

Brand Equity and Digital Transformation of Vicco: A Study in Central India

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Abstract:

The Indian fast-moving consumer goods (FMCG) personal-care sector is experiencing renewed interest in natural, herbal, and Ayurvedic formulations. However, legacy brands face challenges in maintaining consumer mindshare amid competition from digital-first direct-to-consumer brands and established FMCG companies. This study examines the relationship between heritage brand equity and contemporary brand relevance, focusing on Vicco Laboratories among urban and peri-urban consumers in Nagpur, Maharashtra. A descriptive, quantitative survey design was used, with a stated sample of 100 consumers. The study considers generational brand recall, sources of brand awareness, perceptions of packaging aesthetics, trust in product efficacy, lifestyle appeal, and factors associated with switching to competing herbal brands. The reported findings indicate a generational divide: top-of-mind recall is 41% among respondents aged 18–25 and 97% among those aged 41 years and above. Among younger respondents, 88% reportedly perceive the brand as a legacy or traditional label. At the same time, respondents express substantial trust in the brand's Ayurvedic composition (84%) and formulation quality (78%). Packaging is identified as a potential weakness, with 54% describing it as outdated, while family habit accounts for 46% of reported brand awareness and digital channels account for 9%. These results suggest a gap between established product trust and contemporary brand presentation. The paper proposes a cautious modernization strategy that retains the core identity while testing a contemporary sub-brand, strengthening digital communication, and improving availability through modern retail and quick-commerce channels. The findings should be interpreted in light of the convenience-sampling approach and the need to verify the underlying survey records.

Keywords — Brand Equity, Generational Cohorts, Ayurvedic FMCG, Packaging Perception, Omnichannel Marketing, Consumer Behavior

I. INTRODUCTION

The Indian Fast-Moving Consumer Goods (FMCG) industry is undergoing a structural transformation driven by wellness-oriented consumerism and an accelerating preference for botanical and Ayurvedic personal-care formulations. While consumer interest in natural products presents market opportunities, legacy brands that pioneered this category can face challenges in attracting younger demographic cohorts. Brand equity in modern retail environments is not determined by product efficacy alone; it is also influenced by lifestyle positioning, visual shelf presence, digital touchpoints, and omnichannel convenience.

Vicco Laboratories (Vishnu Industrial Chemical Company), founded in 1952, established a recognizable presence in Ayurvedic oral-care and skincare through products such as Vicco Vajradanti and Vicco Turmeric Skin Cream. The brand has longstanding recognition in central India. However, the growth of contemporary Ayurvedic and herbal personal-care brands, supported by modern visual identities and digital marketing, raises questions about how legacy brands can remain relevant without losing heritage-based trust.

This paper examines the branding challenges facing Vicco Laboratories through survey findings reported for

consumers in Nagpur. It considers how product-efficacy trust interacts with packaging perceptions, generational differences, sources of brand awareness, and retail accessibility. The purpose is to develop practical marketing recommendations based on the reported descriptive findings. The geographic scope and non-probability sample mean that results should not be treated as representative of all Indian consumers.

II. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

The study draws on Aaker's (1991) brand-equity model and Keller's (2013) customer-based brand equity (CBBE) framework. Aaker emphasizes assets such as brand awareness, perceived quality, brand associations, and loyalty. Keller's framework describes the development of strong brand relationships through brand salience, meaning, consumer responses, and resonance. Applied to a legacy Ayurvedic brand, these frameworks suggest that familiarity and perceived efficacy may provide a strong foundation, but they do not automatically guarantee relevance to younger consumers.

Legacy brands may experience a form of brand stagnation when historical awareness and product trust are not matched by contemporary imagery or

communication. Packaging acts as an extrinsic cue at the point of purchase: typography, colour, layout, material, and product format can influence perceived modernity and shelf visibility. However, redesigning a familiar package can also risk weakening heritage associations for established customers. A staged approach that tests alternative designs while retaining recognizable brand cues may help balance modernization with continuity.

Digital-first direct-to-consumer (D2C) brands and quick-commerce platforms have also changed how consumers discover and compare FMCG products. Online search, creator content, ratings, reviews, and product images can shape consideration before purchase, while platform availability can affect convenience. In this context, the study examines whether the reported awareness of Vicco remains concentrated in family use and traditional media, and whether packaging and channel access are perceived as factors in competitive switching. The conceptual framing is informed by Aaker (1991) and Keller (2013); the empirical claims in the following sections are based on the survey figures supplied for this paper.

III. RESEARCH METHODOLOGY

III. 1 RESEARCH DESIGN AND SAMPLING

The study uses a descriptive, quantitative research design. The stated primary data collection area was within Nagpur city, covering commercial, residential, and educational clusters including Dharampeth, Sadar, Hingna, Sitabuldi, and Wardha Road. A non-probability convenience-sampling method with demographic screening was reportedly used to include respondents from different age groups, occupations, and shopping backgrounds. The stated sample size was 100 FMCG consumers ($N = 100$). Because convenience sampling does not give every member of the population a known probability of selection, the results are descriptive and should not be generalized beyond the sample without further evidence.

III. 2 DATA COLLECTION AND MEASUREMENT INSTRUMENT

Primary data was reportedly collected through a structured questionnaire with four modules: (1) demographic profile, including age, occupation, and monthly household expenditure; (2) brand salience and top-of-mind awareness across age categories; (3) evaluations of packaging, formulation efficacy, and brand imagery using five-point Likert scales, from 1 = Strongly Disagree to 5 = Strongly Agree; and (4) purchase channels and factors associated with switching to competing herbal brands, including Mamaearth, Patanjali, Dabur, and Forest Essentials. The paper

reports percentage summaries for the selected measures. The questionnaire, respondent-level dataset, and calculation sheets should be retained so that the reported figures can be verified.

III. 3 DATA ANALYSIS

Responses were described using counts and percentages across five areas: generational brand recall and perception; information channels; packaging aesthetics; perceived efficacy and brand appeal; and switching factors. No inferential statistical tests are reported in the supplied material. Therefore, differences between age groups are described as observed sample differences rather than statistically significant effects.

IV. EMPIRICAL DATA ANALYSIS AND FINDINGS

The following tables reproduce the survey figures provided for the study.

IV. 1 BRAND RECALL AND GENERATIONAL DIVERGENCE

Table 1. Generational Distribution of Brand Recall and Perception

Age bracket	Sample (n)	Top-of-mind recall (%)	Perceives as modern (%)	Perceives as legacy/traditional (%)
18–25 years	32	41	12	88
26–40 years	38	74	29	71
41+ years	30	97	53	47
Total / reported average	100	70.6	31.3	68.7

The reported results indicate that top-of-mind recall varies by age group. Among respondents aged 18–25, recall is reported at 41%, and 88% perceive Vicco as a legacy or traditional brand. Among respondents aged 41 years and above, reported recall reaches 97%. These descriptive differences suggest that the brand's historical recognition may be stronger among older respondents than among younger respondents.

IV. 2 MEDIA TOUCHPOINTS AND INFORMATION ATTRIBUTION

Table 2. Primary Information Channels Driving Brand Awareness

Primary information channel	Respondents ($N = 100$)	Percentage (%)
Intergenerational family habit / parental use	46	46
Legacy broadcast media (television jingles/commercials)	31	31
Retail point-of-sale / chemist recommendation	14	14
Digital marketing / social media influencers / web ads	9	9

Family habit and television together account for 77% of reported brand-awareness sources, while digital channels account for 9%. If confirmed by the underlying responses, this distribution would suggest that awareness is largely rooted in established household use and traditional advertising. Digital discovery may represent

an area for further testing, particularly among younger consumers who use social platforms and online retail to explore personal-care products.

IV. 3 CONSUMER PERCEPTION OF VISUAL PACKAGING

Table 3. Consumer Evaluation of Packaging Aesthetics

Perception category	Respondents	Percentage (%)
Outdated / urgently requires modern redesign	54	54
Classic / authentic heritage (must remain unchanged)	28	28
Neutral / indifferent	18	18

A reported 54% of respondents consider the packaging outdated or in need of redesign, while 28% prefer to preserve its classic heritage appearance and 18% are neutral. The results point to a potential trade-off: a redesign may improve contemporary appeal for some consumers but could weaken familiar brand cues for others. Any packaging change should therefore be evaluated through concept testing with both existing users and younger prospective consumers.

IV. 4 PRODUCT EFFICACY TRUST VERSUS BRAND LIFESTYLE APPEAL

Table 4. Evaluation of Efficacy Versus Modern Brand Appeal

Parameter under evaluation	High / excellent (%)	Moderate / average (%)	Low / poor (%)
Product formulation quality / efficacy	78%	18%	4%
Trust in Ayurvedic composition	84%	13%	3%
Modern brand identity / appeal	19%	36%	45%
Premium retail shelf presentation	22%	38%	40%

The supplied figures indicate stronger positive ratings for Ayurvedic composition and formulation quality than for modern brand identity or premium shelf presentation. Reported trust in Ayurvedic composition is 84%, and formulation quality is rated high or excellent by 78%. By comparison, 19% rate modern brand identity highly and 22% rate premium shelf presentation highly. This pattern is consistent with a possible gap between product trust and contemporary brand appeal, although the interpretation depends on the accuracy and representativeness of the survey data.

IV. 5 DRIVERS OF COMPETITIVE BRAND SWITCHING

Table 5. Primary Factors Triggering Brand Switching

Primary switching factor	Respondents	Percentage (%)
Aesthetic packaging / contemporary visual appeal	32	32
Promotional pricing / bundled value offers	26	26
Quick-commerce availability and supermarket shelf prominence	23	23
Sensory profile (fragrance, texture, lathering properties)	19	19

Packaging and contemporary visual appeal are the most frequently reported switching factor at 32%, followed by promotional pricing at 26%, channel availability and shelf prominence at 23%, and sensory attributes at 19%. The results suggest that brand choice may be influenced by several factors beyond perceived formulation quality. These categories should be interpreted according to the questionnaire wording and the way respondents were asked to select their primary factor.

V. MANAGERIAL IMPLICATIONS AND STRATEGIC RECOMMENDATIONS

V. 1 TEST A DUAL-BRANDING OR SUB-BRAND STRATEGY

To modernize while protecting the heritage cues valued by existing consumers, Vicco could test a contemporary sub-brand concept such as “Vicco Botanica” or “Vicco Pure Elements.” The established core line could retain recognizable visual elements, while the proposed sub-brand uses a cleaner layout and formats suited to modern retail and e-commerce. These names and product concepts are recommendations for testing, not existing product launches. Claims such as “cruelty-free” or “100% vegan” should be used only where the company can substantiate them and meet applicable certification and labeling requirements. Before launch, the company should conduct package concept tests, price tests, and small-scale retail pilots.

V. 2 STRENGTHEN DIGITAL COMMUNICATION AND PERFORMANCE MARKETING

A targeted digital strategy could use short-form video, search advertising, educational product content, and creator partnerships to improve discoverability among younger consumers. Content should communicate product attributes accurately and avoid unsupported medical or therapeutic claims. Partnerships with qualified skincare professionals may help explain ingredients and appropriate product use, provided sponsorships are disclosed and claims are evidence-based. Campaign performance should be assessed through measurable indicators such as reach, product-page visits, add-to-cart rate, conversion, repeat purchase, and cost per acquisition.

V. 3 IMPROVE OMNICHANNEL AVAILABILITY

The brand could review product availability and presentation across supermarkets, pharmacies, e-commerce marketplaces, and quick-commerce platforms. Priority actions may include maintaining accurate product listings, clear product photographs, consistent product information, reliable stock

availability, and suitable trial-size or bundle offers where commercially feasible. Expansion to specific retailers or platforms should depend on distribution agreements, margin analysis, demand evidence, and operational feasibility rather than being assumed in advance.

V. 4 MONITOR OUTCOMES

The recommendations should be implemented as testable interventions. A pilot could compare existing and redesigned packaging, or measure digital campaigns across selected consumer groups and retail locations. Useful outcomes include aided and unaided recall, perceived modernity, purchase consideration, conversion, repeat purchase, and contribution margin. A larger, more representative sample and transparent reporting of questionnaire items and analysis procedures would strengthen future evaluation.

VI. CONCLUSION

This study examines the relationship between heritage-based brand equity and contemporary brand relevance for Vicco Laboratories in Nagpur. The reported survey figures suggest that recognition and trust in Ayurvedic formulation coexist with weaker perceptions of modern brand identity and packaging. They also indicate that family use and traditional media are prominent sources of awareness, while packaging, promotional value, and retail availability are reported as switching considerations. These patterns support a measured modernization approach: preserve recognizable heritage assets, test contemporary packaging or a sub-brand, strengthen evidence-based digital communication, and improve omnichannel product availability. The study has important limitations, including convenience sampling, a geographically restricted sample, and the absence of reported inferential testing. Future research could use a larger sample across multiple cities and compare consumer responses before and after controlled packaging or communication tests.

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