Fragrance and Music in the Store : Stimulants for Buying

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ABSTRACT

The Indian retail sector is in the transient stage and there is an ever-increasing demand from new and expanding retail chains. Retailing has changed and expanded in all industries, be it apparel, jewelry, footwear, FMCGs, durables, Groceries, food etc. The number of Groceries stores grown over a period of time is an evidence of change in purchasing trends. It has also brought the much-needed volume-driven growth for companies, particularly in the FMCG sector. The modern consumer is posing a challenging task for Indian retail, more aware, more confident, and much more demanding. The Indian shopper today assumes the identity of a global shopper and is driven more by impulse than by need. An essential phenomenon in India's consumer culture is the emergence of the rural market for several basic consumer goods. Customer loyalty is the prime objective that every retailer aims for with his retail mix elements. In the present scenario the power has shifted from those who sell to those who buy; customers have so many choices these days. This paper explores the emerging trends in the FMCGs' retailing industry. The author has conducted survey of 30 retail units in twin cities of Hyderabad and Secunderabad. The author supported the premise that Fragrance and Music in the store induce buying decisions and is crucial for the success of the store.

KEY WORDS: Customer Service, Hedonic Shopping, Atmospherics, Store Loyalty and Organized Retailing.

1. INTRODUCTION

Retailing is an ancient art that has been practiced from the early years of mankind in the form of barter to the very technologically sophisticated entailing that is done in the 21st century. Retailing touches the lives of many people - consumers, workers, and entrepreneurs. The numerous activities in which we engage bring us into almost daily contact with a variety of retail functions: shopping, buying, selling, returning, or paying for goods.[1]

The modern consumer is posing a challenging task for Indian retail. Post liberalization since 1991, we have moved from "Sellers' Market to Buyers' Market. More aware, more confident and much more demanding, today's consumer wants the best product at the best price. And that's not all. The manner in which the product is presented to him has to be perfect too. Retailers have therefore, been busy trying to keep pace with all these requirements at the same time striving to remain profitable. Not surprisingly, most of them are

[1] Morgenstain and Strongin, Modern Retailing - Management principles and practice, 1983, p - 3.

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paying serious attention to their products and focusing on the various aspects of merchandise and supply chain management to give customers what they desire - good quality at an affordable price. However, there are plenty of areas that will need the express attention of the retailers if they want to derive the most out of their systems and processes.

RETAILING IN BIG BOX

'Size' has become the keyword in international retailing and the larger the size of the operations, the better the economies of scale and chances of survival in this competition to win over the consumer. Some of the global retailers are now taking over existing retail chains in a desperate bid to consolidate their operations in this world of retailing. This is undoubtedly the era of mergers and acquisitions and many retailers are joining each other to signify some of the largest mergers in the history of international business. With the retailing businesses becoming increasingly global, small retailers are bound to find it hard to survive the onslaught of the large retailers when the latter enter their territories.

In fact many of these large multinational retailers like Wal-Mart, K-Mart, Sears, etc. have annual sales that are much greater than those of most of the largest consumer product companies in the world.

INTERNATIONAL RETAILING TRENDS

There has been considerable concern that corporate retail chains will eventually drive independent retailers out of business. For example, Wal-Mart and other discount store chains in the US have strategically and constantly pursued a strategy of opening stores on the outskirts of even small rural towns with population of only between 25,000 and 50,000. In fact these stores offer a broader selection of merchandise at much lower prices than previously available at local retailers' outlets and this makes the survival of the latter even more difficult. Apart from this, these large stores also usually employ about 150 to 200 people from the local community, which also enables them to get a much better understanding of their target market, much quicker than their smaller competitors.

INDIAN RETAIL INDUSTRY-RECENT PAST

When India liberalized its economy in 1980s, retailing also started changing. Textiles sector (companies like Bombay Dyeing, Raymond's, S. Kumar's and Grasim), were the first to see the emergence of chains. Later on, Titan, maker of premium watches, successfully created the organized retailing concept in India by establishing a series of elegant showrooms. For long, these remained the only organized retailers, but the latter half of 1990s saw a fresh wave of entrants in the retailing business. This time around it was not the manufacturer looking for an alternative sales channel. These were the retailers with no serious plans of getting into manufacturing. These entrants are in various fields, like - Food World, More and Nilgiris in food and FMCG; Planet M and Music World in Music; Crossword and Fountainhead in Books.

Post 1995 onwards saw an emergence of shopping centers, mainly in urban areas, with facilities like car parking are targeted to provide

the complete destination experience for all segments of society. The newly emerged hyper and supermarkets were trying to provide customers the 3 Vs - Value, Variety and Volume. The target consumer segments were further expanded. The sachet revolution challenged the conventional distribution channels and facilitated the big brands to reach the bottom of the pyramid.

Indian Retail Industry is ranked among the ten largest retail markets in the world. The attitudinal shifts of the Indian consumer in terms of "Choice Preference", "Value for Money" and the emergence of organized retail formats have transformed the face of Retailing in India. The Indian retail industry is currently estimated to be a US$ 600 billion industry and organized Retailing

TABLE : 1.1 GROCERY OUTLETS IN INDIA		
Grocery Outlets	**2002**	**2003**
Traditional Grocery Outlets (Kiranas)	4,525.264	5,273,310
Supermarkets	175	2,314
Other Grocery Outlets	645,270	762,114
Total Grocery Outlets	5,170,709	6,037,738

Source: **Marketing White book 2005.**

comprises of 5 per cent (or) US$ 13 Billion of the retail industry.

A.T. Kearney in the year 2005 has ranked India as the number one destination for retailing in the Global Retail Development Index. This is testimony to the retail revolution in India.

Retailing has changed and expanded in all industries, be it apparel, jewelry, footwear, FMCGs, durables, Groceries, food etc. The number of Groceries stores grown over a period of time (Refer Table: 1.0) is an evidence of change in purchasing trends.

INDIAN RETAIL INDUSTRY- PRESENT SCENARIO

As per a report in Economic times India has fallen to 14th position as the most attractive destination for global retailers, underperforming smaller markets such as Turkey, Kazakhstan and Armenia. According to AT Kearney's Global Retail Development Index (GRDI), which ranks 30 emerging countries based on a set of 25 variables including economic and political risk and market attractiveness and saturation levels, India fell nine positions from last year (2012) when it ranked fifth. In fact, the Indian market was the most attractive destination five years ago and had consistently occupied one of the top five slots in the last decade. This is despite the government allowing 100% FDI in single brand for the first time.

Still, several single-branded retailers have entered India in many sectors: apparel and beauty (including Brooks Brothers, Kenneth Cole, Sephora, and Armani Junior), standalone boutiques (including Roberto Cavalli and Christian Louboutin), and food (including Starbucks and Dunkin' Donuts).

The Federation of Indian Chambers of Commerce and Industry (FICCI) has reportedly stated that with the permitting of overseas investment, India's retail industry would grow at an estimated 25% average annual growth in organised retail, and is expected to grow more than double to $ 1.3 trillion by the year 2020.The current market size is estimated at $ 600 billion, with nearly 94% of India's retail industry being unorganised or traditional.

Average growth projection for India's traditional retail industry is expected at an annual rate of 5% over the next year. However, the organised retail sector is estimated to grow at the rate of around 25% for the same period.

The FDI will also reportedly increase the employment figures in the organised retail sector to two million by 2016, from the 800,000 at present.

During 2010-12, 55 mn.sq.ft. of retail space will be ready in 7 major cities. Between 2010 and 2012, the organised retail real estate stock will be more than double from the existing 41 mn.sq.ft. to 95 mn.sq.ft. About 20% or 8 mn.sq.ft. of mall space is vacant During 2009-12, the Organised Retail Market will grow at a rate of 31% p.a. Between 2010-12, a higher pace of real estate development in comparison to the pace of organised retail market growth, will create an oversupply situation to the magnitude of 21 mn.sq.ft. in 2012.

VACANCY RATE IN MALLS

As per a survey carried out by Assocham of the malls in various cities across India, the vacancy rate in malls in the Delhi-NCR region is the highest at 55%. Mumbai was not far behind, showing a 52% vacancy.

The survey attributed the poor occupancy in malls to reasons such as the economic slowdown, poor design of the malls without adequate parking, bad locations and the lack of robust revenue generation model. With existing malls operating at 60% occupancy levels, the retailers are not willing to set up shop in a space that does not have the energy of a vibrant retail zone.

The Survey reported Chennai to have a vacancy rate of 50%, followed by Hyderabad at 48% and Bangalore at 45%. India has over 1,600 shopping malls, with several in varying degrees of construction.

In this environment, the author has identified from several factors that influence the store's success, the relationship between the ambience of the store and the consumers' buying decisions.

This paper differs from the extant literature in the F.M.C.G.s sector and in the Indian context on several dimensions. To study the significance of Fragrance and Music in the store on buying decisions and the subsequent impact on sales.

The paper is organized as follows: section 2 summarizes relevant findings from the extant literature and section 3 introduces the procedures and results from the survey experiment. In section 4 the data results are described. Section 5 concludes the paper.

2. LITERATURE REVIEW

There are many studies that document that consumers may view either shopping in general or specific shopping experiences as entertainment or recreational (eg., Bellenger and Korgaonkar, 1980; and Babin, Darden and Friffin, 1994). Generally, studies involving shopping and entertainment can be categorized into two research streams: (1) **as an enduring tendency** or trait; or (2) **as a motive for a particular shopping trip**.

The variety of shopping motives that have been suggested (eg. Tauber, 1972) are summarized and framed by the motivational typology described by Westbrook and Black (1985). This typology

postulates that shopping motives can be grouped into three categories: **product-oriented**, **experiential** and a **combination of product** and **experiential**. The **experiential motive** has a **hedonic or recreational** orientation-the store or mall visit is made for the pleasure inherent in the visit itself. The last motive category occurs when the shopper seeks to **satisfy** a purchase need, as well as **enjoying** a **pleasurable recreational experience**.

Researchers have found that people typically shop for both **hedonic**, or **recreational purposes**, and **utilitarian reasons**, and that a positive mood can result from consumers pursuing either type of shopping (Martineau, 1958; and Babin, Darden and Griffin, 1994).

The store atmosphere varies along three main dimensions: pleasantness, arousal, and dominance. Different elements of a retailer's in-store environment, e.g., color, music, and crowding, can influence consumers' perceptions of a store's atmosphere, whether or not they visit a store, how much time they spend in it, and how much money they spend there (Bellizzi, Crowley, and Henderson 1983); (Milliman 1982); (Eroglu and Machleit 1990);

Grewal et al. 2003, Baker et al. 2002, provide a good review of this research and categorize the elements of in-store atmosphere into physical features like design, lighting, and layout, ambient features like music and smell, and social features like type of clientele, employee availability and friendliness. They note that atmosphere can affect consumers' perceptions of the economic and psychological costs of shopping in a store and find that pleasing physical design lowers both

economic and psychological costs while music lowers the latter. Store atmosphere mediates consumer perceptions of other dimensions of store image. For instance, (Baker et al. 2002) find that store environment factors, particularly physical design perceptions, significantly affect consumers' perceptions of merchandise price, merchandise quality, and employee service quality.

2.4 ROLE OF SCENT AND MUSIC

Sylvic Morin, Laurette Dube and Jean-Charles Chebat, (2006) explored the psychological processes by which background music in stores influences service evaluation and purchase intention. They show that decisions made at the level of specific environment parameters, such as the presence of pleasant background music, once integrated into customer's holistic perception of the service scope, have the potential to set the stage for creating greater customer value through improved attitude toward a given provider. That is, decisions related to the physical environment and provider performance are not independent, however, either interference or synergies is equally possible. The authors have recommended a more systematic and evidence-based planning of service and e-service environments, based on the effectiveness of each parameter of the physical environment to create value for consumers and contribute to operational or market outcomes.

Anna S. Mattila, Jochen Wirtz (2001and 2007) have studied the notion that atmospherics influence consumer behavior. They support that the arousing quality of ambient stimuli is one dimension along which holistic evaluations occur,

and that pleasant ambient stimuli are perceived more positively when their arousing qualities match rather than mismatch.

Gulas and Bloch (1995) observed that the scent of flowers may be generally perceived as pleasant, but totally inappropriate for a motorcycle shop. The Pearsons' (2009) study reveals that for a normally odourless store (electronics store, stationery shop, fashion outlet, or bookseller) an appropriate scent in the form of an associated scent can enhance shopping behavior. Vinitzky and Mazursky (2011) exmined the effect of the interaction between cognitive variable and the presence of scent on online search motivation purchase characteristics, and telepresence.

The authors have manipulated scent and music in a 3 (no music, pleasant low arousal and high arousal music) by 3 (no scent, pleasant low and high arousal scents) factorial design in a field setting. It was found that when ambient scent and music are congruent with each other in terms of their arousing qualities, consumers rate the environment significantly more positive, exhibit higher levels of approach and impulse buying behaviors, and experience enhanced satisfaction than when these environmental ones were at odds with each other.

Despite evidence that music influences various service components, which combine to shape service outcomes, as well as these outcomes proper, the mechanisms by which music operates remain under-researched. We know very little, for example, about how music as an ambient feature of the environment (Bitner 1992), integrates with space, functions, signs, symbols, and artifacts to shape people's overall holistic perceptions of and responses to physical environments, or

servicescapes (Bitner 1990). Moreover, because a service environment entails not only the servicescape but also service providers and other customers as core components of its social dimension (Baker and Cameron 1996; Baker et al 2002), it is extremely unlikely that simple affect transfer mechanisms - such as from music to service outcomes - provide satisfactory accounts of the psychological processes by which music operates in servicescapes.

Early evidence that the effects of music in servicescapes constitute more than mere affect transfers to service outcomes emerges from a field study of Dubé and Morin (2001). These authors explore the possibility that music pleasantness does not influence store evaluation through a direct affect transfer but alternatively - or complementarily - by first altering consumer attitudes toward the servicescape and service provider, which then influence consumers' store evaluation. Their study finds no support for either a direct affect transfer from music to store evaluation as a whole or the influence of music on attitude toward the provider. Instead, the effect of music on store evaluation is mediated fully by an affect transfer from music to servicescape attitude. In a complex pattern, more pleasant music improves servicescape attitude, which then influences store evaluation both directly and indirectly through its beneficial impact on consumers' attitude toward the provider (i.e., provider attitude), which itself contributes to store evaluation. In addition, follow-up analyses reveal that this second-order mediation of the effects of music by servicescape attitude occurs only among subgroups of participants who report the most positive music valence. When consumers' music

valence is low, servicescape attitude has a direct impact on store evaluation and provider attitude, but the latter does not significantly influence store evaluation. However, this study's lack of a control condition (no music) and methodological concerns suggest insufficient experimental control to assess its contribution to a better understanding of how music operates as an ambient feature of the servicescape. Wahida Shahan Tinne (2011) found that since income of individual is increasing and more and more people are moving towards western culture, the purchasing power of the people has really gone up. Thus the impulse buying of the commodities is on a great rise mainly due to pricing strategies, store characteristics, situational factors and promotional activities.

3.1 OBJECTIVE OF THE STUDY

Based on the above literature review the following objective is formulated:

- The main **objective** of this paper is to study the significance of Fragrance and Music in the store on buying decisions.

  From the above objective the following Hypothesis is derived.

- H1: Fragrance and Music in the store influences impulsive buying decisions

3.2 RESEARCH METHODOLOGY

The scope of the study was restricted to few selected organized FMCG Retailers in twin cities of Hyderabad and Secunderabad. The prominent retailers with larger number of footfalls were considered for this study. They are:

Food World	**Reliance Fresh**
Big Bazaar	**More**
Spencers	**Balaji Store**

The attributes of retail stores such as in store promotions; customer service, billing process and parking are explored in detail of the above retail stores.

RESEARCH DESIGN

Descriptive research is used to obtain information concerning the current retailing trends and the changing customer preferences. The methods involved range from the survey, which describe the present situation, the correlation study that investigates the relationship between the variables. To find out the dependability of variables correlation is calculated. To substantiate the results of correlations, regression analysis is carried on. Further to measure the unexplained variance by regression analysis coefficient of determinant is calculated. Finally to test the hypothesis t-test is applied.

SAMPLE SIZE

A simple non-probabilistic convenience sampling method was used to understand the behaviour of consumers. The overall size for the study included 500 respondents and 30 Retailers' units from Hyderabad and Secunderabad. The 30 Retail units were selected from the prominent six retailers i.e. Foodworld, Reliance Fresh, Trinethra, Subhiksha, Big Bazaar, and Spencer's.

The primary data for the study were collected between January 2013 and July 2013.

STUDY 1

1.12 Impact of Fragrance and Music in the store on buying decisions

Field research by Yalch and Spangenberg (1988) suggested that music affects shopping times. In their study, clothing store shoppers were exposed either to a youth-oriented foreground music or adult-oriented background music. Interviews with shoppers as they were exiting the store revealed that younger shoppers felt they had shopped longer when exposed to background music, whereas older shoppers felt they had shopped longer when exposed to foreground music. Unfortunately, actual shopping times were not

listening to the slow music compared to the fast music. The additional time did not result in any greater expenditure on food but did lead to an increase in the amount spent on drinks. No surveys were administered so it is not known whether the restaurant patrons were aware that they were spending more time or not.

Few customers commented that for groceries and FMCGs scent and music are not very important (Refer Tables: 1.1and1.2). May be in the other product categories this is helpful (Apparel etc.). Among the customers who did not agree about the music in the store opined that if the music is not according to the tastes, then it might have a negative impact on buying decision. Also among

TABLE : 1.1 IMPACT OF MUSIC ON BUYING DECISIONS		
Response	No of Respondents	%
Agree	335	67.0
Disagree	94	18.8
Uncertain	71	14.2
Total	500	100

TABLE : 1.2 IMPACT OF FRAGRANCE ON BUYING DECISIONS		
Response	No of Respondents	%
Agree	326	65.2
Disagree	88	17.6
Uncertain	86	17.2
Total	500	100

observed so it could not be determined if individuals shopped longer, merely thought that they did, or a combination of both factors.

Milliman's (1982) results suggest that music affects actual shopping times. In his study, restaurant patrons were exposed to either fast or slow tempo music. Individuals tended to stay longer when

the respondents of fragrance in the store who either disagrees or uncertain felt that some people are allergic to scent, this could lead to negative impact in buying decisions. But considerable percentage of respondents is in agreement with the influence of fragrance and music in the stores.

1.13 IMPULSIVE BUYING

Impulsive purchasing, generally defined as a consumer's unplanned purchase (e.g., Kollat and Willett, 1967) [2], is an important part of buyer behavior. It accounts for as much as 62% of supermarket sales and 80% of all sales in certain product categories.

Stern (1962)[3] argued that impulse buying largely depends on resources such as money, time and physical and mental effort. Persons' moods could also influence their impulse buying (Rook and Gardner, 1993)[4]. In particular, people who feel happy may be disposed to reward themselves more generously and to feel as if they have more freedom to act. Baumeister (2002)[5] suggested that impulsive buying and self-control personality are just two sides of the same coin; impulsive buying is simply the loss of one's self-control or the surrender to temptation.

In an article entitled "Swarming the shelves: How shops can exploit people's herd mentality to increase sales", The Economist recently reported a recent conference in Rome on the subject of the simulation of adaptive human behavior. Mechanisms to increase impulse buying and get people "to buy more by playing on the herd instinct" were shared. The basic idea is that people will buy more of products that are seen to be popular, and several feedback mechanisms to get product popularity information to consumers are mentioned, including smart-card technology and the use of Radio Frequency Identification Tag technology. A "swarm-moves" model was introduced by a Princeton researcher, which is appealing to supermarkets because it can "increase sales without the need to give people discounts." Large retailers Wal-Mart in the United States and Tesco in Britain plan to test the technology in spring 2007.

TABLE : 1.3 IMPULSIVE BUYING IN THE STORE		
Response	No of Respondents	%
Agree	339	67.8
Disagree	84	16.8
Uncertain	77	15.4
Total	500	100

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[2] Kollat, D.T., and Willet, R. (1967). Customer impulse purchase behavior. Journal of marketing research, 4, 21-31.

[3] Stern, H. (1962) the significance of impulse buying today. Journal of marketing,26,59-62.

[4] Rook, D., and Gardner, M. (1993). In the mood: Impulse buying's affective antecedent. In J. Arnold- Costa and R. Belk (Eds.), Research in consumer behavior (Vol. 6., pp 1-28), Greenwich, CT: JAI

[5] Baumeister, R.F. (2002). Yielding to temptation: Self-control failure, impulsive purchasing, and cosumer behavior. Journal of consumer research, 28, 670-676.

From the survey it was found that 67.8% of the customers (Refer Table: 1.3) agree that they do unplanned purchasing. 16.8% of the respondent's feel that this is not true and 15.4% respondents are uncertain about impulsive buying. The findings very well support results of Kollat and Willlet (1967) although in a very different environment. Customers feel totally lost in the store environment and are glued to the space and moment. Many of the respondents agreed that they are influenced by the ambience in the store and at times sales staff acts as a catalyst in impulsive buying.
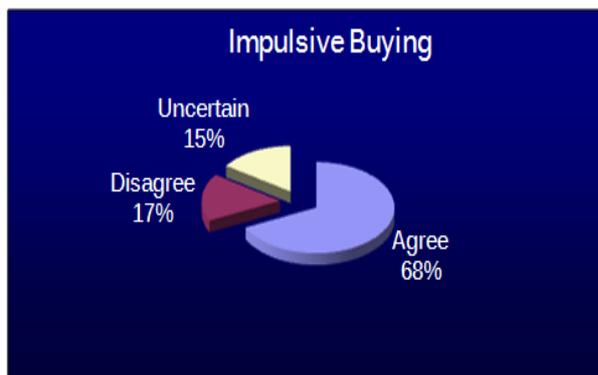

Chart-1.1

The store environment, atmospherics, plays a very crucial role in the customers buying decisions. The products' display the lighting in the store, along with the appropriate music and fragrance takes the customers away from their routine life. When the retailer takes in control the customer's senses, the customers get carried away and make impulsive purchases (Refer Chart: 1.1).

HYPOTHESIS TESTING

H1: Fragrance and Music in the store influences impulsive buying decisions

The objective is to study the impact of fragrance and music in the store on customers' decisions.

The popular assumption is people will buy more of products that are well known in the market. The store environment, atmospherics, plays a very crucial role in the customers buying decisions. The products' display the lighting in the store, along with the fitting fragrance and music takes the customers away from their routine life. When the retailer takes in control the customer's senses, the customers get carried away and make impulsive purchases (Refer Tables: 1.1, 1.2 and1.3).

Impulse buying largely depends on resources such as money, time and physical and mental effort. Persons' moods could also influence their impulse buying, people who feel happy and to feel as if they have more freedom to act. Based on the above findings the following hypothesis is tested.

Ho: Fragrance and Music in the store do not influence the customers in their impulsive buying decisions.

H1: Fragrance and Music in the store influences impulsive buying decisions.

The Karl Pearson's coefficient of correlation is calculated and the response of the parameter is taken in terms of customers' agreement and disagreement with respect to fragrance, music and impulsive buying.

The Correlation is found to be:

+0.9998

It can be said that almost perfect correlation is established between Fragrance and Music and Impulsive Buying. It indicates that even in groceries the customers prefer background music and pleasant odors in the store.

The standard deviation found for X is 142.02 and for Y are 149.29.

$$Y=1.041X-6.78$$

R^2 is the Determinant of coefficient:

$$R^2 = 0.9995$$

It can be interpreted that the following regression equation

$$Y= -6.78 +1.041X$$

Explains about 99% of the total variance observed in the dependent

Variable- Impulsive Buying decisions of customers. It is supporting the statement mentioned above: *Fragrance and Music in the store influences impulsive buying decisions.*

The modern day retailers are differentiating their stores through fragrance and music as well.

Finally the t- test is applied to test the hypothesis:

The t- value is found to be 49.99

The Table value at 95% confidence level is 12.706

i.e., at d.f. 1 and 95% confidence level: 49.99 > 12.706

Therefore The hypothesis: Fragrance and Music in the store influences impulsive buying decisions is accepted.

It is very clear from the results that the correlation between fragrance and music and impulsive buying is very strong. (+0.99)

CONCLUSION

Fragrance and Music or Scent and Music are part of atmospherics. It has become an important feature of the modern day retailing. In the traditional super markets the air fresheners were used to clear the foul odors. Presently the retailers use fragrance and music as differentiation feature from other stores.

Many of the customers have commented that the pleasant environment in the store, definitely influences their decisions and they are tempted to buy more than their planned budget.

From a managerial perspective, store managers can look at a number of environmental design variables. For example, high volume music increase arousal levels, warm colors such as orange, yellow and red are associated with elated arousal, and ambient scents such as grapefruit or other citrus fragrances increase stimulation levels. Employee Friendliness and attention are necessary to attract customers. Managers can reduce the negative effect of crowding by training their employees to be extra friendly at busy times that may increase impulse purchasing.

Therefore it can be inferred that the suitable fragrance and music (soothing music and mild scent) in the store, will incite the customers to buy immediately.

FUTURE IMPLICATIONS

There are many stores, too many exclusive outlets, all too close to each other. There is no logical differentiation; consequently it is hard to build store loyalty. Besides, customers do not prefer to travel for more than 20 minutes to visit a

store. Therefore, attracting more number of footfalls when catchments are shrinking is a tough challenge for the retailers; this could be an area of extensive research.

Apart from the above-mentioned issues the following perspectives needs the attention of research scholars for further research;

The fitting infrastructure for retail stores is yet to develop. With the advent of organized retailing in F.M.C.Gs sector, the traditional stores face many challenges. The big challenge for organized retailers is, promoting brands in an era of brand proliferation.

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QUOTES

Ideas are commodity. Execution of them is not.
Michael Dell, Chairman and CEO, Dell

The way to get started is to quit talking and start doing.
Walt Disney, Co-Founder, Disney

Most great people have attained their greatest success just one step beyond their greatest failure.
Napoleon Hill

So often people are working hard at the wrong thing. Working on the right thing is probably more important than working hard.
Caterina Fake, Co-founder, Flickr

The biggest risk is not taking any risk... In a world that is changing really quickly, the only strategy that is guaranteed to fail is not taking risks.
Mark Zuckerberg, Facebook