing decisions and retention behavior.

The present study titled **"A Study on Brand Positioning and Retention Strategies among the Buyers of Sambandam Spinning Mills"** aims to examine the effectiveness of the company's brand positioning efforts and retention strategies. The study seeks to understand buyers' perceptions, satisfaction levels, loyalty, and repeat purchase intentions. It also identifies the key factors that contribute to customer retention and provides suggestions for strengthening the company's brand image and long-term buyer relationships.

The findings of this study will be useful to the management of Sambandam Spinning Mills in developing effective marketing and retention strategies, improving customer satisfaction, and enhancing competitive advantage in the textile market. Furthermore, the study contributes to academic knowledge by highlighting the significance of brand positioning and customer retention in the spinning mill industry.

## 1.2 The Indian Textile Industry: An Overview

The Indian textile industry is one of the oldest, largest, and most significant sectors of the national economy. It contributes approximately 2.3% to the country's Gross Domestic Product (GDP), accounts for nearly 13% of industrial production, and employs over 45 million people, making it the second largest employment-generating industry after agriculture. India ranks among the top three global exporters of textiles and apparel, with an export value exceeding USD 44 billion annually, serving markets across the United States, European Union, and the Asia-Pacific region.

The Indian spinning mill segment forms the backbone of the textile value chain. Spinning mills convert raw cotton, polyester fibre, and blended fibres into yarn — the fundamental input for weaving, knitting, and garment manufacturing. India's spinning capacity stands at over 50 million spindles, making it the second largest spinning nation in the world after China. Tamil Nadu, with its long-standing tradition of textile manufacturing, houses a significant concentration of spinning mills, including those in the Salem-Erode-Tiruppur textile corridor — a region known globally for its yarn quality, production efficiency, and export competitiveness.

The spinning mill sector has undergone significant transformation in the past two decades. Technological upgradation, globalisation, changing buyer expectations, and intensified competition from low-cost producing nations have compelled Indian spinning mills to move beyond product-centric strategies toward brand-centric approaches. In this evolving landscape, a spinning mill that builds a strong brand, maintains buyer trust, and retains loyal customers secures a

sustainable competitive advantage that cannot be replicated by price competition alone.

### **1.3 Brand Positioning: Concept and Significance**

Brand positioning is the strategic process by which a company creates a distinct, valued, and enduring place for its brand in the minds of its target buyers relative to competing brands. As conceptualised by Ries and Trout (2001), positioning is not what you do to a product but what you do to the mind of the prospect. In the B2B (business-to-business) context — such as the relationship between a spinning mill and its buyers (wholesalers, retailers, manufacturers, and distributors) — brand positioning encompasses dimensions of product quality, consistency, price-value alignment, reliability, credibility, and service responsiveness.

A well-positioned brand reduces buyer uncertainty, shortens the purchase decision cycle, commands premium pricing, and creates switching costs that protect market share. For spinning mills, where yarn quality, count accuracy, delivery precision, and technical specifications are critical purchasing parameters, a strong brand position translates directly into buyer preference, reduced negotiation pressure, and long-term supply chain partnerships. Brand positioning thus becomes a strategic asset that generates measurable commercial returns.

Keller (2013) identifies brand knowledge — comprising brand awareness and brand image — as the foundation of brand positioning. In the textile B2B market, brand awareness is built through trade exhibitions, industry associations, buyer referrals, and direct sales relationships, while brand image is shaped by product performance, after-sales support, and the overall buyer experience. Together, these elements define how a spinning mill is

perceived relative to its competitors in the buyer's evaluation and selection process.

### **1.4 Customer Retention: Strategic Importance in B2B Markets**

Customer retention refers to the ability of a company to retain its existing customers over a sustained period and prevent them from switching to competitors. In B2B markets, retention is particularly critical because acquiring a new industrial buyer is estimated to cost five to seven times more than retaining an existing one (Reichheld & Sasser, 1990). Moreover, a 5% increase in customer retention has been shown to increase profitability by 25% to 95%, making retention one of the highest-return strategic investments available to any business.

For spinning mills, buyer retention is driven by a complex interplay of factors: product quality consistency, pricing fairness, service reliability, communication frequency, personal relationships, and the overall trust built over multiple business interactions. Long-term buyers develop institutional knowledge of the mill's capabilities, reducing transaction costs and enabling more efficient procurement planning. They also serve as reference accounts that facilitate new buyer acquisition through word-of-mouth recommendations — a particularly powerful channel in the relationship-intensive textile trade.

Morgan and Hunt (1994) establish that commitment and trust are the central mediating variables in relationship marketing — the discipline most directly concerned with customer retention. In the B2B textile context, trust is earned through consistent quality delivery, transparent pricing, ethical business practices, and responsive service. Commitment is reflected in the buyer's intention to continue the relationship, invest in joint quality improvement, and resist competitive

alternatives — all of which are key outcome variables examined in this study.

### 1.5 STATEMENT OF THE PROBLEM

In today's highly competitive textile industry, maintaining a strong brand position and retaining existing buyers have become major challenges for spinning mills. Buyers have a wide range of alternatives available in the market and their purchasing decisions are influenced by various factors such as product quality, price, brand image, service quality, trust, and customer satisfaction. As competition increases, organizations must continuously focus on developing effective brand positioning and customer retention strategies to sustain their market share and profitability.

Sambandam Spinning Mills has established its presence in the textile market by supplying quality yarn products to various buyers. However, the company operates in an environment where buyers can easily switch to competitors if their expectations are not met. Therefore, understanding how buyers perceive the company's brand and identifying the factors that influence their loyalty and retention have become essential for long-term business success.

Although the company has adopted various marketing and customer relationship practices, it is necessary to evaluate whether these efforts are effectively creating a positive brand image and encouraging buyers to continue their business relationship with the organization. Factors such as brand awareness, brand credibility, product quality, pricing policies, customer trust, relationship marketing, and service quality play a significant role in shaping buyer perceptions and retention behavior.

The problem addressed in this study is to determine the effectiveness of the brand positioning and retention strategies adopted by

Sambandam Spinning Mills and to identify the key factors that influence buyer satisfaction, loyalty, and repeat purchase intentions. The study seeks to understand whether the existing strategies are sufficient to retain buyers and strengthen the company's competitive position in the market.

Hence, the present research entitled "**A Study on Brand Positioning and Retention Strategies among the Buyers of Sambandam Spinning Mills**" has been undertaken to analyze buyer perceptions, evaluate retention practices, and provide suitable suggestions for improving customer loyalty and long-term business relationships.

### 1.6 OBJECTIVES OF THE STUDY

#### I. Primary Objective

- To study the brand positioning and retention strategies among the buyers of Sambandam Spinning Mills.

#### II. Secondary Objectives

- To examine the buyers' perception towards the brand image of Sambandam Spinning Mills.
- To analyze the effectiveness of the brand positioning strategies adopted by the company.
- To identify the factors influencing customer retention and buyer loyalty.
- To evaluate the level of buyer satisfaction with the products and services offered by Sambandam Spinning Mills.
- To study the impact of product quality on customer retention and repeat purchase intention.
- To assess the influence of brand awareness and brand credibility on buyers' purchasing decisions.

- To examine the relationship between customer trust and buyer loyalty.
- To analyze the effectiveness of relationship marketing practices in retaining buyers.
- To identify the major factors contributing to repeat purchase intentions among buyers.
- To evaluate the role of service quality in enhancing customer satisfaction and retention.
- To rank the factors influencing buyer retention using Garrett Ranking Technique.
- To provide suitable suggestions for improving brand positioning and strengthening buyer retention strategies.

### 1.7 SCOPE OF THE STUDY

The scope of the study focuses on examining the brand positioning and retention strategies among the buyers of Sambandam Spinning Mills. The study aims to understand how buyers perceive the company's brand and identify the factors that influence their purchasing decisions, satisfaction levels, loyalty, and long-term relationship with the organization.

The study covers various dimensions of brand positioning such as brand image, brand awareness, brand differentiation, brand credibility, perceived quality, and price perception. It also evaluates the effectiveness of retention strategies including customer satisfaction, relationship marketing, customer trust, service quality, buyer loyalty, customer retention, and repeat purchase intention.

The research is confined to the buyers of Sambandam Spinning Mills and analyzes their opinions and experiences regarding the company's products and services. The study provides valuable insights into the strengths and weaknesses of the existing marketing and

customer retention practices adopted by the company.

The findings of the study will help the management of Sambandam Spinning Mills to:

- Understand buyer perceptions towards the company's brand.
- Identify the key factors influencing customer retention and loyalty.
- Improve product quality, service quality, and relationship marketing practices.
- Develop effective brand positioning strategies to gain a competitive advantage.
- Enhance customer satisfaction and encourage repeat purchases.
- Strengthen long-term relationships with buyers and increase business growth.

The study also contributes to academic knowledge by providing insights into the role of brand positioning and customer retention in the spinning mill industry. The results may serve as a reference for future researchers conducting studies in the areas of marketing, branding, customer satisfaction, and retention strategies.

Although the study is limited to Sambandam Spinning Mills, the concepts and findings can be useful for understanding customer retention practices and brand management strategies in similar textile and manufacturing organizations.

### 1.8 LIMITATIONS OF THE STUDY

Every research study has certain limitations that may affect the scope and generalization of its findings. The limitations of the present study are as follows:

- The study is confined only to the buyers of Sambandam Spinning Mills and does not

include buyers of other spinning mills or textile organizations.

- The sample size is limited to 150 respondents; therefore, the findings may not fully represent the opinions of the entire buyer population.
- The study is based on the responses and perceptions of buyers, which may vary according to individual experiences, attitudes, and expectations.
- The accuracy of the findings depends upon the sincerity, honesty, and understanding of the respondents while answering the questionnaire.
- The study was conducted within a limited period, and therefore changes in buyer preferences and market conditions after the study period are not reflected in the results.
- Due to time and financial constraints, the study could not cover a larger geographical area or a greater number of respondents.
- The research focuses only on selected factors such as brand positioning, product quality, brand credibility, customer satisfaction, trust, loyalty, and retention strategies. Other factors that may influence buyer behavior were not included.
- The study is limited to the information collected through the structured questionnaire and does not consider all external market influences affecting buyer decisions.
- The findings and recommendations are specific to Sambandam Spinning Mills and may not be directly applicable to all organizations in the textile industry.
- Rapid changes in market competition, technology, customer expectations, and economic conditions may influence buyer perceptions and retention patterns, which could affect the long-term applicability of the study findings.

## **2. RESEARCH METHODOLOGY**

### **2.1 INTRODUCTION**

Research methodology refers to the systematic process adopted for collecting, analyzing, and interpreting data to achieve the objectives of the study. It provides a scientific framework for conducting research and ensures the reliability and validity of the findings. The present study titled “A Study on Brand Positioning and Retention Strategies among the Buyers of Sambandam Spinning Mills” aims to analyze buyer perceptions regarding brand positioning and the effectiveness of retention strategies adopted by the company.

### **2.2 RESEARCH DESIGN**

The study adopts a Descriptive Research Design. Descriptive research is used to describe the characteristics, opinions, attitudes, and behavior of buyers towards the products and services offered by Sambandam Spinning Mills. It helps in understanding the current market position of the brand and the factors influencing buyer retention.

### **2.3 NATURE OF DATA**

The study is based on both primary and secondary data.

**Primary Data:** Primary data were collected directly from buyers of Sambandam Spinning Mills through a structured questionnaire.

**Secondary Data:** Secondary data were collected from journals, books, company reports, websites, magazines, and previous research studies related to brand positioning and customer retention.

### **2.4 AREA OF THE STUDY**

The study was conducted among the buyers of Sambandam Spinning Mills operating in different regions of Tamil Nadu and other business locations.

## 2.5 POPULATION OF THE STUDY

The population of the study consists of all buyers associated with Sambandam Spinning Mills.

## 2.6 SAMPLE SIZE

A total of 150 respondents were selected for the study.

## 2.7 SAMPLING TECHNIQUE

Purposive Sampling Technique was adopted for selecting respondents. The respondents were chosen based on their experience and business relationship with Sambandam Spinning Mills.

## 2.8 DATA COLLECTION INSTRUMENT

A structured questionnaire was used as the primary tool for data collection. The questionnaire consists of 42 questions covering:

- Demographic Profile
- Brand Positioning
- Brand Image
- Brand Differentiation
- Brand Awareness
- Brand Credibility
- Product Quality
- Perceived Quality
- Price Perception
- Buyer Satisfaction
- Relationship Marketing
- Customer Trust
- Service Quality
- Buyer Loyalty
- Customer Retention

- Repeat Purchase Intention

- Garrett Ranking Factors

## 2.9 PERIOD OF THE STUDY

The study was conducted during the 3 months

## 2.10 DATA ANALYSIS TOOLS

The collected data were analyzed using the following statistical tools:

1. Percentage Analysis
2. Mean Score Analysis
3. Chi-Square Test
4. Garrett Ranking Technique

## PERCENTAGE ANALYSIS

### Formula:

Percentage = (Number of Respondents / Total Number of Respondents) × 100

### Purpose:

Percentage analysis is used to classify and summarize data according to different categories. It helps in understanding respondent distribution and identifying dominant response patterns.

## MEAN SCORE ANALYSIS

### Formula:

Mean =  $\Sigma X / N$

Where:  $\Sigma X$  = Total Score N = Number of Respondents

### Purpose:

Mean score analysis is used to measure the average level of agreement or satisfaction among respondents regarding various brand dimensions.

## CHI-SQUARE TEST

### Formula:

$$\chi^2 = \Sigma (O - E)^2 / E$$

Where: O = Observed Frequency E = Expected Frequency

**Purpose:**

The Chi-Square Test is used to determine whether a significant association exists between two categorical variables.

**Hypothesis:**

H<sub>0</sub>: There is no significant association between the variables.

H<sub>1</sub>: There is a significant association between the variables.

**Decision Rule:**

If p-value < 0.05 → Reject H<sub>0</sub>

If p-value > 0.05 → Accept H<sub>0</sub>

**GARRETT RANKING TECHNIQUE**

**Formula:**

$$\text{Percent Position} = 100 \times (R_{ij} - 0.5) / N_j$$

Where: R<sub>ij</sub> = Rank assigned by respondents N<sub>j</sub> = Number of factors ranke

**Purpose:**

Garrett Ranking Technique is used to rank the factors influencing buyer retention and loyalty.

The factor obtaining the highest Garrett Mean Score is considered the most important factor.

**CONCLUSION**

The research methodology adopted for the study provides a systematic approach for collecting and analyzing data related to brand positioning and retention strategies among buyers of Sambandam Spinning Mills. The selected statistical tools help in drawing meaningful conclusions and achieving the objectives of the study.

**GARRETT'S RANKING ANALYSIS**

Buyers were asked to rank key factors by importance.

**Garrett Scores were computed using the formula:**

Percent Position = 100(R<sub>ij</sub> - 0.5) / N<sub>j</sub>, converted to Garrett values and averaged.

**Q41. Factors Influencing Decision to Continue Buying from Sambandam Spinning Mills**

Factor	Total Garrett Score	No. of Respondents	Mean Score	Rank
Product Quality	8920	150	59.47	1
Brand Reputation	8640	150	57.60	2
Trust & Long-term Relationship	8410	150	56.07	3
Service Quality	7980	150	53.20	4
Price	7650	150	51.00	5

**Interpretation:**

The ranking reveals the priority of factors influencing buyer decisions. Higher mean Garrett scores indicate greater importance assigned by buyers.

**Q42. Brand-Related Factors Influencing Loyalty towards Sambandam Spinning Mills**

Factor	Total Garrett Score	No. of Respondents	Mean Score	Rank
Brand Credibility	8810	150	58.73	1
Brand Positioning	8580	150	57.20	2
Brand Image	8350	150	55.67	3
Brand Differentiation	7920	150	52.80	4
Brand Awareness	7680	150	51.20	5

**Interpretation:**

The ranking reveals the priority of factors influencing buyer decisions. Higher mean Garrett scores indicate greater importance assigned by buyers.

**SUMMARY: KEY FINDINGS ACROSS ALL DIMENSIONS**

Dimension	Key Indicator	Positive Response %	Interpretation
Brand Positioning	Clear market position	76.7%	Strong
Brand Image	Positive overall image	80.0%	Strong
Brand Differentiation	Unique vs competitors	73.3%	Good
Brand Awareness	Well aware of brand	76.7%	Strong
Brand Credibility	Delivers promises	80.0%	Strong
Product Quality	Meets requirements	83.3%	Very Strong
Perceived Quality	High-quality supplier	78.7%	Strong
Price Perception	Price matches quality	73.3%	Good
Buyer Satisfaction	Overall satisfied	84.7%	Very Strong
Relationship Marketing	Good relationships	76.7%	Strong
Customer Trust	Long-term trust	84.0%	Very Strong
Service Quality	Prompt service	80.0%	Strong
Buyer Loyalty	Prefer over others	81.3%	Strong
Customer Retention	Continue purchasing	85.3%	Very Strong
Repeat Purchase	Plan repeat orders	84.7%	Very Strong
Switch Resistance	Won't switch	83.3%	Strong

**I. CHI-SQUARE ANALYSIS**

Chi-Square ( $\chi^2$ ) test is used to determine whether there is a significant association between two categorical variables.  $H_0$  (Null Hypothesis): There is no significant association between the variables.  $H_1$  (Alternative Hypothesis): There is a significant association. Level of significance:  $\alpha = 0.05$ .

**Test 1: Gender vs Brand Loyalty (Q35 – Preference over Competitors)**

$H_0$ : There is no significant association between Gender and Brand Loyalty.

$H_1$ : There is a significant association between Gender and Brand Loyalty.

**Observed Frequency Table**

Gender	Loyal (SA+Agree)	Not Loyal (N+D+SD)	Total
Male	72	10	82
Female	50	18	68
Total	122	28	150

**Expected Frequency Table**

Formula:  $E = (\text{Row Total} \times \text{Column Total}) / \text{Grand Total}$

Gender	Loyal (Expected)	Not Loyal (Expected)	Total
Male	66.69	15.31	82
Female	55.31	12.69	68
Total	122	28	150

**Chi-Square Calculation**

$$\chi^2 = \sum [(O - E)^2 / E]$$

Cell	Observed (O)	Expected (E)	(O-E) <sup>2</sup> /E
Male – Loyal	72	66.69	0.4233
Male – Not Loyal	10	15.31	1.8431
Female – Loyal	50	55.31	0.5113
Female – Not Loyal	18	12.69	2.2224
$\chi^2$ Total			4.9937 $\approx$ 4.0937*

**Test Statistics:**

Parameter	Value
Chi-Square Value ( $\chi^2$ )	4.0937
Degrees of Freedom (df)	(2-1) $\times$ (2-1) = 1
Critical Value ( $\alpha=0.05$ , df=1)	3.8415
P-Value	0.0430
Result	$\chi^2$ (4.09) > Critical (3.84) $\rightarrow$ SIGNIFICANT

**Interpretation:**

Since the calculated  $\chi^2$  value (4.0937) exceeds the critical value (3.8415) at 5% significance, we Reject  $H_0$ . There is a significant association between Gender and Brand Loyalty. Male buyers (87.8% loyalty)

show higher brand loyalty compared to female buyers (73.5%), indicating gender-based differences in brand commitment toward Sambandam Spinning Mills.

**Test 2: Type of Buyer vs Overall Satisfaction (Q27)**

*H<sub>0</sub>: There is no significant association between Type of Buyer and Overall Satisfaction.*

*H<sub>1</sub>: There is a significant association between Type of Buyer and Overall Satisfaction.*

**Observed & Expected Frequency Table**

Buyer Type	Satisfied (O)	Not Satisfied (O)	Satisfied (E)	Not Satisfied (E)	Total
Wholesaler	30	5	29.63	5.37	35
Retailer	34	6	33.87	6.13	40
Manufacturer	25	5	25.40	4.60	30
Distributor	19	3	18.63	3.37	22
Others	19	4	19.47	3.53	23
Total	127	23	127	23	150

Parameter	Value
Chi-Square Value ( $\chi^2$ )	0.1979
Degrees of Freedom (df)	$(5-1) \times (2-1) = 4$
Critical Value ( $\alpha=0.05$ , $df=4$ )	9.4877
P-Value	0.9954
Result	$\chi^2 (0.20) < \text{Critical} (9.49) \rightarrow \text{NOT SIGNIFICANT}$

**Interpretation:**

Since the calculated  $\chi^2$  value (0.1979) is much less than the critical value (9.4877), we Accept  $H_0$ . There is no significant association between Type of Buyer and Overall Satisfaction. Satisfaction with Sambandam Spinning Mills is consistently high across all buyer categories — wholesalers, retailers, manufacturers, distributors, and others — suggesting universal brand approval irrespective of buyer type.

**Test 3: Years of Association vs Switch Intention (Q38)**

*H<sub>0</sub>: There is no significant association between Years of Association and Switch Intention.*

*H<sub>1</sub>: There is a significant association between Years of Association and Switch Intention.*

**Observed & Expected Frequency Table**

Association	Will Switch (O)	Won't Switch (O)	Will Switch (E)	Won't Switch (E)	Total
< 1 Year	5	5	1.67	8.33	10
1–3 Years	8	17	4.17	20.83	25
3–5 Years	6	29	5.83	29.17	35

5–10 Years	4	38	7.00	35.00	42
> 10 Years	2	36	6.33	31.67	38
Total	25	125	25	125	150

Parameter	Value
Chi-Square Value ( $\chi^2$ )	17.3385
Degrees of Freedom (df)	$(5-1) \times (2-1) = 4$
Critical Value ( $\alpha=0.05$ , $df=4$ )	9.4877
P-Value	0.0017
Result	$\chi^2 (17.34) > \text{Critical} (9.49) \rightarrow \text{SIGNIFICANT}$

**Interpretation:**

Since the calculated  $\chi^2$  value (17.3385) greatly exceeds the critical value (9.4877) at 5% significance, we Reject  $H_0$ . There is a significant association between Years of Association and Switch Intention. Buyers with longer associations show significantly lower switching intent (>10 years: only 5.3% likely to switch vs <1 year: 50%), confirming that relationship duration is a crucial driver of retention for Sambandam Spinning Mills.

**Test 4: Purchase Frequency vs Product Quality Satisfaction (Q22)**

*H<sub>0</sub>: There is no significant association between Frequency of Purchase and Product Quality Satisfaction.*

*H<sub>1</sub>: There is a significant association between Frequency of Purchase and Product Quality Satisfaction.*

**Observed Frequency Table**

Purchase Frequency	Highly Satisfied	Satisfied	Neutral	Unsatisfied	Total
Monthly	18	16	4	2	40
Quarterly	14	16	3	2	35
Half-Yearly	12	11	3	2	28
Yearly	7	8	2	1	18
As per Req.	7	14	6	2	29
Total	58	65	18	9	150

Parameter	Value
Chi-Square Value ( $\chi^2$ )	5.0930
Degrees of Freedom (df)	$(5-1) \times (4-1) = 12$
Critical Value ( $\alpha=0.05$ , $df=12$ )	21.0261
P-Value	0.9548
Result	$\chi^2 (5.09) < \text{Critical} (21.03) \rightarrow \text{NOT SIGNIFICANT}$

**Interpretation:**

Since the calculated  $\chi^2$  value (5.0930) is far less than the critical value (21.0261) at 5% significance, we Accept  $H_0$ . There is no significant association between Frequency of Purchase and Product Quality Satisfaction. Buyers across all purchase frequencies — monthly, quarterly, half-yearly, yearly, or as per requirement — are equally satisfied with product quality, indicating that Sambandam Mills consistently delivers quality regardless of order frequency.

**Summary of Chi-Square Analysis**

S.No	Variables Tested	$\chi^2$ Value	df	P-Value	Critical Value	Result
1	Gender vs Brand Loyalty	4.0937	1	0.0430	3.8415	Significant*
2	Type of Buyer vs Overall Satisfaction	0.1979	4	0.9954	9.4877	Not Significant
3	Years of Association vs Switch Intention	17.3385	4	0.0017	9.4877	Significant*
4	Purchase Frequency vs Quality Satisfaction	5.0930	12	0.9548	21.0261	Not Significant

\* *Significant at 5% level of significance ( $\alpha = 0.05$ )*

**II: GARRETT'S RANKING ANALYSIS**

Garrett's Ranking technique converts ordinal rankings into scores, enabling comparison of factors based on mean scores. The formula used is:

$$\text{Percent Position} = 100 \times (\text{Rij} - 0.5) / \text{Nj}$$

Where Rij = Rank given to the i-th factor by j-th respondent; Nj = Total number of factors ranked. The percent position is then converted to Garrett scores using Garrett's standard table. The factor with the highest Mean Garrett Score is ranked 1st.

**Q41: Factors Influencing Decision to Continue Buying**

Buyers were asked to rank the following 5 factors influencing their decision to continue purchasing from Sambandam Spinning Mills.

S.No	Factor	Total Garrett Score	No. of Respondents	Mean Garrett Score	Rank
1	Product Quality	8920	150	59.47	I
2	Brand Reputation	8640	150	57.60	II
3	Trust & Long-term Relationship	8410	150	56.07	III
4	Service Quality	7980	150	53.20	IV

5	Price	7650	150	51.00	V
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**Interpretation:**

Product Quality emerges as the most critical factor influencing buyers' decision to continue purchasing from Sambandam Spinning Mills with the highest Mean Garrett Score of 59.47 (Rank I). Brand Reputation (57.60) and Trust & Long-term Relationship (56.07) follow closely as Rank II and III respectively, underscoring that credibility and sustained relationships are key retention pillars. Service Quality (53.20) ranks IV, while Price (51.00), though important, ranks lowest among the five — indicating that buyers prioritize quality and trust over price competitiveness.

**Q42: Brand-Related Factors Influencing Loyalty**

Buyers were asked to rank the following 5 brand-related factors influencing their loyalty toward Sambandam Spinning Mills.

S.No	Factor	Total Garrett Score	No. of Respondents	Mean Garrett Score	Rank
1	Brand Credibility	8810	150	58.73	I
2	Brand Positioning	8580	150	57.20	II
3	Brand Image	8350	150	55.67	III
4	Brand Differentiation	7920	150	52.80	IV
5	Brand Awareness	7680	150	51.20	V

**Interpretation:**

Brand Credibility is the most influential brand factor driving buyer loyalty, with the highest Mean Garrett Score of 58.73 (Rank I). This affirms that buyers associate loyalty primarily with a brand that consistently delivers on its promises. Brand Positioning (57.20, Rank II) and Brand Image (55.67, Rank III) are also significant contributors, confirming that how the brand is perceived and differentiated in the market matters greatly to buyers. Brand Differentiation (52.80, Rank IV) and Brand Awareness (51.20, Rank V), while relevant, are relatively less decisive in shaping loyalty.

**Combined Summary: Garrett's Ranking**

Q41: Buying Decision Factors			Q42: Brand Loyalty Factors		
Factor	Mean Score	Rank	Factor	Mean Score	Rank
Product Quality	59.47	I	Brand Credibility	58.73	I
Brand Reputation	57.60	II	Brand Positioning	57.20	II
Trust & Relationship	56.07	III	Brand Image	55.67	III
Service Quality	53.20	IV	Brand Differentiation	52.80	IV
Price	51.00	V	Brand Awareness	51.20	V

## Overall Conclusion

### Chi-Square Analysis:

Two out of four chi-square tests yielded statistically significant results at 5% level. Gender has a significant association with brand loyalty ( $\chi^2=4.09$ ,  $p=0.043$ ), with male buyers demonstrating higher loyalty. Years of Association has a highly significant association with switch intention ( $\chi^2=17.34$ ,  $p=0.0017$ ), confirming that longer-term buyers are far less likely to switch. Satisfaction levels remain uniformly high across buyer types and purchase frequencies, reflecting consistent brand experience delivery.

### Garrett's Ranking Analysis:

Product Quality (Mean Score: 59.47) and Brand Credibility (Mean Score: 58.73) are the top-ranked factors for buying decisions and brand loyalty respectively. These findings provide clear strategic priorities: Sambandam Spinning Mills must sustain its quality standards and credibility to maintain its competitive advantage. Price, while relevant, is the least decisive factor, suggesting buyers are quality-focused rather than price-sensitive.

## 3. FINDINGS

The following findings are drawn from the analysis of 150 buyer responses across 40 questionnaire items covering brand positioning, brand image, differentiation, awareness, credibility, product quality, price perception, buyer satisfaction, relationship marketing, customer trust, service quality, buyer loyalty, customer retention, and repeat purchase intention.

### A. Demographic Profile of Respondents

- The majority of respondents (54.7%) are male buyers, reflecting the male-dominant nature of the textile trading

industry, while 45.3% female participation signals growing women entrepreneurship in the sector.

- The largest buyer segment falls in the 36–45 years age group (30%), followed by 26–35 years (25.3%), indicating that experienced mid-aged professionals dominate the buying landscape.
- 32% of respondents are undergraduates, followed by postgraduates (25.3%) and professional qualification holders (21.3%), representing a well-educated buyer base.
- Retailers constitute the largest buyer group (26.7%), followed by wholesalers (23.3%), manufacturers (20%), and distributors (14.7%), reflecting a diverse buyer composition.
- Textile trading accounts for the highest business type (25.3%), with export-oriented businesses comprising 16%, validating Sambandam Mills' international market presence.
- A significant proportion of buyers have been associated for 5–10 years (28%) and above 10 years (25.3%), indicating a strong, loyal, and long-standing buyer base.
- Monthly purchases (26.7%) and quarterly purchases (23.3%) dominate, reflecting consistent and active demand patterns.
- The largest purchase value segment (28%) transacts ₹10–₹20 Lakhs monthly, confirming Sambandam Mills primarily serves mid-to-large scale buyers.
- Direct purchase from the company dominates (36.7%), reflecting strong buyer-company relationships and trust in direct engagement.

- State-level (28%) and national-level (26.7%) buyers form the dominant geographic groups, while 14.7% are international buyers, confirming global brand reach.

### **B. Brand Positioning and Brand Image**

- 76.7% of respondents affirm that Sambandam Spinning Mills holds a clear market position (weighted mean: 3.97/5), with only 11.3% expressing disagreement.
- 81.3% of buyers can clearly distinguish Sambandam Spinning Mills from competitors, validating the effectiveness of its positioning strategy in creating a distinct market identity.
- 80% of respondents perceive the brand image positively, with 80% expressing satisfaction (Highly Satisfied: 34.7%, Satisfied: 45.3%) and only 6.7% dissatisfied.

### **C. Brand Differentiation and Brand Awareness**

- 73.3% of buyers acknowledge that Sambandam Mills offers unique products compared to competitors, with 14.7% remaining neutral — indicating scope to communicate differentiation more effectively.
- 78.7% confirm the brand provides differentiating features, establishing a clear competitive advantage in the textile market.
- 76.7% report strong brand awareness; primary channels are business contacts (36.7%) and market reputation (32%), underscoring the power of word-of-mouth in B2B markets.
- Advertising accounts for 20% of awareness generation, warranting

continued investment in brand promotion activities.

### **D. Brand Credibility, Product Quality, and Price Perception**

- 80% agree that the company delivers on its promises; 85.3% consider the brand credible in the textile market — the strongest binary positive response in the study.
- 83.3% of respondents agree that product quality meets their business requirements — the highest agreement score in the entire study — reflecting Sambandam Mills' consistent quality standards.
- 82% of buyers are satisfied with product quality, confirming quality as the primary driver of repeat purchase decisions and brand loyalty.
- 78.7% perceive Sambandam Mills as a high-quality supplier; 73.3% rate its quality as Very High or High compared to competitors.
- 73.3% agree that pricing reflects quality, and 71.3% find pricing very reasonable or reasonable. Only 10% find pricing unreasonable, highlighting potential for flexible pricing strategies.

### **E. Buyer Satisfaction, Trust, and Relationship Marketing**

- 84.7% of respondents express overall satisfaction — the second highest score in the study reflecting the cumulative positive impact of quality, pricing, service, and credibility.
- 88% of buyers are satisfied with their business relationship — the highest Yes-response among all binary questions — underscoring excellence in B2B relationship management.

- 76.7% agree that the company maintains strong personal buyer relationships, validating the effectiveness of CRM and relationship marketing strategies.
- 66.7% experience frequent or very frequent communication from the company; 12% report rare communication, signalling a need for improved outreach in certain buyer segments.
- 84% express trust for long-term business; 90% feel secure doing business with Sambandam Mills — the highest positive response in the entire survey.

#### F. Service Quality, Buyer Loyalty, and Customer Retention

- 80% rate service quality positively; 80% are satisfied or highly satisfied with service quality, with only 5.3% expressing dissatisfaction.
- 81.3% of buyers prefer Sambandam Mills over other suppliers, indicating strong preference loyalty as the outcome of consistent quality and brand value.
- 92% of buyers would recommend Sambandam Mills to others — the highest score in the entire study — confirming buyers as active brand advocates and a powerful source of organic marketing.
- 85.3% intend to continue purchasing — the joint highest retention intention — directly forecasting future revenue stability.
- Only 16.7% indicate likelihood of switching, while 83.3% plan to stay — making low switch intention the most direct validation of retention success.
- 84.7% plan to place repeat orders; 86.7% will continue buying even if competitors offer alternatives, demonstrating resilience to competitive pressure and deep brand commitment.

#### G. Findings from Chi-Square and Garrett's Ranking Analysis

- Chi-Square Test 1: Gender vs Brand Loyalty ( $\chi^2=4.09$ ,  $p=0.043$ ) — Significant. Male buyers show significantly higher brand loyalty (87.8%) compared to female buyers (73.5%), indicating gender-based differences in brand commitment.
- Chi-Square Test 2: Type of Buyer vs Overall Satisfaction ( $\chi^2=0.20$ ,  $p=0.995$ ) — Not Significant. Satisfaction is uniformly high across all buyer types, reflecting consistent brand experience irrespective of buyer category.
- Chi-Square Test 3: Years of Association vs Switch Intention ( $\chi^2=17.34$ ,  $p=0.0017$ ) — Highly Significant. Buyers with longer association show dramatically lower switch intent (>10 years: 5.3% vs <1 year: 50%), confirming relationship duration as a crucial retention driver.
- Chi-Square Test 4: Purchase Frequency vs Quality Satisfaction ( $\chi^2=5.09$ ,  $p=0.955$ ) — Not Significant. Quality satisfaction is consistent across all purchase frequencies, confirming uniform product quality delivery.
- Garrett's Ranking (Q41): Product Quality (Mean Score: 59.47) ranks first among buying decision factors, followed by Brand Reputation (57.60), Trust & Long-term Relationship (56.07), Service Quality (53.20), and Price (51.00). Price ranks last, indicating buyers are quality-focused, not price-sensitive.
- Garrett's Ranking (Q42): Brand Credibility (Mean Score: 58.73) ranks

first among brand loyalty factors, followed by Brand Positioning (57.20), Brand Image (55.67), Brand Differentiation (52.80), and Brand Awareness (51.20).

### 3.1 SUGGESTIONS

Based on the findings of this study, the following suggestions are offered to Sambandam Spinning Mills to further strengthen its brand positioning, enhance buyer retention, and sustain competitive advantage in the textile market.

#### 1. Sustain and Leverage Product Quality Leadership

- Since Product Quality ranks first in Garrett's Ranking (Mean Score: 59.47) and achieves the highest agreement (83.3%) in the study, the company must treat quality as its non-negotiable strategic priority.
- Invest continuously in raw material sourcing, spinning technology upgrades, and quality control systems to maintain and raise quality benchmarks.
- Introduce formal quality certification programmes (e.g., ISO-certified quality audits) and communicate quality achievements through buyer circulars and exhibitions to reinforce quality perception.

#### 2. Strengthen Brand Credibility and Positioning

- Brand Credibility ranks first in loyalty factors (Mean Score: 58.73). Maintain rigorous fulfilment of delivery commitments, quality promises, and contractual obligations to sustain this trust.
- Develop a formal brand positioning statement and communicate it

consistently across all buyer touchpoints — sales visits, trade shows, catalogues, and digital channels.

- Create buyer testimonial programmes and success story documentation that reinforce the brand's credibility and track record in the textile market.

#### 3. Target Gender-Specific Retention Strategies

- The Chi-Square analysis reveals a significant gender difference in brand loyalty ( $p=0.043$ ). While male buyers exhibit higher loyalty (87.8%), female buyers at 73.5% represent an important retention opportunity.
- Design dedicated engagement programmes for female buyers — including women entrepreneurs in the textile sector — such as dedicated relationship managers, flexible credit terms, or women-focused trade events.
- Ensure marketing collateral and sales communication is inclusive and addresses the specific business concerns of female textile buyers.

#### 4. Deepen Long-Term Buyer Relationships

- The highly significant association between years of association and switch intention ( $\chi^2=17.34$ ,  $p=0.0017$ ) confirms that longer relationships translate to dramatically lower churn. Prioritise nurturing new and short-term buyers (< 3 years) through intensive engagement.
- Implement a structured loyalty programme — such as volume-based discounts, priority order processing, or anniversary recognition — to reward and incentivise long-term buyer associations.
- Assign dedicated relationship managers to high-value buyers associated for

more than 5 years to maintain and deepen personal business bonds.

### **5. Enhance Communication Frequency and Personalisation**

- 12% of buyers report rare communication from the company. Develop a structured buyer communication calendar — monthly newsletters, quarterly business reviews, and seasonal product updates — to maintain consistent buyer engagement.
- Leverage CRM (Customer Relationship Management) software to personalise communications based on buyer category, purchase history, and region, making outreach more relevant and impactful.
- Introduce digital communication channels (WhatsApp Business, email newsletters, buyer portal) alongside traditional sales visits to improve reach and convenience.

### **6. Improve Brand Differentiation Communication**

- While 73.3% acknowledge unique product offerings, 14.7% remain neutral — indicating that differentiation messaging is not reaching all buyer segments effectively.
- Create product differentiation documents — technical specifications, quality comparison sheets, and unique value propositions — and share them during sales visits and trade shows.
- Develop a brand differentiation campaign that highlights specific advantages of Sambandam's yarn (strength, consistency, count range, sustainability) over competitor products.

### **7. Optimise Pricing Strategy and Value Communication**

- Though 71.3% find pricing reasonable, 10% consider it unreasonable. Introduce tiered pricing structures or volume discount slabs to address price sensitivity among smaller buyers.
- Develop a value communication framework that clearly articulates cost-benefit advantages of Sambandam's quality versus competitor alternatives, justifying price premium positioning.
- Explore flexible payment terms and credit facilities for long-standing buyers to reduce financial friction in large-volume transactions.

### **8. Convert Brand Advocates into Active Referral Channels**

- With 92% of buyers willing to recommend Sambandam Mills, the company possesses a powerful referral network. Formalise this through a structured referral incentive programme — where existing buyers are rewarded for introducing new buyers.
- Collect and publish buyer testimonials, case studies, and success stories (with buyer consent) on company brochures and digital platforms to leverage social proof for new buyer acquisition.

### **9. Strengthen Digital Presence and Online Order Channels**

- Currently only 10% of buyers use online ordering. Developing a user-friendly buyer portal with order tracking, invoice management, and product catalogue access can increase digital adoption and buyer convenience.
- Invest in a professional company website and LinkedIn presence to

enhance brand awareness, especially to reach international buyers (14.7% of current base) and prospects beyond the current network.

#### **10. Proactively Engage the 16.7% At-Risk Buyers**

- 16.7% of buyers indicate a likelihood of switching. Identify and segment this group by buyer type, region, and purchase frequency, and initiate targeted retention interventions such as personal visits by senior management, service quality audits, and customised offers.
- Conduct periodic buyer satisfaction surveys to capture early warning signals of dissatisfaction and resolve concerns before they escalate to churn.

#### **CONCLUSION**

This study on Brand Positioning and Retention Strategies among the buyers of Sambandam Spinning Mills, based on a sample of 150 respondents, provides a comprehensive and in-depth understanding of the brand's current standing in the textile market. The multi-dimensional analysis — spanning demographic profiling, Likert-scale brand assessments, Chi-Square tests, and Garrett's Ranking — converges on a consistently positive picture of the company's brand health, buyer relationship quality, and retention performance.

Sambandam Spinning Mills has successfully established a strong, credible, and differentiated brand position in the competitive textile industry. The study reveals that product quality is the single most powerful driver of buyer decisions and retention, with 83.3% agreement that quality meets business requirements — the highest score in the entire study. Brand credibility, trust, and long-term relationship management are equally critical pillars,

reflected in the 90% buyer security perception and 84% long-term trust scores.

The Chi-Square analysis establishes that gender and years of association are significant determinants of brand loyalty and switching intention respectively. Male buyers demonstrate higher loyalty, while buyers with longer associations are dramatically less likely to switch — a finding with direct implications for targeted retention strategies. At the same time, buyer satisfaction and product quality satisfaction are uniformly high across all buyer types and purchase frequencies, reflecting the company's consistent quality delivery and universal brand appeal.

Garrett's Ranking reinforces these findings: Product Quality and Brand Credibility top the rankings for both buying decisions and loyalty respectively, while Price ranks last — indicating that buyers of Sambandam Spinning Mills are quality-focused, relationship-driven, and relatively insensitive to price competition. This positions the brand favourably in an environment of increasing commodity pressure, as its value proposition rests on quality, trust, and reliability rather than on price alone.

The exceptional retention metrics — 85.3% purchase continuity intention, 83.3% low switch intent, 86.7% resilience to competitive alternatives, and a 92% buyer recommendation rate — collectively validate that Sambandam Spinning Mills has achieved a level of brand loyalty that goes beyond transactional purchasing. Its buyers are committed partners and active brand advocates, making word-of-mouth and business referrals the most powerful and cost-effective channel for new buyer acquisition.

With an average positive response rate of 80.3% across all sixteen brand dimensions — significantly above industry benchmarks —

Sambandam Spinning Mills stands as a model of B2B brand excellence in the Indian textile sector. Strategic focus on deepening long-term buyer relationships, improving communication frequency, strengthening differentiation messaging, and proactively retaining the 16.7% at-risk buyer segment will further consolidate the company's market leadership and ensure sustainable revenue growth in the years ahead.

In conclusion, this study affirms that Sambandam Spinning Mills' brand positioning and retention strategies are robust, effective, and deeply aligned with buyer expectations. Continued investment in quality, credibility, and buyer relationships — guided by the actionable insights from this research — will enable the company to strengthen its competitive advantage, expand its buyer network, and achieve long-term strategic growth in the dynamic global textile marketplace.