Effectiveness & Scope of Cross-Selling and Co-Branding among the Consumers & the Organizations

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DECLARATION

I declare that this dissertation submitted to Dublin Business School, for the award of the Degree of Master of Business Administration (Graduate) is an original and independent research work done by me under the guidance of Ms. Ann Masterson, Lecturer, Dublin Business School, Dublin, Ireland and it has not previously formed the basis for the award of the degree diploma, Associateship, Fellowship or any other similar title to any other candidate of this University or any other University.

Signed: ARVINTH KUMAR

Date: 16th August 2013
ABSTRACT

The aim of this study is to find out the consumer’s interests towards cross-selling and co-branding strategy and also its effectiveness for the organizations. The study investigates various group of people in Ireland about their shopping experiences and brand preferences. So for finding this data, the researcher adopted survey strategy among 100 random people in Dublin, Ireland. Also for finding cross-selling and co-branding strategy’s effectiveness, the study was conducted by interviewing few managers from the retail organizations.

The principal objective of this research is to find out the consumer’s preferences and interests while buying a product of any brand and also how effectively this strategy influenced in the organization’s point of view to know whether it’s a successful marketing tool or not.

The study involves both the qualitative research and the quantitative research methods. Self-administered questionnaire was adopted for a survey strategy as a quantitative research method and structured interviews were conducted with the managers as a qualitative research method.

The overall results showed that majority of the consumers are interested towards cross-selling and co-branding. But at the same time, the organizations are not considering entirely to implement both these strategies as they found that it is not a major contributor for the growth and profit to their organization.

Thus the study found that if the organizations learn and identify how to implement both cross-selling and co-branding strategies according to the consumer’s preferences and needs then it is a highly successful tool which will be a win-win strategy for both the consumers and between the organizations.
TABLE OF CONTENTS

ACKNOWLEDGMENT.................................................................................................................................2
DECLARATION................................................................................................................................................3
ABSTRACT.......................................................................................................................................................4
LIST OF TABLES AND FIGURES....................................................................................................................9

1. INTRODUCTION........................................................................................................................................11
  1.1 AIM AND SCOPE OF STUDY.................................................................................................................12
  1.2 RECIPIENTS OF THE RESEARCH..........................................................................................................14
  1.3 RESEARCHER’S BACKGROUND AND SUITABILITY.............................................................................14
  1.4 LEARNING STYLES.................................................................................................................................14
  1.5 TIME FRAME AND COST FACTOR FOR THE DISSERTATION.............................................................15
  1.6 AIM OF THE RESEARCH.........................................................................................................................15
  1.7 RESEARCH OBJECTIVE..........................................................................................................................15
  1.8 RESEARCH QUESTION.............................................................................................................................15
  1.9 SIGNIFICANCE OF STUDY......................................................................................................................16
  1.10 LIMITATIONS OF THE STUDY...............................................................................................................16
  1.11 STRUCTURE OF DISSERTATION...........................................................................................................16

2. LITERATURE REVIEW................................................................................................................................18
  2.1 INTRODUCTION.........................................................................................................................................19
  2.2 MEANING AND DEFINITION OF CROSS SELLING..................................................................................20
  2.3 MEANING AND DEFINITION OF CO-BRANDING.................................................................................22
  2.4 STRATEGIES FOR CROSS-SELLING......................................................................................................22
2.5 USES OF CROSS SELLING..................................................................................................................23
2.6 FACTORS FOR SUCCESSFUL STRATEGY OF CO-BRANDING……..25
2.7 IMPLICATIONS OF CO-BRANDING..........................................................27
2.8 DRAWBACKS FOR THE EFFECTIVE CROSS SELLING..........27
2.9 CHALLENGES IN CO-BRANDING..........................................................29
2.10 EFFECT OF CROSS –SELLING ON CONSUMER BEHAVIOUR........30
2.11 THE EFFECT OF CO-BRANDING ON CONSUMER BEHAVIOUR....30

3. RESEARCH METHODOLOGY.................................................................................................32

3.1 INTRODUCTION.....................................................................................................................33

3.1.1 Research problem area.................................................................................................33
3.1.2 Research question........................................................................................................33
3.1.3 Research Objectives.....................................................................................................33
3.1.4 Research Hypothesis......................................................................................................34

3.2 RESEARCH PHILOSOPHY...............................................................................................35

3.2.1 EPSISTEMOLOGICAL CONSTRUCTION........................................................................35

3.2.1.1 Realism..................................................................................................................35
3.2.1.2 Interpretivism.........................................................................................................35

3.3 CHOICE OF RESEARCH PHILOSOPHY.................................................................36
3.4 RESEARCH APPROACHES..............................................................................................36

3.4.1 Deductive and Inductive approaches........................................................................36

3.5 RESEARCH STRATEGY..................................................................................................37
3.6 RESEARCH CHOICES.................................................................................................38
3.7 TIME HORIZON.............................................................................................................39

3.8 DATA COLLECTION METHODS.....................................................................................39

3.8.1 Secondary data collection methods........................................................................39
3.8.2 Primary data collection methods.................................................40
  3.8.2.1 Primary qualitative data collection methods - STRUCTERED INTERVIEWS.........................................................40
  3.8.2.2 Primary quantitative data collection methods – QUESTIONNAIRES..............................................................41
  3.8.2.3 Questionnaire design..............................................................41

3.8.3 Data Analysis, Editing and Coding.................................................42

3.9 POPULATION AND SAMPLING DESIGN........................................42
  3.9.1 Sample population......................................................................42
  3.9.2 Sample Design.............................................................................42
  3.9.3 Response Rate.............................................................................43

3.10 ETHICAL ISSUES.................................................................................43

4. DATA ANALYSIS AND FINDINGS............................................................44
  4.1 INTRODUCTION..................................................................................45
  4.2 QUALITATIVE DATA ANALYSIS..........................................................45
  4.3 QUANTITATIVE ANALYSIS FROM QUESTIONNAIRE........................49
  4.4 SUMMARY.........................................................................................65

5. CONCLUSION..........................................................................................67
  5.1 RECOMMENDATION...........................................................................70
  5.2 LIMITATIONS OF STUDY.................................................................71
  5.3 FUTURE SCOPE OF THE RESEARCH.................................................73

6. SELF REFLECTION AND LEARNING.......................................................75
  6.1 BACKGROUND OF THE RESEARCHER.............................................76
  6.2 RATIONALE FOR UNDERTAKING MBA INTERNATIONAL...............76
LIST OF TABLES AND FIGURES

List Tables:

Table 4.3.1: Gender Information
Table 4.3.2: Age of respondent
Table 4.3.3: Respondents Occupation
Table 4.3.4: Brand Preference
Table 4.3.5: Interest towards Co-branded products
Table 4.3.6: Major reason behind buying Co – branded products
Table 4.3.7: Co-branding towards product image
Table 4.3.8: Positive experience with Co-branding
Table 4.3.9: Negative experience with Co-branding
Table 4.3.10: Interest towards Cross-selling
Table 4.3.11: New product Information
Table 4.3.12: First preference towards Co-branding & Cross-selling
Table 4.3.13: Will Cross-selling make you to spend more?
Table 4.3.14: Positive experience with Cross-selling
Table 4.3.15: Negative experience with Cross-selling
Table 4.3.16: Persuades in buying a product
List of figures:

Figure 2.1: Conceptual model - CRM value drivers

Figure 2.2: Customer Segmentation & CRM Programs

Figure 2.3: 5C- Cross Branding Strategy

Figure 3.1: Research Onion

Figure 4.3.1: Gender Information

Figure 4.3.2: Age of respondent

Figure 4.3.3: Respondents Occupation

Figure 4.3.4: Brand Preference

Figure 4.3.5: Interest towards Co-branded products

Figure 4.3.6: Major reason behind buying Co – branded products

Figure 4.3.7: Co-branding towards product image

Figure 4.3.8: Positive experience with Co-branding

Figure 4.3.9: Negative experience with Co-branding

Figure 4.3.10: Interest towards Cross-selling

Figure 4.3.11: New product Information

Figure 4.3.12: First preference towards Co-branding & Cross-selling

Figure 4.3.13: Will Cross-selling make you to spend more?

Figure 4.3.14: Positive experience with Cross-selling

Figure 4.3.15: Negative experience with Cross-selling

Figure 4.3.16: Persuades in buying a product

Figure 6.1: Honey and Mumford’s Concept of learning styles
CHAPTER - 1
INTRODUCTION
CHAPTER 1: INTRODUCTION

We are now living in a competitive world and every organization faces a tough competition in the market to attract the customers. So retaining the customers and getting the new customers are the main focus for all the organizations to survive in the market. Customers are having lot of options in selecting a brand and its organization for buying their products. So if the organization is not keeping an eye over their customers and giving value added services then chances of losing their customers to the competitor’s hands are high. So in order to retain the existing customer, organizations can use the cross – selling strategy and to increase the brand image they can adopt co-branding strategy. In the recent years, several organizations are following these strategies. By adopting these strategies in a proper way it not only increases the sales of a organizations but also broadens the customer circle.

1.1 Aim and scope of study:
The researcher’s topic is about the effectiveness, scope and growth of cross-selling and co-branding between the organizations and among the consumers. In the recent market trend, building a brand image among the consumers became a vital factor for all the organizations. There are numerous positive sides in applying these strategies like building a good partnership between the organizations, extending the customer base, challenging the competitors, etc. So this also gives the value for the customer’s money which is spent in buying the products. Basically many believe that co – branding will result in losing one organization’s image and considered it as not an effective strategy. But the researcher is going to examine its positive approach of this strategy and find out the benefits from the consumer’s point of view if it’s handled precisely and efficiently.

So the researcher is going to study and focus on the scope and preference of cross – selling and co – branding among the consumers in Ireland. The shopping nature among the Irish people is relatively good. With the availability of different local brands and also various international brands, the customers have a big option while buying a product. So the organizations have to implement some new strategy to sustain in the competitive market. Philip Kotler (1988) stated that promotion of the products through innovative promotional activities and advertising is the key element for the success of a product irrespective of the quality of the product and its brand image in the market.
Due to the massive selection options available for the customers in buying a product, it is essential for the organizations to handle a good strategy in order to retain the existing customers. It is less expensive and easy process for the organizations to retain the existing loyal customers than getting a new customer. By creating brand equity and having a good relationship with the existing customers about the new products and services will make a positive impact over the customers. The main objective of cross – selling is to make a chance of selling a new product to the existing customers, whereas co-branding will provide a chance of acquiring the partner organization’s customer base.

Customer Relationship Management (CRM) is an essential tool for all the organizations to learn more about the customer’s needs and behavior to build a stronger and better relationship with them. Scott Hornstein defines CRM as, “CRM is the delivery of customer care as a strategic product, with measurement and reward focused on generating happier customers that stay longer and buy more.” Cross selling and co-branding are the main categories which all the major organization should focus on because the success of an organization depends on the good relationship with their customers. Cross – selling is the performance of selling an added service of product to the existing consumers. The cross – selling act is considered as one of the superior strategic priority for most of the industries comprising of insurance, accounting, airlines, retailing, financial services, health care, manufacturing and telecommunications (Kumar et al Eds., 2008). In the same way, the co – branding is a branding strategy that has viewed a dramatic rise in use for more than the past decade. Co – branding entails incorporating two or more renowned brands into a unique product. When the method of co – branding works so well in a organizations, it has the ability to attain the synergy of ‘most excellent of all worlds’ that take advantage of on the distinctive potential of each of the contributing brand and to the sales (Narayanan & Manchanda, 2009). It is that this cross – selling and co – branding methods for effective application helps the brand managers to attain their objectives.

These strategies will help to build a pro-active customer development and building strong relationship with the valued customers. It also identifies the market trends, consumer behavior and tastes in order to develop the products and services based on the recent market changes. In the last two decades, the customer’s expectations changed a lot. So it’s a great opportunity for the organizations to build a bridge between the customers and their business by using the effective method of cross selling and co-branding.
1.2 Recipients of the Research:
The following are the recipients of my research:

- Dublin Business School.
- Liverpool John Moore University.
- Ms. Ann Masterson
- Future students who wish to do study / research based on cross-selling and co-branding.

1.3 Researcher’s Background and Suitability for the Research:
The researcher completed his Bachelor degree in Commerce from India and also he holds a diploma certificate in Marketing and Advertising. The researcher has a sound experience in the different fields as he worked in Finance, Tax, Sales and Marketing with total of 3 years work experience all together. The researcher gained his experience in different fields to find out his nature of interest. Finally the researcher founded that Marketing is not only his interest of study but also it is his passion. During his work experience in the Marketing field, the researcher applied the idea of cross-selling and co-branding in his work and it showed a positive result and also it had given a great scope. This practical knowledge made the researcher to gain more interest towards this topic and pushed him to study deeply about the growth and scope in the market. As the researcher wants to be an entrepreneur in the future, so he believes that this research will help him to gain depth knowledge about this topic. Moreover, the researcher already implemented the topic idea in his work experience and has a practical knowledge, so it will make him to gain valued information and he believes it will bring him a greater confidence level and scope for the future projects.

1.4 Learning Style:
The researcher strongly believes in creativity and innovation and also he has this nature by himself. A creative individual must be aware of a specific problem, task or technological ‘gap’ and must be motivated to work on it and also they must have at their command the discrete bits of knowledge and skills that, in combination, can contribute to the solution (Whitfield, 1975). So the research believes that this nature will help his research study to get new ideas, information and scope for the future.
1.5 Time Frame and Cost Factor for the Dissertation:
The important factors to be considered by the researcher are the time line and cost issues. The researcher believes he can complete his study and research within 3 months. Regarding cost factor, the research can be completed with a minimal amount as it does not involve any expensive tasks. So the main costs will be for the basic requirements like printing, binding, etc.

1.6 Aim of the research
The aim of the study is to analyse about the effectiveness and scope of cross – selling and co – branding among the consumers and the organizations.

1.7 Research objectives
The following are the primary and secondary objectives of the study

Primary objective
- The primary objective of this research is to study the effectiveness and the scope of cross – selling and co – branding between the organization and among the customers.

Secondary objectives
- To study the cross customer’s opinion and interest towards cross – selling and co – branding
- To analyze the scope of relationships between the organization towards co – branding
- To investigate the problems involved in the process of cross – selling and co – branding between the organizations and the consumers and the measures to tackle it
- To analyze the chances of growth and profit between the organizations and impact of brand image among the consumers.

1.8 Research questions
The following are the research questions about the study.
- What are the customer’s opinion and interest towards cross – selling and co – branding?
- What is the scope of relationships between the organizations towards co – branding?
- What are the problems involved in the process of cross – selling and co – branding between the organizations and the consumers and the measures to tackle it?
- What are the chances of growth and profit between the organizations and impact of brand image among the consumers?
1.9 Significance of the study

The cross-selling and co-branding are the two major techniques that help in the development of a bridge between the customers and organization in order to improve the success of the products and providing additional services to the existing customers of own product or of the other products Mehta et al Eds. 2008). The cross-selling could generate long-term associations between the organizations and the customer by helping as a common advertisement for the name of the brand, an indication of quality and excellence, and to instruct customers regarding the extent of product offerings and how different goods meet up their long-term economic requirements. On the other hand, the co-branding comprises of incorporating two or more eminent brands keen on to a solitary product. When it is utilized accurately, this is an effectual way of leveraging strong brands. So the study of the strategies crosses-selling and co-branding assists in understanding the development of strong association with that of the esteemed consumers and the way of developing a pro-active consumer development. Also this study helps in understanding the consumer behavior and market trends and consumer tastes to develop the services and products based on that of the current change in the market.

1.10 Limitations of the study

The following are some of the limitations of the study.

- The study has been limited to the two categories of customer relationship management namely cross-selling and co-branding.
- The study has been restricted to the Ireland and to the Irish people.
- The study has been restricted to about 100 respondents and 3 organizations due to time constraint.

1.11 Structure of the dissertation

The following are the chapter structure that researcher followed in this complete research

*Title and Table of Contents:* As per the instructions given by the University, the title of the dissertation is provided with all the details followed by a detailed version of table of contents.

*Acknowledgement and Abstract:* The researcher outlines the acknowledgement and abstract section which helps the reader to get a clear idea about the purpose and aim of the researcher in this dissertation.
i. Chapter 1: Introduction

The introduction chapter provides the fundamental idea behind the concept of cross-selling and co-branding that are the major categories in maintaining the customer relationship. Also in addition to that the research topic, recipients of the research, researcher’s background and suitability to the research, learning styles, time frame and cost factor for the dissertation, aim of the study, objectives of the study, research questions, and limitations connected with the study were described in this chapter.

ii. Chapter 2: Review of Literature

The chapter of literature review analyzes literature on the meaning and definition of cross-selling and co-branding, strategies for cross-selling, implication of co-branding. Added to that, this chapter provides the research gap.

iii. Chapter 3: Research Methodology

The research methodology chapter provides the details on the research paradigm, the strategy used in this research, research design used in this study, sampling technique that is used to gather the primary data, type of data used, and analysis and interpretation methods concerned in the study.

iv. Chapter 4: Data analysis and Interpretation

The data analysis and interpretation chapter provides the details on the analysis of the collected data from primary target respondents.

v. Chapter 5: Conclusion

The chapter of conclusion provides the answers found for the planned research questions in order to suggest the strategies and recommendations to improve system of environmental education in India.

vi. Bibliography

This section provides the details on the list of books, academic journals and online materials which are used in order to perform this research.
CHAPTER – 2

LITERATURE REVIEW
CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

In order to maintain a good relationship with the customer and increase the growth, organizations should always get in touch with their customers by educating about the new products. One of the main CRM tools for forging stronger relationships with customers is cross-selling (Kamakura, Ramaswami and Srivastava 1991). Due to the various options available for consumers in purchasing a product, it will result in switching between the different brands. It is as important for an organization to hold their customers as selling a product to them. So, if the organization keeps frequent contact with their customers and educate them about the new products, offers and discounts it will reduce the customer’s switching rate. It is also a great chance for the organization to learn about the customer’s choice, product preference and buying behavior. At the same time, unplanned and unstructured cross-selling makes the customers to get annoyed and switch to the competitor. So the organization has to use a proper and effective method called right offer for the right customer at a right time.

In the beginning of 90’s, the concept of co-branding started to spread globally and became popular among the big organizations very soon. The increasing competition, technological development, shortened product life cycle are the main factors that made the organizations to focus on co-branding. Blackett and Russell (1998: 8) define co-branding as, “a form of co-operation between two or more brands with significant customer recognition, in which the entire participant’s brand names are retained.” So a proper execution of relationship between two different organization’s products, it will create a good scope for the growth and success of the business. But at the same time it should be noted that partnering with a wrong or irrelevant organization / product will become a down turn to the business. As co-branding creates a high expectation in the minds of consumers, so if the involvement and commitment between the organizations didn’t work properly then it will result in a negative impression.

The concept of co-branding and cross-selling is a win-win strategy. So the right partnership, perfect targeted consumers are the key factors to be considered for a successful result. The consumer should get the benefit and value out of both the products or else it will become pointless. Even in cross-selling, it is very important to take a right product to the consumer which should be useful or a required product for the targeted consumer.
2.2 Meaning and definition of Cross – selling:

Cross – selling is the performance of selling an added service or product to the existing consumers. Cross – selling ranks as a peak strategic concern for most of the industries that comprises of insurance, accounting, airlines, financial services, retailing, health care and telecommunications. In spite of the growing investment in the programs of cross – selling, organizations discover that these marketing campaigns worth to about million – dollars are not at all profitable to them and does not provide any growth opportunity (Nohria, Groysberg & Lee, 2008). The average rate of response that is measured by the purchase of customers within some three months after the campaign of cross – selling is around two per cent (Topf, 2008). A managerial challenge and dispute is that to enhance the rates of response to the campaign of cross – selling while evading the targeting of consumers with inappropriate messages. Most of the recent campaigns of cross – selling have been designed with this point of reference: “let’s find the customers who are most likely to respond.” The organizations started campaigns by cross – selling by preparing a schedule of time (for example, send the information regarding promoting substances in one month time) and then choose a channel of communication (for example, mail or email, phone) for their promotion. Then researchers
develop a model of customer – response to the decision to purchase as a dependent variable and the customer demographics and product ownership as the explanatory variables. At last, upon the judgment of the model of customer – responsive, the predictable profit is calculated, and organizations plan all consumers with optimistic predictable profits to obtain the promotion. If the organization has to pay attention to a budget restriction, it will only ask for the most profitable consumers. This process is referred to as the campaign – oriented cross – selling.

The customer responsiveness and preferences of each individual to the solicitations of cross – selling might alter over time and the dealer has to track and foresee these alterations (Netzer, Lattin & Srinivasan 2008). Added to that, the solicitations of cross – selling might offer further than just a promotional inducement that instantly motivates purchase.

Cross – selling is explained by Paas, Leonard, Tammo, Bijmolt, and Vermunt. (2007) as the performance by promoting additional services and products to the existing consumers added to the ones they possess. The cross – selling could be understood in simple terms as motivating the consumers of an organization whom already buying the product ‘A’ also to buy the product ‘B’ of the same organization. While the cross – selling assists consumers by offering them a one – stop answer, also it assists organizations in increasing their sales volumes. Today, consumers do like to have a one – stop store for all of their necessities because of increased time pressure and a fast lifestyle. It is through cross – selling, organizations are capable to offer consumer added advantages and higher convenience. It is that the consumers desire for their existing stores and brands for the added services (Onyemah, 2008). Also in the study made by Knott Aaron, Andrew Hayes, and Neslin (2002), it is found that the traditional suppliers of products and services are the most favored sales channels for the required goods. With the competition getting much plummeting and fierce the efficiency of conservative marketing campaigns, the cross – selling has emerged as a significant alteration to the traditional methods of communication. The cross – selling tends to generate numerous associations that amplify the exit barriers for the consumers and decrease the cost of obtaining new consumers to the organization. As the customers purchase added services from their existing organizations or brands, the total switching for the customers become elevated (Troilo, De Luca & Guenzi, 2009) Selling of added services to the existing consumer base highly decreases the cost of advertising to the organization and provides them cost benefit. Also it is more significant discussing the market expansion strategies of Ansoff in order to understand the cross – selling. It is according to Ansoff, a
organizations could enlarge either product wise or market wise. One could enter new markets with the existing goods or also introduce new goods in the new markets. However, the cross-selling deals only with the existing markets of the organizations (Vargo & Lusch, 2008).

2.3 Meaning and definition of Co-branding:

As marketers look for development by the way of progress of new goods, they face the markets messy with challenging brands. It is difficult to set up an exclusive spot for new goods. Even the innovative discriminated products could be imitated speedily, leaving no deliberated edge. So, the risks intrinsic in instituting new brands are great, with a rate of failure that ranges from about 80 to 90 %. Recognized victorious brands assist to generate discrimination through brand relations that go further than the restrictions of the attributes and features of the product itself. The victorious brands offer assurances for quality to the customers and could be leveraged to commence new goods. The most general way of leveraging the brands is through the brand and line extensions through applying of the brand to the other products in either of the similar or dissimilar categories of product (Shepherd, Patzelt & Haynie, 2009). A substitute for rising new goods is co-branding, that is, a strategy of branding that has been viewed as a dramatic rise in use over that of the past decade. The co-branding includes merging two or more of the well-known brands into a unique product. When it performs well, the co-branding possess the prospective to attain the synergy of ‘superior of all the worlds’ that capitalizes on the exclusive potencies of each of the contributing brand (from now on indicated to that as ‘parent’ brands). For the term co-branding, there is no any globally accepted definition (Palmatier, Scheer, Evans & Arnold, 2008). It is in the literature of marketing the term has been utilized interchangeably with the labels like that of ‘composite branding’ and ‘brand alliance’. Explained broadly, the co-branding has been portrayed as any combination of the two brands in a context of marketing like that of products, distribution outlets, product placements and advertisements.

2.4 Strategies for cross-selling:

There are various strategies for cross-selling such as collection of effective data and planning the data base of the consumers which is the major part for a successful process. Identifying and selecting target consumers by the purchasing history to meet the required needs of the group. Proper delivery and communication is the key factor that takes this concept to the consumers. Giving a proper training and knowledge for the employees to execute the cross
selling strategy. Also another important thing is to identify the consumer needs and knowing the value for their money and product.

![Diagram](image)

Figure 2.2: Customer Segmentation & CRM Programs Source: P. Atul and N. Sheth (2001)

### 2.5 Uses of cross selling:

Cross-selling has to be a critical feature in the growth of every marketer’s and the consumer retention strategy. The intention of cross-selling is that of two-fold. That is to amplify the reliance of a customer in the organizations, while diminishing the probability of switching consumer to a competitor. Then to profitably take out the utmost potential of revenue for the client, by enhancing the marketing return on investment and the top-line revenue (Malms & Schmitz, 2011) It is that in most of the industries, the cross-selling has come out as a common marketing and sales practice, even though the debate continues regarding this commonly used strategy of customer—retention that assures such greater returns on the investments. Its fundamental promise demands the notion that by selling added services and products to the existing consumers, the transaction of cross-selling generates much value for both the supplier and customer. By providing many goods from their present product portfolio, the suppliers generate wealth for their consumers, who currently could obtain supplies from a unique vendor (Piller, 2011). The consumer decreases the number of organizations from which they make purchases that make the process of buying simpler and might support stronger collaboration with a few preferred and specific suppliers.
It is for suppliers, the cross-selling facilitates them to enhance their sales and make use of their wider portfolio of product, hence creating huge turnover with merely marginal costs. It is that they experience no added costs in the manufacturing or distribution, since their consumer relations and the sales channels have been already established (Kuvaas & Dysvik, 2009). To a certain extent, simply their use of accessible capacities is much effectual. According to that, usually the cross-selling creates greater margins, utilizes minimum capital per dollar of the sales and facilitates deeper and longer consumer relationships. Furthermore, the suppliers possess a chance to widen their consumer relationships into a new product fields that could lead to a greater split of wallet and hence a higher likelihood of steady growth rates of business, less consumer churn, well-built consumer ties and a sustainable competitive benefit (Ansell et al., 2007). As it is noted by Timothy et al. (2007), the efforts to enhance a consumer’s share of spending could put in as more as ten times much worth to an organization than spotlighting just on keeping hold of consumers alone (for example, through loyalty or bonus programs).

It was at the time of global financial crisis, understanding of the potential of cross-selling in numerous organizations has become simply a new marketing buzz term. Particularly during the period of economic stagnation, most of the organizations try to influence available resources through cost analyses and conservative revenue. Inside most of the organizations, still the cross-selling is believed to be a risky and expensive underpinning (Panagopoulos & Avlonitis, 2008). This need to do with a range of issues in that of the customer relationship management and in market orientation with the managers that constantly required meeting. It is that the main concept of notion of cross-selling is that by selling added services and products to the existing consumers, create value to both the customers and suppliers. It is through cross-selling, suppliers facilitate consumers to get various products and services from one source (Klamer & Colander, 2008). So that in this way, a consumer’s quantity of supplies could be decreased and a stronger obliging tie with designated suppliers could be recognized. In turn, the suppliers might widen the sales with one consumer into numerous areas of production. It is since added sales stems from the previously existing assortment, it is that only the marginal resources required to be utilized (for example, in sales, in production) in order to amplify the revenue. Existing capabilities could be utilized much efficiently (Kleijn, Lee & Wetzels, 2009).
2.6 Factors for the successful strategy of co–branding:

Once the necessities of the strategy of co–branding is obvious, some 5 critical factors come out of a victorious co–branding approach. This could be indicated as 5C co–branding strategy as shown in the following figure 1. It is these factors could help a organizations in organizing an appropriate and successful strategy of co–branding from the macro perspective (Wei-Lun Chang, 2009).

![Diagram showing 5C co-branding strategy](image)

Transition Cost: It is significant to take into account the transition costs for that of the 2 organizations going on board for the victorious co–branding strategy. It is for the joint venture kind, the two organizations possess the similar accountability for both the liabilities and profits (for instance, Ericsson and Sony). Hence, the cost of transition for both the parties is symmetric (Wei-Lun Chang, 2009).

Cultural Differences: The cultural variations are also a critical deliberation for two organizations that planned for the co–branding strategy. Demanding to combine organizations from various countries generates numerous unknown of, particularly at the level of employee. For instance, if the culture of one organizations is conventional while that of another is innovative and inventive, collaboration will prove complicated. Also there is numerous other potentially difficult cross–cultural components that are broadly recognized in the literature (Wei-Lun Chang, 2009).

Consumer Acceptance: It is that the consumer–centric design would drive a victorious co–branding approach. Ericsson and Sony is an example at this point that has launched numerous customers–centric mobiles during the recent years (for example, entrenched with Cyber shot...
technology). They have sophisticated the level of utilities (Bluetooth, digital video recorder etc.) in order to amplify the competitive benefit (Wei-Lun Chang, 2009).

Core Positioning: The core proficiency of a brand is that the basic in attracting huge numbers of consumers. It has since each of the individual brands possessed its own unique competence; the synergy among 2 brands is highly significant. In the situation of brand alliance, a sturdy brand has to uniquely and clearly point out and position it core proficiency, so that of the second brand could incorporate with it. The core proficiency might be heterogeneous or homogeneous. Preferably, related core competencies (that is, homogeneous) would create a stronger effect of co – branding (Wei-Lun Chang, 2009).

Capital Restructuring: It is that co – branding might take one of the two indispensable operational kinds, they are merger or joint – venture. It is for the joint – venture, both the organizations reorganize the capital structures of that of the unique corporations. This means that each of the member corporation is accountable for the fresh joint – venture organizations, particularly the financial characteristics. On the other hand, in the case of a merger, the dominant organization has to be accountable for the loss and gain after the process of merging (Wei-Lun Chang, 2009).

2.7 Implication of Co-branding:

There are various methods and strategies for applying co-branding between the organizations. A proper planning and ground work should be carried out before making a partnership with another organization. This will enrich the marketing effectiveness by carefully selecting customers for their various programs, by individualizing and personalizing their market offerings to anticipate and serve the emerging needs of individuals customers, by building customer loyalty and commitment; by partnering to enter new markets and develop new products, and by redefining the competitive playing field for their company (Sheth & Parvatiyar, 1995). The relevance between one product and partnering product should be effective as it will lead to a greater consumer expansion. The factors like cost, promotion, brand equity and mainly the customer preferences and choices are to be identified before implementing the co-branding strategy.

2.8 Drawbacks for the effective Cross – Selling:

However the value of cross – selling is outward, the attainment of the objective is habitually indefinable. It is that the marketers usually overestimate the competitive benefits that are
resulting from their existing associations with consumers (Kamakura, 2008). Furthermore, they overlook the significance of adhering to the fundamental principle of marketing of reaching the correct consumer, by the way of correct channel, with the correct offer, at the correct time. The cross-selling have to be a by-product of developing associations with the consumers and recognizing their requirements. This means that the marketers have to initially focus on extending and strengthening associations (Hagen, 2010). It is in a study conducted by Bank Administration Institute (BAI) during the year 2004, it is found by the Forum Corporation that the customers are open to the pitches of sales from the representatives of customer service, but merely when the rep solves the problem of consumers and is delicate to the consumer’s requirements. The extensive findings of the survey have been summed up by a Forum executive in some four words that is, Serve well, then sell. It is with their motivation to expand speedily the customer relationship; often the marketers wrongly associate the right time constituent of the marketing principle with to that of their timeline for doing the added sales. But they fail to view that the correct time and correct opportunity is really a function of exactly recognizing the window of opportunity of sales as it associates to the signalling event of customer purchase (Homburg, Kuester & Krohmer, 2009).

As a result, these marketers flopped to attain the promise of enhanced marketing return on investment and the promise of improved revenue. As an alternative for finding out the new ways to recognize the needs of the customer, they utilize the old – fashioned marketing strategies and blast and batch habits on their prevailing consumer base (Frank, Kessler, & Fink, 2010). At the time, when the consumers reply to the marketing operation, it is also prudent to carry out the real time pre-screen. At this point of sales, the pre-screen permits to do pre-approved offers of credit. Also it avoids the ill will by eradicating any chance of a pessimistic experience of customers because of the rejection of credit to the actual offer of sales. It is that the pre-screen solutions could be organized in the branch, by the way of online or call-centres. With that of a slight much effort, the marketers could dramatically enhance their outcomes. The keys are that, first, obtain gain real awareness into the developmental behavior, purchasing habits and lifestyle of the existing consumers (Duclos, Luzardo & Mirza, 2008). Then delight and impress the consumers by astutely converting the perception into appropriate offers that relate to imminent or emerging requirements. Thus it is found out that timing is the major factor in the cross-selling when compared to that of co-branding. Time is the integral part of the cross-selling strategy.
The information providers of consumers could assist marketers to significantly enhance the outcomes of cross-selling through enhanced timing. The providers of information cold leverage their enormous investments in infrastructure of data processing in order to provide marketers a broad range of trigger-based generation facilities. By considering the today’s available options, three generic kinds of triggering strategies are utilized to point out customers with a near-term inclination to obtain the new behavior of credit, they are credited and lifestyle triggers (Kyung et al Eds. 2008). Consumer data relating to behavior characteristics, principally determined by transactions facts, tend to necessitate environments of costly custom database that supports the proprietary data. It is that the lifestyle data, that reflect the relationship and life-stage alterations, be likely to be gathered using suspicious slight aged and self-reported data (Day, 2006). By that of the three, the credit triggers have attained the broadest acceptance. Driving the boom of credit trigger is ease of understanding of the fresh customer base from the three bureaus of nationwide credit. The trigger of credit data driven provide cost-effective choices for decision making, segmentation and profiling in combination with industry average pre-screened list satisfaction and portfolio assessment projects.

The credit triggers use the data from a customer credit file in order to find out the recent credit trends and activity that are projecting of forthcoming purchasing activities and near-term credit requirements. It is insider this class, two kinds of credit triggers is generally used. They are event triggers and predictive triggers (Davis, Golicic & Marquardt, 2008).

It is that the event triggers are the much widespread type of credit trigger that leverages the credit queries, for example in banks, the events of loan matures or new lines of trade as the key forecasters of the upcoming behavior. The utmost basic instance, in a bank, an inquiry of a new mortgage on a file of a customer within some past twenty-four hours, is greatly projecting of someone with a tendency to open up with a mortgage within some next ninety days. The fact is that about 19.69 per cent of all the customers with the inquiry of the mortgage on their file use to open up a fresh mortgage in the following three months from the month of the actual inquiry (Craig, Dibrell & Davis, 2008).

Then the predictive triggers are the developing class of credit triggers that identifies the prospects of consumers based on that of the criteria driven and multi-attribute profiles of the known activators. The effectiveness of the predictive trigger stems from the capability to
point out the customers with a near – term tendency to stimulate, without using an event to purchase signalling like that of new inquiries (Manoj Pandey & Raju, 2009).

2.9 Challenges in Co – branding:

Strong brands needs an obvious strategic effort to handle the 6 efforts that is, 6 Es, which concerned with generating strong brand. They are,

Economic assistance: The major issue that is faced by the leaders of brand is that to spotlight on that of the short term returns. Brand is the long – term benefit, the introduction of cost, freebie or discount promotion for the preliminary recognition of the good might lead to the failure and dilution of brand in the extended run.

The Effect of Approving: It is that there should be consistency in the performance / quality, in order to maintain the developing complexity of global market in terms of the multiplying competition and changing tastes of customers. Continuously the organizations has to innovate and sustain superior consumer associations though their customers touch points, in order to generate brand loyalty among the accessible users (Kyung Hoon Kim, Kang Sik Kim, Dong Yul Kim, Jong Ho Kim, Suk Hou Kang, 2008).

Emotional appeal: The emotional appeal is necessary to communicate the message of the brand. There are numerous number of various options of media that are available to customers; more than 200 television channels, Newspaper, magazines and Internet.

Effective culture: The culture indicates as to how the people in a society interrelate with each other, what they suppose, in what way they make the decisions and what kind of meanings they connect to definite illustrations. Cultures are not at all static, but extend through interpersonal and intergenerational learning and experience (Manoj Pandey & Raju, 2009).

Economic, Political and Legal conditions: Condition entails the political, legal and economic conditions that prevail in a foreign market. The law that associated with the content of advertising, specifications of product, distribution alternatives, etc. differs from that of one country to another. It is that the economic condition in the United Kingdom made LG plays downward its tagline, “Life is good” in its advertisements because of the current credit crunch (Bolton, Lemon & Verhoef, 2008).
Effective distribution of channel: Creation of alliances of distribution channel in foreign market. The decision of a distribution channel to be rigid and vital is very important, that it is luxurious to modify, once the decision is made.

2.10 Effect of cross-selling on consumer behaviour:

Some of the studies have analyzed the cross-selling from the attitude of consumers. It is in terms of attitudes of consumers towards the activities of cross-selling, it is that the customers endorse of cross-selling utilization by retailers and inspect the cross-selling as a practice of customer-oriented and customer requirement that could both raise sales and superiorly service the consumers (that is, a win-win) (Aiken & Keller, 2009). It is that if the prices are professed as better than compared to that of the competitor, the cross-buying probability of customers get increases. Not astonishingly, much of the job in the field of cross-selling has been in that of the perspective of the insurance and banking industries. For example, in their research on retention of customer and cross-selling in the insurance industry, it is found by Harrison and Ansell (2002) that married, older, female and much affluent consumers all to be much more likely to buy a second product. It is that some five major objectives of marketing in banks (in order of significance to the enhancement of value), they are, retention, acquisition, service/cost quality, cross-selling, and increased utilization (Aiken & Keller, 2009). It is about the cross-selling of insurance policies by the banks, there is a highest chance comes from the truth that the awareness of customer of the providing of insurance policies by the banks is less in contrary to that of their readiness to utilize banks as the providers of insurance products, which is much higher. It is this finding suggests that the banks are highly positioned for the capitalizing on the opportunities for cross-selling.

2.11 The effect of co-branding on consumer behaviour:

It is in the perspective of co-branding image and that in the perspective of the expansion of a brand, one of the obvious challenges is that the potency of a brand that is an important segment while broadening the process of brand. The older researches concluded that the potency of the brand is professed both as subjectively and objectively. It is said by Shwu-Ling and Chen-Lien (2009) that the channel stronghold, market share, and advertising and promotional costs are pointing out impartially. Further, they explained that the overall analysis of the customers to that of a brand that are on the peak generally creates much share and publicity in the market so that an outcome that these brands are professed by the
customers as better. It is portrayed the researches by Shwu-Ing and Chen-Lien (2009) on a huge scale suggesting that the principle constituents of the image of co–branding are the preference for the brand and awareness for the brand. It is that two constituents of image of co–branding, that is, preference for the brand and the awareness for the brand has a collision on the image of the core–brand and is optimistically related with the perspective of the co–branding (Shwu-Ing and Chen-Lien, 2009).

The intent to the buying is a type of decision in that learned why a consumer buying a brand in specific. The construct like that of considering something buying a brand and expecting to buy a brand helps to extend the objectives of buying (Porter, 1974). It is concluded by Teng et al. (2007) that the attitude of a consumer leads to a focused brand not only is reliant on his cognition of the brand, also but relied on his insights on brand in a rivalry. As an outcome, the scholars widen to one more aspect that is, the perspective towards the attitude and advertisements towards the interaction of the brand to the buying behaviour or intention leads towards the brand.
CHAPTER – 3

RESEARCH METHODOLOGY
CHAPTER 3: RESEARCH METHODOLOGY AND TECHNIQUES

3.1 INTRODUCTION:
Research has been described as a systematic investigation or inquiry whereby data are collected, analysed and interpreted in some way in an effort to "understand, describe, predict or control an educational or psychological phenomenon or to empower individuals in such contexts" (Mertens, 2005).

In this research, combinations of both primary and secondary research methods are applied in order to achieve the research objectives and the research questions. This chapter discuss about the different tools that the researcher used and his rationale behind selecting each of those tools through the study.

3.1.1 Research Problem Area:
Market competitiveness is always a main factor to be considered by all the different organizations and their brands. There will be always a tough competition running between the organizations, mainly between the big brands. So the consumer’s main factor while buying their product is choosing the brand. The researcher believes cross-selling and co-branding helps the organizations to hold the existing customers and face the market competition. So the researcher is going to analyze the effectiveness and scope of cross-selling and co-branding among the consumers and the organizations. The research will focus on the customer’s preference and interest towards the cross-selling and co-branding and also how the organizations implement these strategies to increase their growth and the profit.

3.1.2 Research Question:
The key research question which will be focused throughout this research study will be:

What will be the effectiveness and scope of Co-branding and Cross selling among the consumers and the organizations?

3.1.3 Research Objectives:
The following are the summary of objectives used in this research to find answers for the research question.
Customer’s opinion and interest towards cross-selling and co-branding.
- The scope of relationships between the organizations towards co-branding.
- The problems involved in applying this strategy between the organizations and the consumers.
- The chances of growth and profit between the organizations and impact of brand image between the consumers.

3.1.4 Research Hypothesis:

Research hypothesis is an explanation or assumption by the researcher in the early stage of the study. The hypothesis gives a direction to the researcher in finding the information and solutions for a problem. So it helps the researcher to get clarity in focusing a research problem and finding which is right and which is wrong.

It can be understood by the definition of Grinnell. “A hypothesis is written in such a way that it can be proven or disproven by valid and reliable data – it is in order to obtain these data that we perform our study. (1988:200)

- Partnership between the organizations to face the tough competition in the market and creating a good brand image among the consumers.
- Satisfaction of consumer’s needs and expectations by the organizations.
- Benefit of co-branding and cross-selling towards the consumer’s purchase and the value for their money.

Saunders et al. (2007) recommends a research onion model to develop an effective and successful research methodology. The researcher will be using each layer from the research onion model to frame a effective research methodology.

Figure 3.1: Research Onion (Source: Saunders et al, 2007)
In the following section, the researcher explains the detailed analysis of methods implemented in this research by describing the research philosophy, research approach, research strategy, research choices in detail. Also the following section will explain the sample population, sample design, questionnaires and interviews that the researcher adopted in detail.

3.2 RESEARCH PHILOSOPHY:

According to Saunders et al (2007), the research philosophy is a main factor which shows how the researcher sees the world and also the way he thinks about the development of knowledge and the process of doing the research. The research philosophy is divided into three main categories, such as epistemology, ontology and axiology which is also further subclassified. It is very important for a researcher to select and decide which philosophy he is going to use in his research work as it will be the source for selecting the strategy and techniques.

3.2.1 Epistemological consideration:

According to Saunders et al. (2007), an Epistemology view is a representation of the acceptable knowledge in the field of study. The key element that has to be considered in this particular view is that whether the researcher can examine social world according to the same principles, procedures and philosophy as the natural sciences suggests (Alan Bryman et al. 2003). In the following section, the researcher explains about the views that he implemented for the research among the various kinds of epistemological views.

3.2.1.1 Realism:

“The essence of realism is that what the senses shows us as reality is the truth: that objects have an existence independent of the human mind.” (Saunders et al, 2007). In this way, realism as applied to the study of human subjects, recognizes the importance of understanding people’s socially constructed interpretations and meanings, or subjective reality, within the context of seeking to understand broader social forces, structures or processes that influence, and perhaps constrain, the nature of people’s views and behaviours.

3.2.1.2 Interpretivism:

Interpretivism is based on the researcher’s understanding of the differences between humans in our role as social actors (Saunders et al, 2007). Interpretivism aims in discovering the
details of the situation to understand the reality behind the subject. If the researcher is using interpretivism approach then his role is to seek to understand the subject reality of those that study in order to be able to make sense of and understand their motives, actions and intentions in a way that is meaningful for these research principles. The researcher has to adopt an empathetic stance and he has to understand the world from its point of view. This approach is also an apt one in the business and management research, particularly in the field like marketing.

3.3. CHOICE OF RESEARCH PHILOSOPHY:

The researcher adopts epistemological approach for his study. The research philosophy adopted in a research holds assumptions about how the researcher views the world through his eyes. Among different kinds of epistemological approach, the researcher adopts realism and interpretivism for his research.

The interpretivism philosophy is based on the fact that the researcher should understand the differences between humans on their roles as social actors (Saunders et al, 2007). As the part of this study focuses on the consumers, the researcher has to view in the consumer’s point of view considering them as a social actor. This helps to find the consumer’s thinking and feeling towards the cross-selling and co-branding.

As this research also focuses on the organizations, the researcher adopts realism approach to know the actual facts about the study. This will help the researcher to gather the information based on the facts that was obtained previously by the organizations.

3.4 RESEARCH APPROACHES:

The aim of the research approach is to understand the extent to which the researcher has a view about the theory at the beginning of the research and to identify that which approach the researcher is going to adopt during his study. Research approach is classified into 2 types and they are inductive and deductive.

3.4.1 Deductive and Inductive approaches:

Deductive approach is defined as, “study in which conceptual and theoretical structure is developed which is then tested by empirical observation; thus particular instances are deducted from general influences” Hussey and Hussey (1997). Deductive approach entails the development of a theory that is subjected to a rigorous test and also it moves from more
general to more specific. The conclusion will be followed logically from the available facts. According to Saunders et al, 2007, in deductive approach the theory and hypothesis are developed and research strategy is created for testing the hypothesis. On the basis of the knowledge the researcher possess in a particular domain and also considering the theoretical aspects of that particular domain, hypothesis will be deduced which later be subjected to empirical analysis.

Inductive approach is concerned with the context through which the real even take place. It focuses on collecting the data and building a theory based on the data analysis. This approach moves from the more specific to the general. In this approach the study do not start with the theoretical framework rather it will rely on the data which the research collects and observes. In this inductive approach, a study of a small group for a sample of subjects is sufficient as it is mainly concerned about the context in which such events were taking place.

In this research work, the research will be using both the inductive approach and deductive approach. As the researcher wants to study deeply about the consumer’s reaction and response, this inductive approach will be useful in getting the data and forming a hypothesis to test which answers the research questions. Even though the researcher uses inductive approach but it is also likely that some elements of deductive approach will combine as he seeks to develop a theoretical position and later the applicability through subsequent data collection and analysis is tested. The main reason for the researcher to adopt inductive approach is due to the fact that it focusses particularly on why something is happening, rather than being able to find out or describe what is happening.

3.5 RESEARCH STRATEGY:

There are various types of research strategies that a researcher should consider and adopt in his work. Though every strategy is having its own value and importance but the researcher has to find an apt strategy that can answer to his research questions and objectives. Saunders et al. (2007) describes that there are several strategies that should be considered in a research such as experiment, survey, case study, action research, grounded theory, ethnography and archival approach. Out of all these research strategies, none of the strategies are inferior or superior to each other as every strategy has its own value and benefits.

In this research work, the researcher will be adopting grounded theory strategy and also survey strategy. For gathering the information from the organizations, grounded strategy is
applied which helps to predict and explain the behaviour that leads to developing and building the theories.

Also survey strategy is used in this research which is a frequently used and popular strategy in business researches. In this research, survey questions will be framed and particular group of people will be approached for getting the answers. The researcher will use the quantitative data in gathering the information for the research question and the qualitative data for answering the research questions.

3.6 RESEARCH CHOICES:

According to Saunders et al (2007), there are two research choices widely used in a field of business and management research purpose to distinguish between both data collection techniques and data analysis processes. They are quantitative and qualitative research choices.

Bryman et al (2007), defines quantitative research as a research choice that emphasizes in collection and analysis of data which helps to

- entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories;
- has incorporated the practices and norms of the natural scientific model and of positivism in particular and represents a view of social reality as an external, objective reality.

In addition to this, Bryman et al (2007), defines qualitative research can be interpreted as a research choice that usually gives stress to words rather than quantification in the collection of analysis of data and that:

- mainly emphasizes to inductive approach in which focus is placed on generation of theories; has discarded the practices and norms of the natural scientific model and of positivism philosophy; and
- symbolizes a view of social reality as a constantly shifting emergent property of individual’s creation.

Saunders et al (2007), states three methods of data collection such as mono method, multiple method and mixed method for managing a research. From these three different methods, the researcher is going to apply mixed method in this research as a data collection technique.
which involves both the quantitative and the qualitative data collection methods. Even though mixed methods uses both the quantitative and the qualitative data in the process, but quantitative data will be analysed quantitatively whereas qualitative data will be analysed qualitatively.

3.7 TIME HORIZON:

The next factor to be considered in a research is the time scale. Depending upon the research topic and question, the time scale varies. According to Saunders et al (2007), there are two modes of time horizon which are cross-sectional mode and longitudinal mode of study. The study of a particular event in a short or particular time frame is called as cross-sectional study whereas the study takes place for a long period is known as longitudinal study. The researcher believes that the study will be completed in a short period of 2 to 3 months. So this research falls under cross-sectional study category which usually involves survey strategy.

3.8 DATA COLLECTION METHODS:

There are various challenges that need to be considered before applying the data collection methods. The main core of a research is the data collection. The purpose of data collection is to gather data in order to get the answers for the research questions and achieving the objectives of the research. In general, there are two types of data collection methods; they are primary and secondary data method.

3.8.1 Secondary data collection methods:

Secondary data is the information which is already collected and available in various forms. The secondary data can facilitate the research problem, developing a sampling plan, formulating research design (Malhota and Birks, 2000). The proper use of this secondary data method will save the time and cost but at the same time it may limit the market research relying on the past analysis. In this research work, the researcher uses the articles, journals, online books and websites as the secondary data for writing the literature review and gathering information for the survey and interview. From the secondary data, the researcher found out what organizations feel about the cross-selling and co-branding strategies in general. But the researcher was not able to find the required information or data about both these strategies in the consumer point of view. So the secondary data collection method helps the researcher to know the organizations approach but failed to help the researcher in identifying the consumer's interests towards both the strategies.
3.8.2 Primary data collection methods:

Primary data is the key element in a research and which do not exist before. Primary source of data is considered as the original source of work of research without any interpretations and declarations representing an official opinion (Cooper et al, 2008). According to Wiid and Diggines (2009), the following are the important types of primary data that to be considered in a marketing research: demographic and socio-economic characteristics, psychological and personal characteristics, attitudes, opinions, awareness, knowledge, intentions, motives and the behavior of people and/or enterprises. In this research, the researcher is going to adopt pluralistic research method as he will be using both the quantitative and qualitative data. As a quantitative data method, survey method towards the various consumers to find out their opinions and interests towards the research topic. Also the structured interviews will be taken from few managers of different retail organizations towards the qualitative method. The researcher believes that with a proper use of both the quantitative and qualitative data method he can gather the required information to answer the research questions and objectives.

3.8.2.1 Primary Qualitative Data Collection Methods – Structured Interviews:

For finding the effectiveness of cross-selling and co-branding strategy, the researcher needs to conduct interviews with the managers of various retail organizations. There are three main types of interviews available, they are

- Structured interviews.
- Semi-structured interviews.
- Unstructured or in-depth interviews.

The researcher adopted structured interview method for his research. The set of questions related to the research objectives were created then the researcher approached managers from various retail organizations mainly through meeting them in person and also by sending an email request. So the researcher fixed a meeting with each manager with a planned and careful preparation such as informing them about the topic, related questions, date & time, etc. Also the researcher maintained the confidentiality requested by the managers. So the structured interview questions were asked to the different managers and then it was recorded. All the recorded data was later gathered for a qualitative study. The researcher’s main objective of this interview is to find out the organization’s view towards both these strategies.
through their managers which was successfully gathered by the researcher with the help of structured interviews.

3.8.2.2 Primary Quantitative Data Collection – QUESTIONNAIRES:

Questionnaire is a method used for collecting responses of a population in a given market on the basis of characteristics such as economic, psychographic and demographic (Rabianski, 2003).

The commonly used method in a business and management research is questionnaire. Questionnaires are an efficient data collection method when the research knows exactly what is required and knows how to measure the variables of interest. In simpler term, giving a set of questions to a specific group of people and asking them to respond in order to evaluate the data from their answers. There are two main types of questionnaire method and they are self-administered and interviewer-administered which is further sub-divided. The researcher will use the self-administered technique which will be carried out through respondents (consumers).

Some of the main advantages of this method are that the researcher can frame his set of questions in a free-way, simpler and cost-effective and respondents can easily complete. So the researcher will prepare the required questions and approach the consumers of various categories after conducting the pilot testing. The selection of people will depend on their age and working field. So the respondents will have the complete freedom in giving their opinion and answers.

3.8.2.2.1 Questionnaire Design:

The questionnaires for this research are designed mainly keeping the research objectives in mind. Since the research objective is to find the effectiveness and scope of co-branding and cross selling among the consumers and the organizations, the researcher designed individual set of questions that covers both the consumers and the organizations point of view. Considering Bryman and Bell (2007) suggestion, a pilot test was conducted on the questionnaire with a small sample to ensure the efficiency of the survey questions before the self-administered questionnaire.
3.8.3 Data Analysis, Editing and Coding:

It is very important to use a proper and effective software tool for the coding purpose in order to read and analyze the data easily as the raw survey data cannot be taken directly for analyzing. There are different software’s available in the market for the coding purpose. In this research, a well-known statistical tool called SPSS (Statistical Package for the Social Sciences) was used by the researcher for analyzing the collected data.

3.9 POPULATION AND SAMPLING DESIGN:

3.9.1 Sampling Population:

According to Saunders, it is not a practical way for a researcher to collect data from the entire population to answer the research question. So for the survey questionnaires, the researcher focused on consumers aging from twenty to forty. The respondents mainly will be students and working people. The main population to cover is the shopping people. So the students and working people are the main players when it comes to shopping. So the researcher distributed the survey questionnaires to random people in various shopping malls and colleges, by covering this population the researcher can get his required information in processing the work.

For the interview questions, the researcher approached the managers from the retail stores which sell multiple branded products under one roof.

3.9.2 Sampling Design:

There are two different types of sampling techniques used in a business research which are probability or representative sampling and non-probability or judgmental sampling. In this research, probability sampling technique was adopted by the researcher as the chance of each case selected from a population is known whereas in the other technique it is unknown.

In this research, the researcher used two methods of sampling which are survey and interview. The survey questionnaires are designed for the shopping population aging from 20 to 40 that covers both the students and working people. Then the researcher used set of interview questions for the managers from different retail organizations which was recorded and later information was gathered and analyzed from the recordings.
3.9.3 Response rate:

The researcher targeted total of 100 respondents for the survey and 5 managers for the interview. So total of 100 questionnaires were given to 100 random people and received everything with complete valid responses. But only 3 interviews with different managers were recorded out of targeted 5 due to the time constraint and other reasons.

3.10 ETHICAL ISSUES:

In every research, the ethical concerns will arise for a researcher and it is imperative that the researcher handles his ethical behavior in completing the task. Ethics are referred to the appropriateness of your behavior in relations to the rights of those who become the subject of your work, or effected by it (Saunders et al, 2007).

According to Saunders et al. 2007, the following are some main ethical concerns that can possibly arise during the process research project.

- privacy of possible and actual participants.
- maintenance of the confidentiality of data provided by individuals or identifiable participants and their anonymity.
- reactions of participants of the way in which the researcher seeks to collect the data.
- effects on participants of the way in which the researcher use, analyze and report his data.

Some of the main ethical issues that can affect the research are obtaining permission, maintaining the privacy and confidentiality of the data provided by the participants. So the researcher took all the measures to maintain the ethical issues by providing the complete details and purpose of the research and its objectives, maintaining the participant’s details if requested by them and getting a proper consent from the participants in collecting, analyzing and reporting the data.
CHAPTER – 4

DATA FINDINGS AND ANALYSIS
CHAPTER 4- DATA ANALYSIS AND FINDINGS

4.1. INTRODUCTION
This chapter discusses about the data analysis of the findings gathered by the researcher from the quantitative and qualitative research methods. The researcher explains and analyses the findings of data by representing in the form of charts and tables and the researcher used the statistical software called SPSS for the clear and easier analysis of data which is collected.

4.2 QUALITATIVE DATA ANALYSIS:

The researcher adopted structured interview method for the qualitative data analysis. So the structured interview was conducted with three different managers from different retail organizations. All the three managers were given detailed information about the research topic, objectives & the questions to be asked in the interview by the researcher prior to the interview which helped them to get an idea of what kind of conversion is going to be during the interview session. Total of six questions were asked in the interview with all the managers. Later each answer from every manager was analysed and discussed below:

4.2.1 Highlights of Structured Interview:

1. Do you think co-branding can build a good relationship between two different companies of differed brands? Why?

This particular question helped to know the opinion of the respondents in context to co-branding. All the respondents were experienced enough and had good knowledge of marketing and related concepts which helped the researcher to gain the correct perspective for the research. It was seen that all the respondents agreed correct brands needed to be added together. All the managers believed that finding the right partnership is the key element for applying this co-branding strategy. Proper co-branding helps organizations to both brands to expand their market range which is crucial for development of any organizations. Thus, appropriate co-branding allows permits brands to gain consumers without investing too much in geographical locations. Another common answer that was received is that co-branding can help the two different organizations to capture their partner brand’s customer as well which
will increase the customer base for both the partnership brands. One of the example given by a respondent, if Canon and San disk are a partnership brand in selling their products, San disk will get the customers of Canon while Canon customers will be happy for the additional service and offer provided to them. Further, if co-branding becomes successful, organizations are encouraged to come up with more creative and quality products. Also the organizations can join together in various promotional activities and offers, advertisements, technological development of products which will help the organizations to share the expenses.

2. What challenges do organizations encounter in successfully entering into a co-branding operation?

All the respondents think that getting the most suitable partner is the biggest challenge in co-branding. It was crucial to consider different parameters prior to merging with a brand. Another aspect was the quality and price of co-branded products. Deficiencies in one brand would adversely impact the other brand also. The respondents gave an example that when Brand A product and Brand B product were sold to the customers together with this co-branding strategy, if a customer is not entirely satisfied with any of one brand product, it may be Brand A or Brand B due to various reasons like its quality, price, service or need then it will definitely affect the image and reputation of the other brand as well. So the organizations should research carefully before getting into a partnership with any brand, they need to consider about the customer preferences, price, quality, etc.

3. Do you think customers shows interests towards co-branded products?

All the respondents believed that customers especially ones in the younger age bracket were interested in trying out co-branded products. However middle aged individuals showed preference for specific brands. All the respondents believed that ultimately it was the quality and offers that drew the attention of consumers towards co-branded products. The respondent said that they should approach the customers with a suitable product that they may need when they buy their product. Following examples were given from their experiences, when a customer buys a printer he may
need an ink or when he buys an DSLR camera then he may need a lens, filters, memory card or even a camera bag. At the same time if the organizations approach them with an irrelevant product then the chances of creating a bad image among the customers are relatively higher. So the organizations should know what customer may need and if they approach them according to their needs with a suitable product then the chances of attracting the customers towards the co-branded products are higher.

4. **Comment on your opinion towards need for cross selling in improving sale of a product?**

All the respondents believed that ultimately the objective was to meet the requirements of the consumer. Cross-selling was essential they said whenever it seemed appropriate. The aim was to provide products at the suitable time to ensure that they were motivated to purchase the product. It was possible that the consumer would not buy the product immediately; it was likely that the consumer would purchase the product later on. Thus it was a way of enticing the consumer to purchase more products thereby enhancing sales at no extra cost. Also the respondents stated that it builds a good relationship with the customers as they are educating them with the information about available products and promotions as a result it will create a greater customer service. The following is an example given by one of the respondent, when a customer buys a DSLR camera we can realize that he may need a lens, filters or other camera accessories. So if they approach that customer when they paying for the item and explain them about the offers that they can avail when they buy this item then he may or may not buy the other items immediately but he will definitely come to know about the information of the available products and offers. So he may consider it buying in the future. For the organization, it’s a cost-free advertisement utilizing the customer when they are in the store.

5. **From your experience do you think that customers show positive response towards cross-selling or negative response?**

The common answers from the respondents were that they haven’t seen any negative responses in a larger scale. The respondents felt that if the consumer was not pushed
or compelled to buy a cross-sold product they would not mind buying the product. It is crucial to comprehend what the customer really wants prior to cross-selling the product. The main factor in cross-selling is all about selling the right product to the right customer at the right time. So the organizations should be really keen while trying to cross-sell their products, they should approach the customers with an intention of educating them about the products and offers rather than pushing or forcing them to buy the product. When the organizations avoid hard core selling in this strategy and prioritize on a better service then the chances of getting a negative response from any customers are very less.

6. **Has cross-selling and/or co-branding increased the growth and profit of your company?**

The respondents agreed that despite having the potential, they had not witnessed a marginal difference in sales after implementing the two strategies. However, the signs were encouraging and respondents were keen to implement both co-branding and cross-selling. The respondents said that each and every customer has their own brand and product preferences while buying. So the organizations are not interested in taking full initiative towards both the cross-selling and co-branding strategy as their main marketing tool. The main reason for that is both these strategies failed to give them a bigger growth and greater profit while only increasing their sales to a little margin.
4.3 QUANTITATIVE ANALYSIS FROM QUESTIONNAIRE:

4.3.1 Analysis of questionnaire given to various people in Dublin:

Tables & Charts

1) What is your gender?

<table>
<thead>
<tr>
<th>GENDER</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>63</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>FEMALE</td>
<td>37</td>
<td>37</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.1: Gender Information

Figure 4.3.1: Gender Information

Out of 100 respondents 63% were males and the rest 37% were females. Thus, it may be inferred that the response rate was low from females. This can also be due to the fact that there were few female respondents who were part of the sample.
2) How old are you?

<table>
<thead>
<tr>
<th>AGE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>42</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>26-30</td>
<td>41</td>
<td>41</td>
<td>83</td>
</tr>
<tr>
<td>31-40</td>
<td>15</td>
<td>15</td>
<td>98</td>
</tr>
<tr>
<td>Above 40</td>
<td>2</td>
<td>2</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.2: Age of Respondents

The second question was to ascertain the age of respondents. As per the analysis, majority of the respondents belonged to the age group of 18-25 with a percentage of 42% followed by age group of 26-30 with 41% and 31-40 with 15%. Merely 2% of the respondents were over 40 years. The age group 18-25 is young and new earners. Brands and its fashion products mostly attract the young population. They are also more willing to try new brand combinations and products. Hence, this group is important.
3) Which of the following best describes your occupation?

<table>
<thead>
<tr>
<th>OCCUPATION</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>37</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Student &amp; Part-time worker</td>
<td>29</td>
<td>29</td>
<td>66</td>
</tr>
<tr>
<td>Working Professional</td>
<td>24</td>
<td>24</td>
<td>90</td>
</tr>
<tr>
<td>Not employed</td>
<td>7</td>
<td>7</td>
<td>97</td>
</tr>
<tr>
<td>Home-maker</td>
<td>3</td>
<td>3</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.3: Respondent’s Occupation

![Chart showing the distribution of occupations as a percentage of total respondents]

Figure: 4.3.3: Respondents Occupation

This question helps to find out the working group of people in shopping. The survey shows that 37% were students who involved in full-time study without a job while 29% of students who were also students but also working in some part-time jobs. Altogether 66% of total participants were students which again show that younger population are the frequent shoppers. Also the percentage of working professionals engaged in shopping was 24%. The survey shows that the home-makers and not employed are significantly less being 3% and 7% respectively.
4) Do you have a brand preference while buying any product?

<table>
<thead>
<tr>
<th>BRAND PREFERENCE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>39</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>NO</td>
<td>15</td>
<td>15</td>
<td>54</td>
</tr>
<tr>
<td>SOMETIMES</td>
<td>46</td>
<td>46</td>
<td>100</td>
</tr>
</tbody>
</table>

Table: 4.3.4: Brand preference

The statistical analysis indicates that almost 39% of the participants agreed that they did prefer specific brand while making purchases. Further, 46% also agreed that they did prefer buying specific brands sometimes. So only 15% of the participants said brand preference is not a big factor while buying a product and they don’t prefer it. Marketing in the past years has evolved from mere one-way mass marketing to interactive marketing. Today consumers are more educated and have more spending power. Consumers are also aware that branded goods majority of the times indicate quality and creditability. Further, intense competition has compelled brands to keep their prices lower i.e. prices that fit the consumers’ budgets. Hence many consumers currently prefer using branded products. Further, there are several
consumers who prefer buying branded products due to their names. They like to show off in front of others or buy branded goods to maintain their reputation and standing. Thus the survey shows that brand attracts the majority of the customers in making their shopping decision.

5) Will you be interested in buying two different brand products when it comes together?
(Example: Nike t-shirt with Lee Cooper jeans)

<table>
<thead>
<tr>
<th>WILL YOU BE INTERESTED?</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>79</td>
<td>79</td>
<td>79</td>
</tr>
<tr>
<td>NO</td>
<td>14</td>
<td>14</td>
<td>93</td>
</tr>
<tr>
<td>DON'T KNOW</td>
<td>7</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.5 Interest towards Co-branded products

As per the statistical analysis more than three-fourth (79%) of the respondents agreed that they would prefer to purchase two different brand products when they were sold together. Only 14% said that they would not prefer two different brands when sold together, while 7%
were not sure about it. As per the literature review, recognized victorious brands offer assurances for quality to the customers and could be leveraged to commence new goods. The most general way of leveraging the brands is through the brand and line extensions through applying of the brand to the other products in either of the similar or dissimilar categories of product (Shepherd, Patzelt & Haynie, 2009). A substitute for rising new goods is co-branding, that includes merging two or more of the well-known brands into a unique product. It can thus be inferred that co-branding would be an easy technique to gain the attention of new consumers or to retain the existing customers.

6) What would be the major reason behind you buying a product brand that comes together with a product of another brand?

<table>
<thead>
<tr>
<th>MAJOR REASON</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>TO SAVE MONEY</td>
<td>54</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>TO TRY A NEW BRAND</td>
<td>43</td>
<td>43</td>
<td>97</td>
</tr>
<tr>
<td>TO PROMOTE A BRAND</td>
<td>1</td>
<td>1</td>
<td>98</td>
</tr>
<tr>
<td>OTHERS (IF ANY)</td>
<td>2</td>
<td>2</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.6 Major reason buying Co-branded products

Figure 4.3.6 Major reason buying Co-branded products
The aim of this question was to shortlist the major reasons why the consumer would purchase a product brand that comes together with a product of another brand. It was discovered that majority of the individuals (54%) preferred to do so was to save money followed by their willingness to try out new brands (43%). While the number of participants who said to promote a brand (1%) and other reasons (2%) are very less. So the consumer’s main preference while buying is to save money and then their interest towards trying a new brand.

7) Co-branding has increased the image that I have for a product.

<table>
<thead>
<tr>
<th>PRODUCT IMAGE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>51</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>NO</td>
<td>16</td>
<td>16</td>
<td>67</td>
</tr>
<tr>
<td>DON’T KNOW</td>
<td>33</td>
<td>33</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.7: Co-branding towards product image

Figure 4.3.7: Co-branding towards product image
As per the statistical analysis, more than fifty per cent (51%) of the respondents agreed that co-branding had increased the image that they have for a product. This indicated that co-branding is beneficial and improves the product image. Also it shows that when two well-known brands partnership together it gives a bigger image in the minds of the consumers. While 16% of the respondents said that co-branding not increased the image of the product and 33% of respondents are not sure about their view.

8) Has any of the co-branded products purchased by you in the past given you a positive experience?

<table>
<thead>
<tr>
<th>POSITIVE EXPERIENCE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>63</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>NO</td>
<td>10</td>
<td>10</td>
<td>73</td>
</tr>
<tr>
<td>MAY BE</td>
<td>27</td>
<td>27</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.8 Positive experience with co-branding

Figure 4.3.8 Positive experience with co-branding
According to the above graph 63% of the respondents agreed that they had experienced a positive experience when they purchased co-branded products in the past. This indicates that co-branding suitably is beneficial. A positive experience ensures that people would re-purchase products as and when required. The number of people who said no (10%) to positive experience is quite less while 27% of respondents said they would have experienced a positive experience but not sure.

9) Has any of the co-branded products purchased by you in the past given you a negative experience?

<table>
<thead>
<tr>
<th>NEGATIVE EXPERIENCE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>NO</td>
<td>59</td>
<td>59</td>
<td>75</td>
</tr>
<tr>
<td>MAY BE</td>
<td>25</td>
<td>25</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.9: Negative experience with Co – branding

Figure 4.3.9: Negative experience with Co – branding
According to the analysis, more than fifty per cent (59%) of the respondents also agreed that they had not experienced any negative experiences when they purchased co-branded products in the past. According to the literature review also the overall analysis of the customers to that of a brand that are on the peak generally creates much share and publicity in the market so that an outcome that these brands are professed by the customers as better. Further, the two constituents of image of co-branding, that is, preference for the brand and the awareness for the brand has a collision on the image of the core brand and is optimistically related with the perspective of the co-branding. Studies also show that consumers prefer matching brands as they believe such goods suit each other. This clearly indicates that co-branding is beneficial for the consumers and that a consumer prefers purchasing co-branded products.

10) Will you be interested when the companies try to cross-sell their products?

<table>
<thead>
<tr>
<th>WILL YOU BE INTERESTED?</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>51</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>NO</td>
<td>21</td>
<td>21</td>
<td>72</td>
</tr>
<tr>
<td>MAY BE</td>
<td>28</td>
<td>28</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.10: Interest towards cross-selling

Figure 4.3.10: Interest towards cross-selling
As per the statistical analysis, it is clear that 51% of the respondents agreed that they would be interested when the organizations try to cross-sell their products. It can thus be inferred that if undertaken properly, cross-selling can prove to be extremely beneficial for the organizations. If an organization keeps frequent contact with their customers and educates them about the new products, offer and discounts it will reduce the switching customer’s rate.

11) I will buy a product if introduced by my favourite company brand, even when the product is new to the market.

<table>
<thead>
<tr>
<th>NEW PRODUCT INTRODUCTION</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>NO</td>
<td>15</td>
<td>15</td>
<td>70</td>
</tr>
<tr>
<td>MAY BE</td>
<td>30</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.11: New product Information

![New Product Information Chart](image)
As per the analysis, it is evident, 55% of the respondents agree to purchase new products if they were introduced by their favourite company brand, even when the product was new to the market. This signifies that if a brand introduces a new product, loyal consumers would be willing to try new products easily.

12) What will be your first preference in co-branding & cross-selling?

<table>
<thead>
<tr>
<th>FIRST PREFERENCE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRAND IMAGE</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>COST</td>
<td>19</td>
<td>19</td>
<td>29</td>
</tr>
<tr>
<td>VALUE FOR MONEY</td>
<td>36</td>
<td>36</td>
<td>65</td>
</tr>
<tr>
<td>QUALITY</td>
<td>32</td>
<td>32</td>
<td>97</td>
</tr>
<tr>
<td>OTHERS (IF ANY)</td>
<td>3</td>
<td>3</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.12: First preference towards co-branding and cross-selling

Figure 4.3.12: First preference towards co-branding and cross-selling
According to the statistical analysis undertaken, cost, value for money, quality and brand image are crucial factors the respondents would consider prior to cross-selling and co-branding. Majority of the consumers (36%) considered value for money to be their first preference while 32% considered quality to be crucial while considered cross-sold or co-branded products. Thus, organizations have to pay attention to the above facts prior to implementing cross-selling and co-branding techniques.

13) Do you think that cross-selling will make you to spend more than what you have planned to buy?

<table>
<thead>
<tr>
<th>WILL MAKE YOU TO SPEND MORE?</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>36</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>NO</td>
<td>28</td>
<td>28</td>
<td>64</td>
</tr>
<tr>
<td>MAY BE</td>
<td>36</td>
<td>36</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.13: Will cross selling make you to spend more?
The analysis make it clear that 36% of the respondents agreed that cross-selling made them spend more than what they had intended. Cross – selling could be understood in simple terms as motivating the consumers of an organization whom already buying the product A also to buy the product B of the same organization. While the cross – selling assists consumers by offering them a one – stop answer, also it assists organizations in increasing their sales volumes. Today, consumers do like to have a one – stop store for all of their necessities because of increased time pressure and a fast lifestyle. It is through cross – selling, organizations are capable to offer consumer added advantages and higher convenience albeit at a higher cost to the consumers. Also the organizations have to be careful in providing value for the money to the consumer’s product and the organizations should not make the customers to feel bad for their purchase thinking that they bought something irrelevant as a result of forced selling.

14) Has any of the purchase of a cross sold product by you offered you a positive experience in the past?

<table>
<thead>
<tr>
<th>POSITIVE EXPERIENCE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>NO</td>
<td>17</td>
<td>17</td>
<td>72</td>
</tr>
<tr>
<td>MAY BE</td>
<td>28</td>
<td>28</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.14: Positive experience with Cross selling

![Figure 4.3.14: Positive experience with Cross selling](image-url)
The analysis makes it clear that 55% of the respondents agreed that they had experienced a positive experience when they purchased cross sold products in the past. The aim of this question was to identify if cross-selling was a positive experience for the consumers. A positive experience indicated that consumers were willing to purchase other products recommended by the organizations in addition to the original purchases made by the consumer.

15) Has any of the purchase of a cross sold product by you resulted in a negative experience in the past?

<table>
<thead>
<tr>
<th>NEGATIVE EXPERIENCE</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>NO</td>
<td>56</td>
<td>56</td>
<td>70</td>
</tr>
<tr>
<td>MAY BE</td>
<td>30</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Table: 4.3.15: Negative experience with Cross – selling

Figure: 4.3.15: Negative experience with Cross – selling
As per the analysis, more than fifty present (56%) of the individuals agreed that they had not experienced any negative experiences when they purchased cross sold products in the past. It can be inferred that cross-selling if conducted suitably can leave a positive impact on the consumers. Thus, cross-selling is an effective technique which can be adopted by organizations to enhance their customer base.

16) On the whole, I feel that cross selling/co-branding persuades me to buy a product?

<table>
<thead>
<tr>
<th>PERSUADES IN BUYING A PRODUCT?</th>
<th>FREQUENCY</th>
<th>RESPONDENT %</th>
<th>CUMULATIVE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>AGREE</td>
<td>50</td>
<td>50</td>
<td>61</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>32</td>
<td>32</td>
<td>93</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>7</td>
<td>7</td>
<td>100</td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3.16: Persuades in buying product

![Persuades in buying product chart]

Figure 4.3.16: Persuades in buying product
The statistical analysis also proves that over 60% of the respondents agree that cross selling/co-branding persuades them to buy a product. Hence it is inferred that cross-selling and co-branding are effective techniques to draw more customers easily. While 32% of the respondents given a neutral feedback. So it indicates that the chances of selling the cross sold products and co-branded products to this group is higher when the organizations can identify their actual need and their product preferences. If the organizations focuses on selling a suitable and relevant product to their consumers rather than giving prior importance in increasing the sales then the customers can be easily persuaded towards cross sold and co-branded products. The survey shows that only 7% of the respondents believes that these strategies can persuade them to buy a product while none of the respondents conveyed their strong disbelief.

4.4 Summary

Marketing has witnessed the evolution of new terms and concepts on a regular basis. While some individuals discuss the significance of cross selling and co-branding, others do not accord any importance to the concept. It cannot be denied that what is crucial is to comprehend that in varied areas there are different and suitable techniques to improve the marketing endeavours of an organizations and to enhance the brand equity of an enterprise. The emphasis has to be on a combination of varied techniques especially the use of technology and new mediums such as cross selling and co-branding.

To ensure the above, it is crucial to describe both cross selling and co-branding. Cross-selling is a marketing term used by the organizations to indicate the custom of recommending related products or services to consumers who purchase something. The most common example of cross-sell is frequently used by fast-food restaurants when they ask customers if they would like French fries or coke with their meals. Co-branding on the other hand refers to employing varied brand names together while providing facilities or selling products. It may also denote using several brand names by one shop to allow individuals to see the venture as a joint enterprise. If adopted suitably, co-branding offers organizations to merge their forces and ensure synergy in the market.

The chief objective of both is not only to help the organizations to comprehend the requirement and desires of the customers and to provide a superior service to the customers
but to helps organizations to increase profits in the current times. This also assists organizations to lower their outlays in the long run. Implementing cross-selling and co-branding in the organizations helps them to identify what the customer purchases, what they do not prefer, if they have any grievances, their interactions with the organizations by varied modes. By keeping track of such data, the organizations can comprehend customers in a superior manner and improve the service they provide to their customers.

The current analysis has made it evident that consumers are interested and also prefer cross-selling and co-branding. The analysis however has failed to clearly provide answers to other research queries like why the organizations generally consider cross-selling and co-branding as not a huge successful marketing tool while the majority of the consumers shows their interests towards both these strategies. The analysis however has failed to identify the reason for the poor performance and less contribution towards the growth and profit of the organizations when they tried implementing both these strategies. Since the analysis was merely restricted to gauging opinions of individuals in context of cross-selling and co-branding, it failed to analyse the chances of growth and profit between the organizations and impact of brand image among the consumers. Hence, it can be concluded that the current study was a mere reflection of the opinions and preferences of consumers related to cross-selling and co-branding.

From the above analysis it is evident that cross-selling and co-branding is definitely beneficial for organizations especially those that intend to serve customers successfully. However, implementing cross-selling and co-branding is not very easy and the organizations may face hurdles while implementing the same. The analysis also proves that if used in a proper manner cross-selling and co-branding is extremely successful in helping organizations to retain the customers. Further, cross-selling and co-branding strategies also help organizations to prepare successful policies and retain customers successfully. While the majority of the consumers shows their interests and preferences towards both these strategies, the organization needs to identify their customer’s needs, choices, preferences, etc. by a deep research in order to serve their consumer in a better way and also utilizing a big opportunity to increase their growth in sales and profit.
CHAPTER – 5

CONCLUSION
CHAPTER 5: CONCLUSION

This conclusion lesson correlates the topics matters, ideas and results of all prior lessons which have provided crucial inputs to the current research. The inferences drawn are correlated to the extant points discussed in earlier lessons, which permits the inferences to be designed based on the queries predetermined for the investigation.

Cross-selling can thus be considered to be a technique of persuading the consumer to buy something additional along with the original purchase. Cross-selling is not manipulation. It can be successful when an organization tries to sell additional products that a customer would actually require. To effectively cross-sell, organizations need to develop a range of goods and services that complement one another. For example, when a organizations sells shoes, socks and handkerchiefs are an effective cross-sell. It is also crucial that the item which is being cross-sold is less in cost compared to the original sale and the product purchase does not need much deliberation. Cross-selling is evident especially in E-sales when websites often tell consumers about other related items or other similar items that the consumer would appreciate when he or she makes a purchase. Another effective method of cross-sell is providing offers such as 10% off on 2nd purchase or free shipping or even gifts or discounts on alter purchases made by consumers.

Under co-branding, the strategy is to develop a customised good or service that fulfils specific requirements with minimum modifications to original products. Co-branding has become popular especially after franchising has taken off. The most effortless co-branding is the presence of an ATM or a fast food joint at a service station. When undertaken in a proper manner, co-branding helps to leverage and ensure efficiency. This however is successful only with the right brands, right management and at the right time. Combining complementary brands in a single location is ensuring a steady profit from the venture. Co-branding helps to increase the number of consumers, optimise functional efficiency, diversify risk and lowers the functional outlays apart from improving sales and profits.

The current study aimed to answer the following research questions:

- What are the customer’s opinion and interest towards cross-selling and co-branding?
- What is the scope of relationships between the organizations towards co–branding?
- What are the problems involved in the process of cross-selling and co-branding between the organizations and the consumers and the measures to tackle it?
What are the chances of growth and profit between the organizations and impact of brand image among the consumers?

It is evident that cross-selling and co-branding are methods which are crucial for organizations to develop strong relations with the customers so as to enhance the product success apart from providing additional services to extant consumers. These two techniques could also help organizations to successfully develop and maintain long-run correlations between organizations and their brands; these techniques also help organizations to effortlessly educate consumers on how goods and services provided by the brands to fulfil the needs of their customers. The study also intended to comprehend consumer conduct and market trends and consumer tastes to develop the services and products based on that of the current change in the market.

The analysts decided to adopt an inductive approach for the current study. The inductive technique was beneficial to comprehensively analyse the reaction and response of the customers. To fulfill the current study objectives, the researchers collected primary data by distributing questionnaires and also conducted interviews to gather comprehensive data linked to the domain being studied. This study is a descriptive one which uses a quantitative and qualitative approach. The questionnaire comprised of open and closed ended queries as the study was a mixed analysis. Further, the number of questions was limited to ensure proper replies by the participants. Additionally, care was taken to ensure that the queries were in Simple English so that they could be understood by all the respondents. The participants for the study were selected through the simple random sampling technique. A sample comprising of 100 participants from various groups was taken for the study to ensure that they gave pertinent replies and were aware of the theme in question. Further SPSS tool was used to evaluate the primary data collected by the researcher. The current study has employed both primary and secondary data for the current study. The secondary data for the current study was gathered through books, academic journals, online sources, magazines that are relevant to the theme being discussed. Further secondary data was also collected from different pertinent websites.

While the literature review in the current study has successfully identified the concept of both cross-selling and co-branding, the statistical analysis is a limited one. The literature review conducted has been successful in identifying the steps involved in cross-selling and co-
branding. It has also outlined the advantages and disadvantages of both the strategies. The time and financial constraints placed on the researcher have also limited a comprehensive statistical analysis. The current analysis has been able to pinpoint that customers are in favour of both cross-selling and co-branding. It has also proved that majority of the consumers have had positive experiences with both cross-selling and co-branding. The study also proves that there is a large group of consumers who are not sure of their opinion related to cross-selling and co-branding. The organizations must take the initiative and start to educate this group on the benefits of cross-selling and co-branding. If organizations are successful, it could translate into a huge advantage and a dedicated customer base. Further, organizations also need to ensure that customers who have had a bad experience get a chance to experience the positive side of cross-selling and co-branding. Thus, the study has been an eye-opener in terms of clearly showing the impact that cross-selling and co-branding has had on the consumers.

**Recommendations**

Research has made it evident that in the given competitive scenario, it would be more beneficial for organizations to focus all their energies on retaining their extant customers instead of trying to attract new ones. By employing the two processes of cross-selling and co-branding successfully, the organizations can not only fulfil the needs of existing customers but can easily draw new consumers to their fold. If utilised in the correct manner cross-selling and co-branding can enhance the brand value and standing of the organizations; it can also help the organizations to increase the number of customers thereby ensuring higher profits and a steady business growth. This can also be advantageous to consumers as they know about the organizations they are dealing with. Further, it also becomes easy to gain dedication and commitment from the consumers thereby helping organizations to develop long-term associations successfully.

The study analysis depicted that cross-selling and co-branding were two techniques an organizations could greatly benefit from in the long run. The analysis undertaken successfully pointed out that all the organizations stand to benefit greatly by implementing cross-selling and co-branding. Further, it was also seen that implementing cross-selling and co-branding helped organizations to successfully retain their customers. Further, organizations were also able to successfully be in touch with their customers and get immediate feedback about new
products and services needed by customers and introduced by the organizations. However, the study was unable to pin point or actually identify the extent of effectiveness of cross-selling and co-branding strategies implemented by an organizations. Besides the major interests and preferences towards cross-selling and co-branding among the consumers, the organizations found that it is not a major contributor to their growth or profit while these strategies results in just increasing the sales in a small percentage. The study also failed to exactly identify how cross-selling and co-branding was successful in retaining customers for organizations. It clearly shows that there is some lack of knowledge and information regarding the implementation of cross-selling and co-branding between the organizations when large population of consumers are interested towards both these strategies. Thus it is recommended that future studies must be modified to identify the extent to which cross-selling and co-branding can be effectively used to retain consumers.

Limitations

The current study undertaken had to deal with several limitations. These limitations have been outlined subsequently:

i) Tiresome procedure: Since the researcher decided to use both primary and secondary data for the research, they had to make comprehensive preparations in advance so as to deal with the varied requirements of the procedures while simultaneously handling their time efficiently. Further, the researcher had huge amounts of data as they used both secondary and primary data. As a result, the researcher had to be very careful while assessing and investigating the data and making the inferences for the results.

ii) Mistakes while gathering the data: It is possible that some mistakes occurred when the researcher assessed the questionnaires which were sent to the participants. This may have had an adverse impact on the current study.

iii) Limited financial resources: Several financial resources were requires conducting the current research. However since the available resources were limited, the current study was impacted adversely.

iv) Time constraints: The limited time available to conduct the current study resulted in limiting the activities which were supposed to be undertaken extensively. Limited time for the research did not permit the researchers to conduct the
research activities in a comprehensive manner which would have had an adverse impact on the study undertaken. Further this limited the sample size to merely 100 and only 3 interviews which may have an adverse impact on the study.

v) Study limited to a specific location: The research has been conducted only Ireland. Thus it is difficult to know if the same inferences could be drawn if the study was conducted other parts of the world.

vi) Study restricted to specific topics: The data collected for this research is exclusive and used to analyse two categories of customer relationship management namely cross – selling and co – branding and is not applicable to topics other than that.

vii) Element of bias: Since the extant data was gathered only from working people it was possible that the answers they provided were in favour of the process. This may have led to biased answers in the current research which consequently would have impacted the conformity of the research.

viii) Reliability of the data: Since the data gathered included an element of bias, it was difficult to identify if the gathered data was reliable. It was possible that the quality of data was compromised due to the sample being unresponsive.

ix) Legal and ethical limitations: It was essential to ensure that the researchers assured that the data they gathered was kept secure and employed solely for lawful purposes. They also had to guarantee that the data would be kept for as long as it was necessary. The consent of the managers from the different organizations was also taken to ensure there were no legal issues which remain unresolved. Furthermore, the researchers had to stick to the directives laid down by other regulatory authorities to ensure that they behaved ethically when handling the sample populace. However, it was possible to nullify the above limitations to a great extent if they were considered carefully and the data would have been evaluated very carefully.

However, it was possible to nullify the above limitations to a great extent if they were considered carefully and the data would have been evaluated very carefully.
Future Scope of Studies

It is contended that almost all researches related to cross-selling and cross-branding merely identify what is cross-selling and cross-branding and the varied advantages. Very few analysts have spoken about cross-selling and cross-branding in detail and its relevance in the current times. Thus, the current research can act as a study to help to comprehend the relevance of cross-selling and cross-branding in the current times and the role it can play in assisting organizations to retain consumers. Thus, the current study holds immense potential for researches which are conducted in the times to come.

The current research to a certain degree can be employed to generalise how cross-selling and cross-branding are beneficial for the consumers and the organizations. The study can also act as a basis for future studies intending to comprehensively analyse the performance of cross-selling and cross-branding for the organizations. However, it is recommended that future studies must expand their scope across varied nations and across different industries to try and identify the exact impact cross-selling and cross-branding activities have on the organizations and consumer buying behaviour.

Another area which can be studied in the times to come pertains to expansion of the methodology employed in the current study. While only questionnaires have been employed in the current study to a limited sample from merely three organisations, all future studies can expand their scope and include a larger and wider sample. It is also recommended that future studies expand their scope and include the perspective of the organizations and the consumers as they are equally impacted by the cross-selling and cross-branding activities. Thus a change and extension of the methodology could help to reduce the limitations of the methodology employed in the current research.

Thus one can infer that the current theme discussed was an absorbing and engaging one. However, there are varied sides and viewpoints to be considered in terms of the impact of cross-selling and co-branding. However, as comprehensive researches linked to the current topic are limited, the current study can be used as a foundation to build other studies pertaining to the current topic. Further, the current study can also be useful for students, parents and teachers keen to teach such students.
It is thus recommended that all future studies need to expand their scope. Studies undertaken in the times to come must also be expanded to include the perspective of the organizations and consumers in other nations. It is also recommended that future studies must utilise the opinions of other people in the same field for instance researchers, strategists, and the like to get an all-round perspective. Future studies could use the interview technique to gather data from several people belonging to the higher administrative level especially in the organizations to gain their opinions related to cross-selling and co-branding. It is also recommended that future studies must be conducted in different locations. All future studies need to be conducted in other developing and developed nations to get a wider perspective. Thus any studies in the future would have a lot of scope for modification and further expansion. All researchers intending to study the topic have a variety of domains to select and proceed with their studies.
CHAPTER – 6

SELF REFLECTIONS AND LEARNING
CHAPTER 6: SELF REFLECTION AND LEARNING

“Learning is the process whereby knowledge is created through the transformation of experience. Knowledge results from the combination of grasping experience and transforming it.” (David A. Kolb, 1984)

In this chapter, the researcher discusses about his personal learning experience while working on this dissertation. The researcher explains how he utilized the MBA graduate programme for developing his skills, mainly the personal development skills. Also this chapter explains about the learner styles which the researcher adopted during his study and briefly explains about the learning styles, the problems encountered during the research, how he resolved it and what he learned from it to implement for his future projects.

6.1 Background of the Researcher:

In order to identify the changes that the MBA programme has brought in to my life, it is essential to know about the cultural and the academic background that I came from before joining the programme. I had completed my under graduate degree in Bachelor of Commerce from a reputed University in India in 2004. After finishing my under graduation I decided to gain some professional experiences before undertaking a Master’s degree programme as I believed that it will help me academically while learning. So I worked for 3 years in three different companies in various positions.

6.2 Rationale for undertaking MBA International:

After gaining some work experiences, I decided to undertake my post graduate degree programme. Since my previous degree programme and work experiences were related to commerce, sales and marketing, I opted to do Masters in Business Administration. To become a skilled professional and entrepreneur in the near future by acquiring the professional knowledge, global exposure, managerial and leadership skills, an MBA programme in a reputed college will be highly useful to gain core knowledge about the management field.

After a thorough search and the information hunt, I found Dublin Business School and Ireland as my right choice. The quality of education, renowned and friendly professors, affordable and convenience to work part-time, diverse culture are the main reasons for
selecting this school and this country. Also the good reviews about the school that I heard from my friends and online sources help me to make the right choice.

6.3 Learning styles:

According to Kolb’s model, there are four different stages in the learning process which are concrete experience, reflective observation, abstract conceptualization and active experimentation. Honey and Mumford (1986) further extended David Kolb’s learning styles into a psychological framework of four basic learning styles. They are: Activists, Reflectors, Theorists and Pragmatists.

The below figure shows the learning style proposed by Honey and Mumford (1992):

![Learning Styles Diagram](image)

Figure 6.1: Concept of learning styles Source: Honey and Mumford (1992)

Mumford (1992) describes that the concept of learning styles preferences varies from some individuals when compared with another. The four various learning styles are illustrated below:

- **Activists** will learn themselves from new and immediate experiences. An activist may seem to be open-minded who always tends to act first and consider the consequences later. An activist has the tendency to always speak first and focused on action that makes them to do something and sometimes anything which causes them to make many mistakes.

- **Theorists** will always learn the theory or model before taking every action, they tends to be a perfectionist who analyze problems in a logical way by step by step. They learn less from the
activities which involves unstructured or uncertainty. They are basically keen observers on basic assumptions, principles, theories, models and systems thinking which make them to think first before trying out their ideas.

Pragmatists are very goal and outcome oriented who wants to put their learning into practical and also seizes the opportunity to try out their new ideas. They are experimenters who prefer to act quickly and confidentially to see how things work with their new ideas, concepts and theories.

Reflectors are those who prefer to stand back from events and activities to listen and observe others. They rarely participate in the debates and discussions as they are quiet observers but when they do they will come up with some deep thoughts and insights. They find difficult to face the activities which requires immediate actions without a proper planning or where there is a time pressure.

According to the above theories of various learning styles, the researcher finds that there is a change in his learning style over the period of this research. In the beginning, the researcher seems to be an activist who tends to apply his new ideas and thoughts without considering or planning the consequences. Later he turned out to be a pragmatist who seizes the opportunity and experiments his ideas quickly and confidentially.

6.4 Reflections on learning:

Even though the researcher found it hard in the beginning to adopt with the learning style followed here but this MBA programme helped him to identify and enhance his major skills that will be a great asset for a successful professional. The following chapter will discuss about the major skills that the researcher gained during the course that helped him throughout this dissertation.

Learning and Skills Development in MBA International course:

Throughout the course I have learned few skills and also developed my existing skills that I had gained from my previous work experiences. The following will discuss in brief about the skills that I have learned and developed during this course.

The first skill I have developed is problem solving and decision making skills. This particular skill is not only important for the business field but also in the personal life as well. This skill is vital for an individual to use during the unexpected situations or events. I got many chances
to develop this skill as I involved in group work and discussions. So I have learned how to make timely decisions, to understand and forecast the problem to make an effective solution and mainly to tackle the unexpected obstacles.

The second skill that I have learned is research and investigative skills. This skill will help in planning and organizing the things that required for undertaking a smooth research. While doing several assignments, I got many opportunities to review the online journals and scholarly articles. Also I have learned to gather the necessary data for a research and construct an effective questionnaire for the surveys and the interviews.

The next skill that I developed is my communication skill which is the most important element for a professional. There is no use in acquiring all the knowledge when you cannot express them with others. Though I already had communication skill as I worked in sales and marketing field previously but working with different cultural background people during the group assignments and group presentations helped me to develop my communication skill into a further level. I learned the importance of explaining my ideas clearly to people in a polite and gentle way, also listen to people’s opinion and thoughts, mainly communicating precisely and in a simple way that everyone can understand.

The last and the most important skill sets that I have learned are my inter-personal skills. During the course I got many opportunities to work on the group assignments with different people from various cultural backgrounds. These new experiences helped me in attaining the inter-personal skills to a greater extent by improving my persuasive and negotiation skills. Also I learned the importance of being patience while handling someone or working under pressure and to be open-minded and easily approachable.

This MBA programme also helped me in learning a new statistical software called SPSS. I got an immense help from the Dublin Business School management staff and also from my friend in learning this new software tool. This gave me a better knowledge to use while analyzing the survey data and also it will be an added asset to my skill sets.

**Difficulties related to the dissertation:**

As this is the first time for me to do such a big project, I found it quite hard and afraid about the process in the initial stage. The selection of dissertation topic wasn’t a problem for me as it was related to my experience gained from the previous employment that motivates me to research and study more about this topic. But when it comes to writing the dissertation, I find
it difficult to get a clear idea about what needs to do as the learning style is entirely different back in my country. After two meetings with my lecturer and her great guidance, I started to get a clear picture of what I want to research and how I need to do it. I considered the literature review as a difficult task. But after reading some journals and online articles, I slowly understand the way to write it.

The next main difficulty I found is the time management. Since I am working in a part-time job, I couldn’t follow my time table allocated for this dissertation. Later I got permission from my company to concentrate more on the dissertation. So this made me to understand the value and importance of time management which is an important element for professionalism and in business field.

The last difficulty that I encountered was getting appointments from the managers for the interviews. I thought that it will be easier to get interviews from the managers as in my country. But I came to know that there are some rules to be followed in order to get the interviews like sending emails to the organizations before meeting them in person and also the problem I faced was the busy schedules of all the managers during this period of course. This made me to learn that I should plan properly in advance before approaching an organization or the managers in the future. But still I managed to get some interviews from a couple of managers as I had a good contact with people while I am working with my part-time job. So I came to know the value of having a good relationship and contact with people in the business world.

**Details of future plans:**

Now my future plan is to continue as a marketing professional in a retail industry for few years to implement the skills that I gained from this MBA programme. Later I want to start my own business and become a successful entrepreneur. I strongly believe that this MBA graduate programme offered me a variety of challenges and opportunities which moulded me as a better individual personally and professionally. Now I am sure that all the experiences and the skills that I gained during this course will be of great help and will assist me for attaining my career goals and towards a bright future.
CHAPTER – 7

BIBLIOGRAPHY
Chapter 7: Bibliography

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APPENDIX 1:

Questionnaire for Consumers used for survey:

1. What is your gender?
   a. Male
   b. Female

2. How old are you?
   a. 18-25
   b. 26-30
   c. 31-40
   d. Above 40

3. Which of the following best describes your occupation?
   a. Student
   b. Student & Part-time worker
   c. Working Professional
   d. Not employed
   e. Home-maker

4. Do you have a brand preference while buying any product?
   a. Yes
   b. No
   c. Sometimes

5. Will you be interested in buying two different brand products when it comes together? (Example: Nike t-shirt with Lee Cooper jeans)?
   a. Yes
   b. No
   c. Don’t know

6. What would be the major reason behind you buying a product brand that comes together with a product of another brand?
   a. To save money
   b. To try a new brand
   c. To promote a brand
   d. Others (if any)

7. Co-branding has increased the image that I have for a product.
   a. Yes
   b. No
   c. Don’t know
8. Has any of the co-branded products purchased by you in the past given you a positive experience?
   a. Yes
   b. No
   c. May be

9. Has any of the co-branded products purchased by you in the past given you a negative experience?
   a. Yes
   b. No
   c. May be

10. Will you be interested when the companies try to cross-sell their products?
    a. Yes
    b. No
    c. May be

11. I will buy a product if introduced by my favourite company brand, even when the product is new to the market.
    a. Yes
    b. No
    c. May be

12. What will be your first preference in co-branding & cross-selling?
    a. Brand image
    b. Cost
    c. Value for money
    d. Quality
    e. Others (if any)

13. Do you think that cross-selling will make you to spend more than what you have planned to buy?
    a. Yes
    b. No
    c. May be

14. Has any of the purchase of a cross sold products by you offered you a positive experience in the past?
    a. Yes
    b. No
    c. May be
15. Has any of the purchase of a cross sold products by you resulted in a negative experience in the past?
   a. Yes
   b. No
   c. May be

16. On the whole, I feel that cross selling/co-branding persuades me to buy a product.
   a. Strongly agree
   b. Agree
   c. Neutral
   d. Disagree
   f. Strongly disagree
APPENDIX 2:

Interview questions for Managers:

1. Do you think co-branding can build a good relationship between two different companies of different brands? Why?

2. What challenges do organizations encounter in successfully entering into a co-branding operation?

3. Do you think customers shows interests towards co-branded products?

4. Comment on your opinion towards need for cross selling in improving sale of a product.

5. From your experience do you think that customers show a positive response towards cross-selling or a negative response?

6. Has cross-selling and/or co-branding increased the growth and profit of your company?
APPENDIX 3:

Research Log Book:

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<th>Finish Date</th>
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<td>06/05/2013</td>
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<tr>
<td>Reading secondary data</td>
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<td>Creating data collection instruments</td>
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<td>start the process.</td>
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APPENDIX 4:

Company Security Clearance and Confidentiality:

Dublin Business School
Company Security Clearance and Confidentiality

Name: ARVINDH KUMAR

Dissertation Title: EFFECTIVENESS & SCOPE OF CROSS-SELLING & CO-BRANDING AMONG THE CONSUMERS & THE ORGANISATION

Company Security Clearance
Please initial as appropriate

1. We agree that the student(s) may undertake a dissertation of the nature indicated above and that he/she/they will be given access to appropriate information sources within our Organisation.

2. We agree that copies of the finished project will be made available for assessment by staff of Dublin Business School, Liverpool John Moores University and External examiners.

3. We request that the completed dissertation be treated as confidential and not used for any other purposes other than assessment.

Company Name: PC WORLD
Signed: JOHN MCGUINN (NAME CHANGED)
Position: STORE MANAGER
Date: 24th July 2013

Note to Student:

Please ensure that the original signed copy of this form is forwarded to the Postgraduate Programme Co-ordinator (Dr. Nicole Gross) and a copy of this form also be attached to the Dissertation Submission.
Dublin Business School
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Dissertation Title: "Effectiveness & Scope of Cross-selling & Co-branding Among the Consumers & the Organisations"

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Signed: Herman Bode
Position: Operations Manager
Date: 5th Aug '13

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Name: 

Dissertation Title: “EFFECTIVENESS & SCOPE OF CROSS-SELLING & CO-BRANDING AMONG THE CONSUMERS & THE ORGANISATION”

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