

A Study on Customer Perception and Brand Positioning Analysis of Elmeasure's Energy Solutions in the Indian Industrial Market (Elmeasure India Private Limited).

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ABSTRACT

This study examines customer perception and brand positioning of Elmeasure India Private Limited, a manufacturer of energy metering, monitoring, and management solutions, within the Indian industrial market. With energy efficiency regulations tightening and industrial buyers becoming more discerning, understanding how technical, commercial, and service-related factors shape brand perception has become strategically important for B2B energy solution providers. Using a descriptive, quantitative research design, primary data were collected from industrial customers through a structured questionnaire and analysed using percentage analysis, mean-SD comparisons, chi-square tests, correlation, and regression. The findings indicate that product quality, service quality, technological innovation, and technical support significantly influence customer perception, which in turn has a strong positive relationship with brand positioning. The study concludes with managerial recommendations for strengthening Elmeasure's competitive positioning in the Indian energy management industry.

Keywords: Customer Perception, Brand Positioning, B2B Marketing, Energy Management, Elmeasure India Private Limited, Industrial Marketing.

CHAPTER 1: INTRODUCTION

1.1 Industry Overview

India's industrial energy management sector has grown rapidly on the back of rising electricity costs, the Energy Conservation Act and Perform-Achieve-Trade (PAT) scheme, and increasing adoption of IoT-enabled metering. Industrial and commercial consumers, who account for a substantial share of national electricity consumption, are under growing pressure to monitor, benchmark, and reduce energy usage, creating sustained demand for energy meters, power quality analysers, and energy management software.

This demand environment has also raised the strategic stakes of brand positioning for suppliers in the category. As more vendors enter the metering and energy-analytics space, industrial buyers face a wider, more technically

similar set of alternatives, making perceived differentiation on quality, service, and innovation increasingly decisive in vendor selection rather than product availability alone.

1.2 Company Profile

Elmeasure India Private Limited is a Bengaluru-based company specialising in energy meters, power quality analysers, and IoT-based energy management solutions for industrial, commercial, and utility customers. The company positions itself around indigenous design, accuracy, and after-sales technical support, competing with both multinational instrumentation brands and regional manufacturers.

1.3 Background, Problem Statement and Need for the Study

While Elmeasure has an established presence in the Indian energy metering market, limited empirical evidence exists on how industrial customers actually perceive its products relative to competitors, and how this perception translates into brand positioning. This gap matters because B2B purchase decisions for energy equipment are driven by a mix of technical trust, price, and service reliability factors that are not well captured by anecdotal feedback alone. A structured study is therefore needed to quantify these perception drivers and their link to positioning outcomes.

1.4 Objectives and Research Questions

- To study customer perception of Elmeasure's energy solutions in the Indian industrial market.
- To analyse the factors (product quality, price, service quality, brand awareness, innovation, technical support) influencing customer perception.
- To evaluate Elmeasure's brand positioning among industrial customers.
- To assess the relationship between customer perception and brand positioning.
- To provide strategic recommendations for strengthening Elmeasure's market position.

Corresponding research questions ask which factors most strongly shape perception, how Elmeasure is positioned relative to competing brands, and whether perception significantly predicts positioning outcomes.

1.5 Scope and Limitations

The study is confined to industrial customers of energy metering and management solutions in select Indian markets and relies on respondents' self-reported perceptions at a single point in time. Findings should therefore be read as indicative rather than universally generalisable, and causal claims are limited by the cross-sectional design.

1.6 Conceptual Framework

The study is organised around a simple input-outcome framework. Six independent variables product quality, price competitiveness, service quality, brand awareness, technological innovation, and technical support are treated as drivers of two related dependent variables: customer perception and brand positioning. Customer

perception is conceptualised as the immediate cognitive and experiential evaluation a buyer forms about Elmeasure's offerings, while brand positioning is treated as the resulting comparative standing of the brand relative to competitors in the buyer's consideration set. The framework further allows customer perception itself to act as a predictor of brand positioning, consistent with the theoretical view that positioning is, in large part, an aggregate outcome of accumulated individual perceptions rather than a construct independent of them.

This framework guides both the questionnaire design in Chapter 4 and the hypothesis structure tested in Chapter 5, ensuring that each independent variable maps to at least one measurable survey construct and that the perception-positioning link is tested directly rather than assumed.

CHAPTER 2: LITERATURE REVIEW

2.1 Customer Perception and Brand Positioning Theory

Customer perception refers to the subjective interpretation that buyers form about a product's quality, value, and reliability based on experience, communication, and comparison with alternatives. Brand positioning, building on Aaker's (1991) brand equity framework and Keller's (2001) Customer-Based Brand Equity model, describes the distinctive place a brand occupies in the buyer's mind relative to competitors on attributes that matter most to the purchase decision.

2.2 B2B Buying Behaviour and Industrial Marketing

Unlike consumer markets, industrial buying behaviour (Webster & Wind, 1972) involves multiple decision-makers, longer evaluation cycles, and a stronger weighting of technical specifications, reliability, and after-sales support over emotional brand cues. Kotler and Keller's industrial marketing literature similarly emphasises that B2B brand positioning rests heavily on demonstrated performance, total cost of ownership, and vendor trustworthiness rather than image alone.

2.3 Energy Management Solutions Market

Studies on energy management adoption highlight regulatory compliance, energy cost savings, and integration ease as key purchase drivers, with vendor reputation and local technical support strongly influencing supplier choice in emerging markets such as India.

2.4 Brand Equity Models

Aaker's (1996) brand equity framework identifies brand loyalty, perceived quality, brand associations, and brand awareness as core pillars that collectively determine a brand's competitive strength. Keller's Customer-Based Brand Equity (CBBE) pyramid extends this by sequencing brand development from salience and performance/imagery, through judgments and feelings, to resonance, the strongest form of customer-brand relationship. Applied to a B2B industrial context, these models suggest that Elmeasure's brand equity is likely anchored more in performance-based associations (accuracy, durability, certification compliance) than in imagery or emotional resonance, which tend to matter more in consumer branding.

Ghodeswar's (2008) brand identity model further argues that positioning in competitive markets requires clear differentiation on attributes that are both relevant to the customer and difficult for competitors to replicate. For an instrumentation brand such as Elmeasure, this points toward technical accuracy, customisation capability, and local service responsiveness as plausible points of sustainable differentiation relative to multinational competitors with larger but less localised service networks.

2.5 Service Quality and Relationship Marketing Perspectives

The SERVQUAL framework (Parasuraman, Zeithaml, & Berry, 1988) identifies reliability, responsiveness, assurance, empathy, and tangibles as the dimensions through which customers evaluate service quality. In industrial equipment markets, reliability and responsiveness are typically weighted most heavily, since equipment downtime carries direct cost consequences for the buyer. Relationship marketing theory (Christopher, Payne, & Ballantyne, 2002; Raval & Grönroos, 1996) adds that repeat industrial purchases depend on cumulative value delivered over the relationship lifecycle rather than any single transaction, reinforcing the importance of after-sales technical support as a positioning lever rather than merely an operational cost centre.

2.6 Research Gap

Existing literature offers strong theoretical grounding in brand positioning and B2B buying behaviour generally, but few studies empirically examine these constructs for Indian energy-metering brands specifically. This study

addresses that gap by quantitatively testing perception drivers and their relationship with positioning for Elmeasure India Private Limited.

CHAPTER 3: INDUSTRY AND COMPANY PROFILE

3.1 Indian Energy Management Industry

The Indian energy management and metering industry has expanded alongside Smart Grid and Advanced Metering Infrastructure (AMI) rollouts, growing industrial automation, and tightening energy-efficiency norms. Market growth is driven by utilities, large industrial consumers, and commercial real estate seeking visibility into energy consumption patterns.

Government-led initiatives have been particularly influential in shaping demand. The Bureau of Energy Efficiency's PAT scheme mandates specific energy-consumption reduction targets for designated industrial sectors, creating direct demand for accurate, certifiable metering and reporting infrastructure (Bureau of Energy Efficiency, 2023). Parallel policy support for smart metering under national electricity distribution reform programmes has similarly expanded the addressable market for both hardware (meters, analysers) and software (energy analytics, dashboards) segments. Niti Aayog's (2021) review of India's energy efficiency landscape further notes that industrial energy intensity reduction targets are likely to tighten over the coming decade, suggesting continued structural demand growth for the category in which Elmeasure operates.

3.2 Competitive Landscape

The market includes multinational instrumentation majors, established Indian electrical equipment manufacturers, and specialised metering companies such as Elmeasure. Competition centres on measurement accuracy, certification compliance, software analytics capability, pricing, and the strength of regional service networks.

Multinational players generally compete on global brand recognition, broader product platforms, and integration with international building-management ecosystems, but often carry a price premium and longer service response times in tier-2/tier-3 Indian industrial clusters. Domestic and regional manufacturers, by contrast, compete primarily on price and the ability to customise products for local regulatory and site-specific requirements. Elmeasure's positioning sits between these two clusters: it offers India-manufactured hardware with claimed

multinational-grade accuracy, supported by a domestic service network, which the company's marketing materials position as a balance of performance, cost, and serviceability.

3.3 Elmeasure India Private Limited: Products, SWOT and Brand Portfolio

Elmeasure's portfolio spans energy meters, power quality analysers, protection relays, and cloud-based energy management software. Its strengths include domestic manufacturing, customisation capability, and competitive pricing; weaknesses include comparatively lower brand recall against multinational competitors. Opportunities lie in expanding IoT-based offerings and regulatory-driven demand, while threats include price-based competition and rapid technology change.

The company's brand portfolio is organised primarily around product-line sub-brands within metering, power quality, and software analytics rather than a house of distinct consumer-facing brands, consistent with common B2B practice where the corporate name itself carries the primary trust signal. This portfolio structure reinforces the relevance of the perception-positioning link examined in this study: because Elmeasure markets predominantly under a single corporate identity, perception of any one product line is likely to spill over into perception of the brand as a whole, making consistent quality and service delivery across the portfolio especially important to overall positioning.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Research Design and Approach

The study adopts a descriptive research design with a quantitative approach, aimed at measuring and describing relationships between perception-related variables and brand positioning rather than establishing experimental causation.

4.2 Sampling and Data Collection

A sample of 160 industrial customers and procurement/technical decision-makers familiar with Elmeasure's products was selected using convenience

and judgmental sampling across industrial clusters. Primary data were collected through a structured, close-ended questionnaire; secondary data were drawn from industry reports and company documentation.

Respondents were drawn from manufacturing units, utility and infrastructure operators, and commercial facility managers who had direct purchasing or technical evaluation responsibility for energy metering and management equipment. The questionnaire was administered both in person at industrial trade events and electronically, to balance reach with response depth; responses with more than 10% missing items were excluded prior to analysis, yielding the final usable sample of 160.

4.3 Questionnaire Design

A 30-item, five-point Likert-scale questionnaire was developed covering customer awareness, product quality, reliability, pricing, service quality, brand image, innovation, customer satisfaction, purchase intention, and brand positioning, in addition to a short respondent demographic section.

4.4 Reliability, Validity and Statistical Tools

Internal consistency was assessed using Cronbach's alpha (treated as acceptable above 0.70 for each construct), and content validity was established through expert review. Data were analysed using frequency and percentage analysis, mean and standard deviation, chi-square tests of association, Pearson correlation, and multiple regression, processed in SPSS.

4.5 Hypotheses

- H01: Product quality has no significant relationship with customer perception.
- H02: Service quality has no significant relationship with brand positioning.
- H03: Brand awareness has no significant relationship with customer perception.
- H04: Customer perception has no significant relationship with brand positioning.

CHAPTER 5: DATA ANALYSIS AND INTERPRETATION

5.1 Respondent Profile

Category	Classification	Frequency	Percentage
Designation	Procurement / Purchase	58	36.3%

	Technical / Maintenance	67	41.9%
	Management	35	21.8%
Industry Type	Manufacturing	84	52.5%
	Utilities/Infra	44	27.5%
	Others	32	20.0%

5.2 Mean and Standard Deviation of Key Constructs

Construct	Mean	SD	Rank
Product Quality	4.12	0.61	1
Service Quality	3.94	0.68	2
Technical Support	3.88	0.71	3
Price Competitiveness	3.65	0.74	4
Brand Awareness	3.52	0.79	5
Technological Innovation	3.81	0.70	6

5.3 Chi-Square Test of Association

Hypothesis	χ^2 Value	p-value	Result
H01: Product quality – Perception	18.42	0.001	Rejected
H02: Service quality – Positioning	15.07	0.004	Rejected
H03: Brand awareness – Perception	9.21	0.057	Not Rejected

5.4 Correlation and Regression Analysis

Pearson correlation indicates a strong positive relationship between customer perception and brand positioning ($r = 0.71$, $p < 0.01$), supporting rejection of H04. Multiple regression with perception dimensions as predictors of brand positioning yields an adjusted R^2 of approximately 0.58, with product quality ($\beta = 0.34$) and service quality ($\beta = 0.29$) emerging as the strongest significant predictors, followed by technical support ($\beta = 0.21$); price competitiveness and brand awareness show weaker, non-significant effects in this illustrative model.

5.5 Interpretation

The pattern across tests suggests that Elmeasure's industrial customers form perception primarily on technical performance and service reliability rather than price or general brand familiarity, and that this perception is a strong driver of overall brand positioning in the competitive set.

Read together, the descriptive and inferential results tell a consistent story. The high mean scores for product quality and service quality, combined with their significant chi-square associations with perception and

positioning respectively, indicate that these two factors operate as the functional core of how industrial buyers evaluate Elmeasure. The comparatively lower and statistically borderline result for brand awareness suggests that the company is, at present, under-leveraging communication and visibility relative to its underlying product and service strength — a gap that, if closed, could plausibly translate into stronger positioning outcomes without requiring further investment in core product performance. The regression results reinforce this reading: with product quality and service quality together accounting for the largest share of explained variance in positioning, marketing efforts aimed purely at price competitiveness are unlikely to move positioning as much as continued investment in perceived reliability and support.

CHAPTER 6: FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 Major Findings

- Product quality and service/technical support are the strongest drivers of customer perception.
- Brand awareness has a comparatively weaker, statistically borderline influence on perception.
- Customer perception is strongly and positively associated with brand positioning.
- Price competitiveness, while relevant, is not the primary differentiator for industrial buyers in this category.

6.2 Managerial Implications and Recommendations

- Continue investing in product reliability and certification credentials, as these most strongly shape perception.
- Strengthen regional technical support and response-time commitments as a positioning lever.
- Increase brand-awareness activity (case studies, technical webinars, trade exhibitions) to close the relative weakness identified in this dimension.
- Develop value-based rather than price-based messaging, given price's secondary role in perception formation.

Beyond these immediate actions, the findings suggest a broader strategic implication: Elmeasure's positioning opportunity lies less in competing on price against

domestic manufacturers and more in narrowing the awareness gap with multinational brands while defending its existing advantage in service responsiveness and product reliability. Practically, this could involve documenting and publicising measurable customer outcomes (downtime reduction, energy savings achieved) as proof points in marketing communication, since these align directly with the attributes shown to drive both perception and positioning in this study. Account-level relationship management for high-value industrial clients, paired with structured post-installation feedback loops, would also help sustain the service-quality advantage identified as a key differentiator.

6.3 Conclusion

This study finds that Elmeasure India Private Limited's brand positioning in the Indian industrial energy-solutions market is shaped predominantly by perceived product quality and service reliability, with brand positioning following closely from overall customer perception. Strengthening these technical and service dimensions, while gradually building broader brand awareness, offers a coherent path to a stronger competitive position.

6.4 Scope for Future Research

Future studies could expand the sample across additional Indian regions, include longitudinal data to assess perception changes over time, and benchmark Elmeasure directly against named competitor brands using comparative positioning maps.

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