

FACTORS IN ONLINE RETAIL SERVICE (ORS) AND THEIR IMPACT ON CONSUMER BASED BRAND EQUITY (CBBE) OF INDIAN E-TAILERS

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ABSTRACT

Online Retail Service (ORS) is one of the emerging marketing philosophies in the context of E-tail management. As far as E-tailing context is concerned, retaining a large base of loyal customers is the only way to ensure profitability and sustainability of the business. By understanding various facets of ORS and their impact on Consumer Based Brand Equity (CBBE), E-tailers will be in the position to use various customer directed services strategically. The philosophy of ORS will enable E-tailers to bring about differentiation in their service tactics in such a way that customers will perceive those differentiations as unique and attractive. Here, the researcher tries to discover important factors which are hidden behind a set of service tactics that an E-tailer can use. This will enable an E-tailer to have a clear insight over the way in which customers fundamentally perceive its service tactics. Moreover, the researcher also tries to analyse how these factors impact CBBE. As CBBE reveals the worthiness of an E-tailer as a brand in the eyes of customers, this aspect of analysis assumes a significant importance. With a help of the factor analysis, the factors in connection with ORS have been identified and subsequently, a model has been developed, by running a multiple regression analysis, to identify the factors that have a significant impact on the Consumer Based Brand Equity (CBBE) of E-tailers.

Keyword: *Online Retail Service (ORS), Consumer Based Brand Equity (CBBE) and E-tailers*

E-commerce Industry in India

The Indian e-commerce market is expected to grow to US\$ 200 billion by 2026 from US\$ 38.5 billion as of 2017, growing at an annual rate of 51 per cent, the highest in the world. (IBEF, 2019) [9]. Much growth of the industry has been triggered by increasing internet and smartphone penetration. The ongoing digital transformation in the country is expected to increase India's total internet user base to 829 million by 2021 from 636.73 million in FY19. India's internet economy is expected to double from US\$ 125 billion as of April 2017 to US\$ 250 billion by 2020. Online retail sales in India touched US\$ 32.70 billion in 2018, led by Flipkart, Amazon India and Paytm Mall. During 2018, electronics is currently the biggest contributor to online retail sales in India with a share of 48 per cent, followed closely by apparel at 29 per cent. Online shoppers in India are expected to reach 220 million by 2025 from 120 million in 2018. E-tailers now deliver to 15,000-20,000 pin codes out of nearly 100,000 pin codes in the country. Online retail is expected to contribute 2.9 per cent of retail market in 2018. By 2022, smartphone users are expected to reach 859 million and e-commerce sector expected to grow 1,200 per cent by 2026. In FY20, internet penetration in India was 50.52 per cent. A young demographic profile, rising internet penetration and relative better economic performance are the key drivers of this sector. The Government of India's policies and regulatory frameworks such as 100 per cent foreign direct investment (FDI) in B2B e-commerce and 100 per cent FDI under automatic route under the marketplace model of B2C e-commerce are expected to further propel growth in the sectors. As per the new Foreign Direct Investment (FDI) policy, online entities through foreign investments cannot offer the products which are sold by retailers in which they hold equity stake. In February 2019, the Government of India released the Draft National E-Commerce Policy which encourages FDI in the marketplace model of e-commerce. Further, it states that the FDI policy for e-commerce sector has been developed to ensure a level playing field for all participants.

Table No: 1
Major Definitions of Brand Equity

Sl. No	Name of the Author	Year	Definition of Brand Equity
1	Greg Bonner and Nelson	1985	The goodwill adhering to a brand name.[4]
2	Shocker and Weitz	1988	Incremental cash flow resulting from the product with brand name versus that which would result without brand name.[14]
3	Farquhar	1989	The value added to a product by virtue of its brand name.[8]
4	David Aaker	1991	It is a set of assets such as name awareness, loyal customers, perceived quality, and associations that are linked to the brand (its name and symbol) and add (or subtract) value to the product or service being offered.[1]
5	Keller	1993	The differential effect that brand knowledge has on consumer response to the marketing efforts of that Brand.[10]
6	Simon and Sullivan	1993	The incremental cash flows which accrue to branded products over and above the cash flows which would result from the sale of unbranded products.[15]
7	Upshaw	1995	The total accumulated value of a brand in both tangible and intangible assets as well as contributes to the corporate parent.[17]
8	Erdem and Swait	1998	It serves not only to create specific associations in consumers' minds but also as a general market signal of the credibility of these brand associations[7]
9	Yoo, Donthu and Lee	2000	Difference in consumer choice between a focal brand and an unbranded product given the same level of product features.[20]
10	Vazquez et al.	2002	The overall utility that the consumer associates to the use and consumption of the brand; including associations expressing both function and symbolic utilities.[18]
11	Aperia and Back	2004	Brand's capital described as incremental utility or value of the brand.[2]
12	Page and Lepkowskawhite	2002	Web equity: Consumer familiarity and perceptions about dot.com's website[13]
13	Christodoulides and de Chernatony	2004	A set of associations and behaviours on the part of brand's consumers, channel members and parent corporation that enables a brand to earn greater volume or greater margins that it could without the brand name and, in addition, provides a strong, sustainable and differential advantage[5]
14	Argyriou, Kitchen and Melewar	2005	The differential response by consumers, customers, employees, other firms, or any relevant constituency to the words, actions, Communications, products or services provided by an identified corporate brand entity.[3]
15	Na & Marshall	2005	Cyber brand power relates to the likelihood of online customers using a particular site because of its particular configuration of relevant evaluation criteria[12]
16	Srinivasan, Park and Chang	2005	The incremental (\$) contribution/ year obtained by the brand in comparison to the same product (or service) at the same price but with no brand-building efforts.[16]
17	Christodoulides et al	2006	Online retail/services (ORS) brand equity. Conceptualized as a "relational type of intangible asset

			that is co-created through the interaction between consumers and the E-tail Brand.[6]
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Research Problem

Every E-tailer faces hectic competition. Value creation and delivery play a vital role in increasing the size of loyal customers. It has also significant positive impact on Brand Equity. Pre and after sales service space throws open many avenues through which E-tailers can create and deliver value to customers and build a long term relationship with customers . Online retail/services (ORS) is one of the important philosophies that focuses on creating and delivering value through service aspects of E-tailers. Christodoulides.G, De Chernatony, Furrer.O, Shiu.E, and Abimbola.T (2006) [6] were pioneers in studies related to ORS. According to them ORS is defined as a “relational type of intangible asset that is co-created through the interaction between consumers and the E-tail Brand. Given the proliferation of E-tailers and increasing number of online shoppers in India, testing ORS and its impact on online brand equity is need of the hour as this would enable the E-tailers to build their brand equity through ORS.

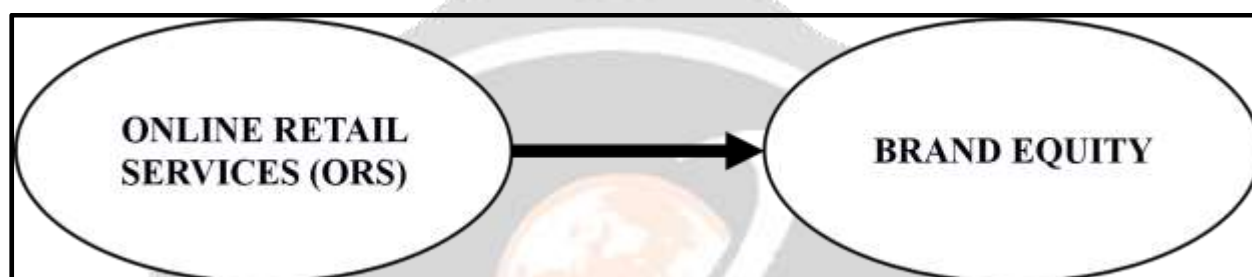


Figure 1: The Research Framework
Online Retail Services (ORS) and Brand Equity – Regression Path

Research Questions

- What are the important factors in Online Retail Services (ORS)?
- How do the important factors in Online Retail Services (ORS) affect the brand equity of E-tailers?

Research Objectives

- To identify important factors in Online Retail Services (ORS)
- To examine impact of the important factors in Online Retail Services (ORS) on the brand equity of E-tailers
- To give suggestions to E-tailers, in the light of ORS, to improve their Brand Equity

Review of Literature

Christodoulides et al (2006) [6] came up with an alternative model of retail brand equity for online shopping companies which they termed as “Online Retail Service (ORS)”. They explained that the ORS model had the following dimensions: Emotional connection, online experience, responsive service nature, trust and fulfilment. They defined the ORS as “A relational type of intangible asset that is co-created through the interaction between consumers and the e-tail brand”. Their main focus was to measure brand equity in an online context by taking into account the unique characteristics of the internet that made consumers as co-creators of brand value. They came up with 12-item brand equity scale that encompassed all dimensions of the ORS. Page.C. and Lepkowska – White.E (2002) [13] did a conceptual study by adopting Keller’s (1993) [10] model of Consumer Based Brand Equity to study web equity. They identified four factors that decided the web equity. They were: Communications, site design, vendor characteristics and product & service characteristics. Kim.J, Sharma. S, Setzekorn.K (2002) [11] also did a study in the context of online businesses by adopting Keller’s (1993) [10] model of CBBE. Based on this study, they suggested ways and means to build online brand equity. Christodoulides.G, De Chernatony.L, Furrer.O, Shiu.E, and Abimbola.T (2006) [6] developed a scale to measure the brand equity of Online Retail Services (ORS). They started their research, initially, with 59 items and

subsequently these items were subjected to reliability and validity tests. Finally they came up with a 12-item online brand equity scale. They segregated these 12 items into five dimensions that encompassed the whole spectrum of ORS. They were: Emotional connection, online experience, responsive service nature, trust and fulfilment. Nonetheless of these studies, as these studies were purely conceptual in nature, testing these scales empirically are long overdue.

Research Methodology

This study considered students pursuing their MBA at business schools in and around Coimbatore city which were affiliated to Bharathiar University, Coimbatore. The size of the population for this study was: 3600. The researcher decided to fix a requisite sample size by using a formula provided by Mr. Taro Yamane. In his book "Statistics, An Introductory Analysis" (Yamane, Taro. 1967) [19], he proposed the following formula to determine the sample size for a study when the population size was clearly known: $n = N / (1 + N(e)^2)$ Where n is the sample size, N is the population size, and e is the level of precision. By substituting the population size of 3600, @ a 96% confidence level, with value of $e = 0.04$, in the formula, the requisite sample size was arrived, which stood at 530. Therefore, the sample size for this study was: 530. To collect sampling elements, the researcher adopted Multistage sampling method, one of the probability sampling techniques. Here samples were collected at the end of the second stage. The sample included 345 male students and 185 female students from different social class backgrounds.

Factor Analysis to Identify Important Factors in Online Retail Service (ORS)

Based on a pilot study conducted among the respondents about various aspects of online retail services, the researcher has come up with a series of items by invoking related items used by Christodoulides et al (2006), in the form of statements, encompassing all important dimensions of online retail services. A factor analysis is invoked to reduce these items in to a few solid factors, the following are the detailed description of the factor analysis.

Table No: 2
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.842
Bartlett's Test of Sphericity	Approx. Chi-Square	1581.487
	df	66
	Sig.	0.000

From the above table, it is concluded that as the significance value is $p < 0.000$, the hypothesis 55 is rejected. It implies that the factor analysis to identify important factors in online retail services is valid. As the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value is 0.842, which is more than 0.5, this implies that this factor analysis for data reduction is effective.

Table No: 3
Communalities

Sl. No	Statement	Initial Eigen Values	Extraction
1	I feel related to the type of people who are its customers	1.000	0.507
2	I feel like it actually cares about me	1.000	0.507
3	I feel as though it really understands me	1.000	0.536
4	It's website provides easy-to-follow search paths	1.000	0.577
5	I never feel lost when navigating through its website	1.000	0.577
6	I was able to obtain the information i wanted without any delay	1.000	0.648
7	It is willing and ready to respond to customer needs	1.000	0.547
8	It's website gives visitors the opportunity to 'talk back' to it	1.000	0.512
9	I trust it to keep my personal information safe	1.000	0.490
10	I feel safe in my transactions with it	1.000	0.684
11	I got what i ordered from its website	1.000	0.467
12	The product was delivered by the time promised by it	1.000	0.456

Extraction Method: Principal Component Analysis.
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The above table, as indicated by extraction values, shows that the level of variation brings about by an underlying factor on a particular item which are given in the form of a statement. For instance, the item, 'I was able to obtain the information i wanted without any delay', has the extraction value of 0.648, which means that 64.8% variation happened in this item is being caused by an underlying factor.

Table No: 4
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	Percentage of Variance	Cumulative Percentage	Total	Percentage of Variance	Cumulative Percentage
1	4.167	34.724	34.724	4.167	34.724	34.724
2	1.300	10.831	45.554	1.300	10.831	45.554
3	1.041	8.678	54.233	1.041	8.678	54.233
4	0.846	7.051	61.284			
5	0.823	6.859	68.143			
6	0.714	5.951	74.094			
7	0.649	5.407	79.501			
8	0.573	4.777	84.278			
9	0.547	4.558	88.836			
10	0.538	4.479	93.316			
11	0.437	3.643	96.959			
12	0.365	3.041	100.000			

Extraction Method: Principal Component Analysis.

The above table shows a list of the eigenvalues associated with each linear component (Factor) before extraction (Initial Eigenvalues) and after extraction (Extraction Sums of Squared Loadings). Before extraction, 12 linear components are identified within the data set. The eigenvalues associated with each factor or component represent the variance explained by that factor. In the Extraction Sums of Squared Loadings three factors are identified based on their eigenvalues which are given in the form of Percentage of Variance. From this one can come to the conclusion that the component 1 or factor 1 explains 34.724%, factor 2 explains 10.831% and factor 3 explains 8.678% of variations in the data.

Table No: 5
Extraction Method: Principal Component Analysis

Sl. No	Statements	Rotated Component Matrix ^a		
		F1	F2	F3
1	I was able to obtain the information i wanted without any delay	0.775		
2	It is willing and ready to respond to customer needs	0.691		
3	I feel as though it really understands me	0.679		
4	It's website gives visitors the opportunity to 'talk back' to it	0.672		
5	The product was delivered by the time promised by it	0.561		
6	I never feel lost when navigating through its website		0.727	
7	It's website provides easy-to-follow search paths		0.717	
8	I trust it to keep my personal information safe		0.684	

9	I got what i ordered from its website		0.537	
10	I feel safe in my transactions with it			0.800
11	I feel like it actually cares about me			0.671
12	I feel related to the type of people who are its customers			0.648
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization. ^a				
a. Rotation converged in 5 iterations.				

Table No: 6
Factor Solution

Sl. No	Statements	Suggested Factor Name	Rotated Component Matrix ^a		
			Factor 1	Factor 2	Factor 3
1	I was able to obtain the information i wanted without any delay	Reliable Online Experience	0.775		
2	It is willing and ready to respond to customer needs		0.691		
3	I feel as though it really understands me		0.679		
4	It's website gives visitors the opportunity to 'talk back' to it		0.672		
5	The product was delivered by the time promised by it		0.561		
6	I never feel lost when navigating through its website	Reliable Guidance		0.727	
7	It's website provides easy-to-follow search paths			0.717	
8	I trust it to keep my personal information safe			0.684	
9	I got what i ordered from its website			0.537	
10	I feel safe in my transactions with it	Emotional Connection			0.800
11	I feel like it actually cares about me				0.671
12	I feel related to the type of people who are its customers				0.648
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization. ^a					
a. Rotation converged in 5 iterations.					

Factor 1: This is the most important factor as it explains 34.724% variations in the data. In total, 5 statements are loaded on to this factor. Highest loading is for the statement, “I was able to obtain the information i wanted without any delay” (0.775), followed by “It is willing and ready to respond to customer needs” (0.691), “I feel as though it really understands me” (0.679), “It's website gives visitors the opportunity to 'talk back' to it” (0.672) and “The product was delivered by the time promised by it” (0.561). The combination of this statements can be collectively called as “Reliable Online Experience”.

Factor 2: This factor explains 10.831% variations in the data. In total, 4 statements are loaded on to this factor. Highest loading is for the statement, “I never feel lost when navigating through its website” (0.727), followed by “its website provides easy-to-follow search paths” (0.717), “I trust it to keep my personal information safe” (0.684), and “I got what i ordered from its website” (0.537). The combination of this statements can be called as “Reliable Guidance”.

Factor 3: This factor explains 8.678 % variations in the data. In total, 3 statements are loaded on to this factor. Highest loading is for the statement, “I feel safe in my transactions with it” (0.800), followed by “I feel like it

actually cares about me” (0.671), and “I feel related to the type of people who are its customers” (0.648). The combination of this statements can be called as “Emotional Connection”.

Regression Analysis - Important Factors in ORS and Consumer Based Brand Equity

Table No: 7
Descriptive Statistics

Brand Equity & Factors In Online Retail Services	Mean	Std. Deviation	N
Brand Equity	4.32	1.536	530
Reliable Online Experience	11.10	3.415	530
Reliable Guidance	8.10	2.570	530
Emotional Connection	6.14	2.095	530

Table No: 8
Model Summary

Model Summary^c				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.752 ^b	0.624	0.619	1.44266
b. Predictors: (Constant), Reliable Online Experience, Reliable Guidance and Emotional Connection				
c. Dependent Variable: Brand Equity				

The regression analysis was performed to predict Consumer based Brand Equity of online shopping companies based on 3 predictors or factors in online retail services. In the above table the R is the value of the multiple correlation coefficient between the predictors and the outcome. Here, for online shopping companies in general, the correlation between factors in online retail services and the brand equity is 0.752. The R Square, which is a measure of how much of the variability in the outcome is accounted for by the predictors. In this model factors in online retail services account for 62.4 % of variation in its Brand Equity. The adjusted R Square helps one to predict how well a regression model generalizes. It is expected that adjusted R Square value is to be very close to R Square value. Here in the model also, the adjusted R square value is closer to R square value.

Table No: 9
ANOVA
ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	154.719	3	51.573	24.780	0.000 ^b
	Residual	1094.752	526	2.081		
	Total	1249.472	529			
b. Predictors: (Constant), Reliable Online Experience, Reliable Guidance and Emotional Connection						
c. Dependent Variable: Brand Equity						

Here the above given ANOVA table can be used to test whether the regression model is significantly better at predicting the outcome. At F-Ratio 24.780, the model is significant ($p < 0.000$). It indicates that it is very unlikely, the model has happened purely by chance. Therefore, one could come to the conclusion that this model has significantly improved its ability to predict the outcome variable (Brand Equity), given the changes in the predictor variables (Factors in Online Retail Services).

Table No: 10
Coefficients

Coefficients^a					
Model (1)	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	*b	Std.Error	Beta		
(Constant)	3.227	0.252		8.835	0.000
Reliable Online Experience	1.063	0.022	0.239	2.865	0.004
Reliable Guidance	1.081	0.030	0.236	2.709	0.007
Emotional Connection	1.121	0.035	0.265	3.463	0.001

a. Dependent Variable: Brand Equity

*The b values given in the above table indicate the individual contribution of each predictor variable to the model. Based on these values, the online shopping company's brand equity model can be described in the following ways:

Consumer Based Brand Equity =

$3.227 + 1.063 \times \text{Reliable Online Experience} + 1.081 \times \text{Reliable Guidance} + 1.121 \times \text{Emotional Connection}$.

b values (Unstandardized Coefficients): The b values (coefficients) tell the relationship between the outcome variable (Brand Equity) and each predictor variable (Factors in Online Retail Services). If a 'b' value is positive, it indicates that there is a positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship. Here in the above model, all factors in Online Retail Services have positive relationship with brand equity of online shopping companies. This model can be explained further by closely looking into the respective 'b' values:

Reliable Online Experience (b = 1.063): This value indicates that if an online shopping company's Reliable Online Experience is rated one unit higher on, one can expect 1.063 unit increase in its Brand Equity. This interpretation is true only if the effects of all other drivers are held constant.

Reliable Guidance (b = 1.081): This value indicates that if an online shopping company's Reliable Guidance increase by one unit, one can expect 1.081 unit increase in its Brand Equity. This interpretation is true only if the effects of all other drivers are held constant.

Emotional Connection (b = 1.121): This value indicates that if an online company's Emotional Connection increase by one unit, one can expect 1.121 unit increase in its Brand Equity. This interpretation is true only if the effects of all other drivers are held constant.

t-statistics: In the above table, t-tests measure whether the predictor is making a significant contribution to the model. Therefore, if the t-test associated with a b-value is significant (if the value in the column labelled sig. is less than 0.05) then the predictor is making a significant contribution to the model. The smaller the value of sig. (and the larger the value of t), the greater the contribution of that predictor. From the magnitude of the t-statistics being presented in the above table, all the 3 important factors in online retail services, namely, Emotional Connection (t = 3.463, p < 0.001), Reliable Online Experience (t = 2.865, p < 0.004) and Reliable Guidance (t = 2.709, p < 0.007) are significantly contributing to the brand equity of an online shopping company.

Findings

'Reliable online experience', 'reliable guidance' and 'emotional connection' are discovered as important factors in Online Retail Services (ORS). The following are the essential features of 'Reliable online experience': In the context of purchasing products, the fact that the customer can obtain what so ever the information he/she would like to get from an online shopping company quickly, willingness and readiness of online shopping companies to respond to customer needs, feeling that the company has really understood the customer and delivery of products with in the stipulated time limit. The ensuing features are parts and parcel of the factor 'Reliable guidance': Ease at which customer can move to various parts of websites of online shopping companies without any difficulty, availability of easy-to-follow search paths in the website, winning over trust of customers as far as keeping personal information of them safely in the website and ensuring perfect match between what the customer orders and what actually is delivered to him/her. The factor 'emotional connection' imbibes the features like sense of safety the customer feels while transacting with a website of an online shopping company, the customer feeling that the online shopping company really cares about her/him and sense of belongingness the customer feels towards other customers of the online shopping company. All important factors discovered in Online Retail Services (ORS), namely, 'Reliable online experience', 'reliable guidance' and 'emotional connection' are significantly contributing to the brand equity of an online shopping company.

Suggestions

ORS is all about providing service to customers as per expectations of customers. These customer oriented services will go a long way in strengthening the kind of trust the customer repose on the online shopping company, winning loyalty of customers and ultimately consolidating the CBBE. 'Reliable online experience', 'Reliable guidance' and 'Emotional connection' are discovered as not only important factors in Online Retail Services (ORS) but also the factors that significantly exert positive impact on the CBBE. Implementing suggestions given for the drivers, 'Functionality', 'Fulfillment' and 'Customer Service & Support' will ensure the realization of these three coveted feats of ORS.

Online companies should always proactive enough to re-engineer their websites, then and there, as the technology evolves to improve user friendliness and customer data security. The website should be expansive enough to accommodate certain specialized features to provide a few customer centric services. Judicious deployment of Artificial Intelligence (AI) and Virtual Reality (VR) will improve the quality of customer interface with the website. These technologies enable the online shopping companies to show their products to customers in three dimensional ways and suggest suitable products to customers based on their demographic, psychographic and behavioural profiles. Accessibility of the website through any mode, namely, desktop, mobile internet and mobile app will improve the functionality of the site. Innovation should be a buzzword for an online shopping company, as it makes them keeping tab on emerging technologies and grasping them at the first opportunity. Big data as well as meta data based Artificial Intelligence with 3D printing technologies will going to radically change the way in which online shopping transactions are done. The websites of online shopping companies should immediately imbibe these technologies, once they become a practical possibility. This proactiveness will improve website functionality of online shopping companies manifold.

Effectiveness of fulfillment is the resultant effect of the presence of robust logistics system and effective supply chain management practices. As these things ensure efficient last-mile delivery, from the perspective of an online shopping company, these things go a long way in giving world class customer experience at the least possible cost. Drastic reduction in timeline being involved in Order-to-Payment (OTP) cycle, which increases satisfaction of customers, can be achieved by making the logistics system more agile and the supply chain sensitive to the varying and unpredictable nature of customers' demand. As mismatch between product description and the product that actually delivered leads to customer dissatisfaction, symbiosis between efficient logistics and supply chain system will ensure perfect match between product description and actual delivery of the product. Ensuring accessibility of the website through any mode, namely, desktop, mobile internet and mobile app, will help the company to interact with customers on real time basis like sending order confirmation through an e-mail or an SMS at once whenever an order is made, etc.

It makes sense for online shopping companies to implement content-led marketing extensively as a part of their Customer Service & Support initiatives. Customers today are not just seeking basic product related information like price and features, but also expecting deeper information about the product. For instance, a customer is more likely to buy products of a fashion site that gives him/her detailed information and guidance about what to

wear for a party, including sample looks and a wide-ranging catalogue of garments, footwear and other accessories. Predictive algorithms is another one cutting edge tool that will come handy for the companies to offer customized services to customers. Recommender engines are based on this algorithm. It customizes recommendations for each customer based on his/her digital footprint. However, it requires extensive data about customers, the well established players, with their huge customer data base, can make a difference in this respect. By invoking one of the human psychological concepts, 'Sunk Cost Fallacy', the online shopping companies can not only create captive bunch of customers, but also it can give customer specific service and support. According to this fallacy, when a customer has spent money on something, there is every possibility, he/she will want to ensure that money is not going to be wasted and will have a greater inclination to spend. By aligning this concept, online shopping companies can offer annual subscription options for a nominal fee wherein customers can avail benefits like free shipping and other free customized value added services. As a part of customer service and support, apart from basic services like responding to queries of customers quickly, offering alternative customer supports like toll free numbers, interaction through e-mail, etc., online shopping companies should put in place a sound reverse logistics system to take back product returns. It is the most important grey area in customer support and service, addressing this with well-placed reverse logistics system will enhance the image of the company's customer service and support manifold. By the same token, online shopping companies should ensure that there is no glitches in their payment gateways due to the failure of technology. Normally snags in this aspect will alienate even a loyal customer from the company. All in all, responding to customer queries and grievances and addressing them swiftly is the most important aspect of the customer service and support.

Conclusion

Reaching out to customers through various services to satisfy their stated and unstated needs will delight them. In the context of E-tailing, delivering these services is sine qua non for long term success in the form of profitability and huge loyal customer base. Given the impersonal nature of transaction between an E-tailer and a customer, only through robust service tactics, the E-tailer can give fulfillment to them which is on par with brick and mortar retailers. As this paper rightly accentuate a fact that ORS is proven to be a powerful philosophy through which an E-tailer can offer its services with a solid insight about their possible positive impact on emotional and rational aspect of consumer based brand equity.

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