Discounting Strategies and Brand Loyalty in Indian E Commerce A Study of Lenskart

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***Abstract*—The burgeoning Indian e-commerce sector, valued at over ₹7 trillion in FY25, increasingly relies on discounting strategies to drive customer acquisition amid intense competition and price-sensitive consumer behavior. However, the long-term impact of these tactics on brand loyalty remains underexplored, particularly in category-specific contexts such as eyewear. This study addresses this critical gap by examining the relationship between discounting strategies and brand loyalty at Lenskart, India's leading direct-to-consumer (D2C) eyewear platform, which achieved ₹6,652.5 crore in revenue and its first consolidated net profit of ₹297.3 crore in FY25 through a hybrid omnichannel model.**

Employing a structured survey of 70 respondents predominantly college-going students aged 21–24 years from Tier-1, Tier-2, and Tier-3 cities the study investigates how different forms of discounting influence both attitudinal loyalty (brand attachment, trust, recommendation intent) and behavioral loyalty (repurchase intention, brand preference over competitors). Data were analyzed through descriptive statistics, frequency distributions, and cross-tabulation to identify patterns relating to perceived value, quality signaling, Gold MAX membership status, and loyalty outcomes.

Findings reveal a dual-edged effect: short-term, aggressive discounts effectively boost initial conversions but foster deal-prone behavior, weakening long-term attitudinal loyalty and increasing quality dilution concerns, particularly among Tier-1 city respondents. In contrast, loyalty-integrated discounting exemplified by the gold MAX program's Buy-1-Get-1 offers, tiered cashback, free eye tests, and bundled benefits significantly enhances both attitudinal and behavioral loyalty. Gold MAX members demonstrated markedly higher repurchase intentions (46.2% very likely versus 17.1% for non-members) and stronger brand preference even when competitors offered larger discounts.

The study proposes a 'Loyalty-Oriented Discounting Framework' tailored to emerging e-commerce markets: short-term discounts for acquisition, embedded within subscription-style loyalty ecosystems for retention. Practical implications extend to Indian D2C brands seeking to balance promotional intensity with sustainable brand equity in a discount-saturated digital landscape.

***Index Terms*—Discounting Strategies, Brand Loyalty, Indian E-Commerce, Lenskart, Consumer Behavior, Pricing Perception, Omnichannel Retail, Gold MAX Membership**

I. INTRODUCTION

The Indian e-commerce landscape has undergone explosive growth, establishing itself as one of the fastest-expanding digital retail markets globally. Recent estimates indicate that the sector reached approximately USD 125–130 billion in 2024, with projections for 2025 forecasting a market size surpassing USD 200 billion, driven by a compound annual growth rate (CAGR) of around 11.5–15% through the late 2020s (GlobalData, 2025; IMARC Group, 2025). This surge is fueled by widespread smartphone penetration, affordable data plans, rising digital payment adoption through UPI, and increasing consumer trust in online platforms, particularly in Tier-2 and Tier-3 cities.

Within this dynamic environment, discounting strategies ranging from flash sales and festive mega-events to everyday promotions have become a cornerstone of customer acquisition and market penetration. Major platforms like Flipkart, Amazon, and emerging D2C brands frequently deploy aggressive price reductions to combat intense competition and address India's inherent price sensitivity. While these tactics yield immediate boosts in traffic, conversions, and gross merchandise value, they often cultivate 'deal-prone' behavior, where consumers prioritize price over brand affinity, leading to higher churn and brand switching (Abbas et al., 2025; Agarwal, 2025).

A critical yet underexplored dimension is the long-term effect of such discounting on brand loyalty, particularly in specialized verticals like eyewear, where product quality, fit, after-sales service, and perceived durability play pivotal roles beyond mere price. When discounts are strategically embedded within loyalty ecosystems such as subscription-style memberships offering tiered benefits they can foster repeat purchases, enhance perceived value, and strengthen relational bonds (Pratihar, 2022; Shukla, 2025).

This study focuses on Lenskart, India's dominant direct-to-consumer eyewear platform, which exemplifies a hybrid approach to discounting amid fierce rivalry from general marketplaces and unorganized offline retailers. Lenskart achieved consolidated operating revenue of ₹6,652.5 crore in FY25, marking a 22.5% year-on-year increase, while turning profitable with a net profit of ₹297.3 crore, its first consolidated positive bottom line. Central to Lenskart's retention strategy is the gold MAX loyalty programme, which integrates structured discounts including Buy-1-Get-1 offers, tiered cashback, exclusive pricing, free eye tests, and after-sales perks. This research addresses the gap in empirical studies on the discounting-loyalty nexus in Indian e-commerce by exploring how different discounting modalities aggressive standalone versus membership-integrated interact with attitudinal and behavioral loyalty outcomes among Lenskart's customer base, with a specific focus on college-going youth aged 18–24 years.

II. BACKGROUND OF THE STUDY

The Indian e-commerce sector has emerged as one of the most dynamic segments of the global digital economy, propelled by internet penetration, smartphone adoption, affordable data connectivity, and the proliferation of digital payment systems such as UPI. As of 2025, the Indian e-commerce market is estimated to have surpassed USD 200 billion, reflecting a year-on-year growth of approximately 12.5% (GlobalData, 2025; Bain & Company, 2025). This growth trajectory is further accelerated by increasing consumer trust in online platforms, logistical advancements in last-mile delivery, and the shift toward omnichannel retail models, particularly in Tier-2 and Tier-3 cities.

Within this hyper-competitive landscape, discounting strategies have solidified their position as a primary tactical lever for customer acquisition and market share expansion. Major marketplaces such as Amazon, Flipkart, and Meesha, alongside numerous D2C brands, routinely deploy aggressive promotions including flash sales, festive mega-events, bundle offers, and percentage-based markdowns to stimulate demand. However, persistent reliance on deep discounts has engendered a pervasive 'discount culture' among Indian consumers, where shoppers increasingly condition their purchases on promotional triggers, leading to postponed buying, heightened price comparison, and reduced willingness to pay full retail prices (ResearchGate, 2025; Bepragma, 2025).

The eyewear category in India presents a particularly insightful context for examining the discounting-loyalty dynamic. The Indian eyewear market is valued at approximately USD 4.1–4.31 billion in 2024–2025, with projections for significant expansion at a CAGR of 11.4% through 2030–2032. Online retail channels dominate distribution, capturing an estimated 53.4% market share in 2025 (Coherent Market Insights, 2025). Despite this digital dominance, eyewear remains a high-involvement purchase involving considerations of fit, lens quality, durability, prescription accuracy, and after-sales service factors that extend beyond mere price and make indiscriminate discounting potentially detrimental to perceived quality and loyalty.

Lenskart stands out as India's pre-eminent D2C eyewear player, having pioneered an integrated omnichannel ecosystem that combines e-commerce with a rapidly expanding physical retail footprint of over 2,500 stores. A cornerstone of its retention strategy is the gold MAX loyalty programme, which embeds structured discounting within a subscription framework. Unlike broad festive discounts, these mechanisms require membership commitment, theoretically mitigating quality dilution while incentivizing habitual repurchasing and elevating customer lifetime value.

Despite extensive research on e-commerce discounting in India, there remains a notable paucity of category-specific, brand-level analyses exploring the nuanced interplay between discounting modalities and loyalty outcomes in niche verticals like eyewear. Existing studies on Lenskart predominantly address customer satisfaction, omnichannel efficacy, or post-pandemic shifts, without targeted scrutiny of its loyalty program's role in countering discount-induced churn. This background establishes the imperative for the present study.

III. STATEMENT OF THE PROBLEM

The primary purpose of this research is to investigate the nuanced relationship between discounting strategies and brand loyalty within the Indian e-commerce ecosystem, with a specific focus on Lenskart as a representative case of a leading direct-to-consumer eyewear brand. By dissecting how various discounting modalities ranging from aggressive, short-term promotions such as festive flash sales and percentage discounts, to structured, membership-embedded incentives like Gold MAX programmed benefits influence both attitudinal loyalty (brand attachment, trust, perceived quality, and emotional commitment) and behavioral loyalty (repeat purchase frequency, share-of-wallet, reduced churn, and elevated customer lifetime value), this study seeks to provide empirical insights into sustainable branding practices in a discount-saturated digital market.

India's e-commerce sector continues its robust expansion, yet brands are increasingly confronted with a paradox: the promotional strategies that effectively drive acquisition often undermine the very loyalty they seek to cultivate. For Lenskart, which operates in the high-involvement eyewear category where trust and quality perception are paramount, the challenge is particularly acute. The company's gold MAX loyalty programme represents a conscious attempt to embed discounting within a relational framework, yet the empirical evidence on whether such membership-integrated promotions genuinely translate into superior loyalty outcomes especially among price-sensitive, digitally native youth remains thin.

Furthermore, existing literature on Indian e-commerce discounting predominantly focuses on general-purpose platforms and short-term conversion metrics, leaving a critical gap in understanding how category-specific brands in niche verticals can deploy discounting as a tool for long-term brand equity building rather than mere transactional stimulation. This study, therefore, addresses a pressing empirical and theoretical need by examining the conditions under which discounting fosters versus erodes brand loyalty in the Indian eyewear e-commerce context.

IV. OBJECTIVES OF THE STUDY

The study is guided by the following specific objectives:

1. To examine the extent to which discounting strategies influence brand loyalty (both attitudinal and behavioral) among Lenskart customers, with a focus on college-going youth.
2. To compare the differential impact of aggressive standalone discounts versus loyalty-embedded structured discounts on customer repurchase intentions and brand attachment.
3. To assess the role of gold MAX membership in moderating the relationship between discounting strategies and brand loyalty outcomes.
4. To determine how quality dilution concerns arising from heavy discounts affect consumer trust and long-term brand commitment among different city-tier segments.
5. To propose a practical Loyalty-Oriented Discounting Framework for D2C brands in price-sensitive emerging markets, balancing acquisition-driven promotions with retention-focused mechanisms to build enduring brand equity.

V. RESEARCH QUESTIONS

1. How do different discounting strategies influence brand loyalty among customers in the Indian e-commerce eyewear market?
2. What is the impact of aggressive short-term discounting strategies on attitudinal and behavioral brand loyalty, compared to loyalty-based structured discounts such as Gold MAX benefits?
3. How does perceived value mediate the relationship between discounting strategies and brand loyalty among customers?
4. How does Gold MAX membership influence the relationship between discounting strategies and brand loyalty?
5. How do different customer segments (e.g., city tier and purchase frequency) vary in their response to

discounting strategies and their impact on brand loyalty?

VI. SIGNIFICANCE OF THE STUDY

The present study holds substantial theoretical, practical, and policy-oriented significance in the context of India's rapidly evolving digital retail landscape.

Theoretical Significance

This investigation contributes novel insights to branding and consumer behavior literature by empirically examining the contingent effects of discounting modalities in an emerging-market setting. While extant studies highlight how pervasive discounts foster deal-proneness, erode pricing power, and weaken brand loyalty through quality signaling dilution and brand switching (Abbas et al., 2025; DelVecchio et al., 2006), few have dissected the differential impacts of aggressive standalone promotions versus loyalty-embedded structures. By focusing on Lenskart's Gold MAX programme, this study advances a Loyalty-Oriented Discounting Framework that bridges gaps in Oliver's (1999) loyalty phase theory and perceived value theory (Sweeney & Soutar, 2001) by providing context-specific evidence from a high-involvement purchase category.

Practical and Managerial Significance

For D2C brands and e-commerce platforms operating in India's discount-saturated environment, the findings offer actionable guidance amid margin pressures and competitive intensity. The study demonstrates how loyalty-embedded discounting can elevate customer lifetime value, reduce churn from deal-prone behavior, and support profitability particularly relevant as platforms face scrutiny over predatory pricing and sustainability. Managers can adopt hybrid strategies: aggressive promotions for acquisition in price-sensitive segments, while channeling retention through membership ecosystems that reinforce perceived relationship investment.

Policy and Societal Significance

Amid regulatory discussions on fair competition and consumer protection in Indian e-commerce, the study highlights pathways to balanced promotional ecosystems that avoid unsustainable discount dependence. By advocating loyalty-focused models, it promotes healthier industry practices that enhance consumer welfare through consistent quality and value rather than perpetual price wars.

VII. SCOPE AND LIMITATIONS

Scope of the Study

The research is deliberately bound to maintain depth, relevance, and feasibility within a single-brand case-study framework. The study is restricted to Lenskart as the subject organization. It primarily targets college-going students aged 18–24 years, recruited via online channels across Tier-1, Tier-2, and Tier-3 cities in India. The investigation covers two principal discounting modalities: aggressive standalone promotions (festive sales, percentage discounts, flash offers) and loyalty-embedded structured discounts through the gold MAX programme. Loyalty is assessed across attitudinal dimensions (trust, attachment, quality perception) and behavioral dimensions (repurchase intention, recommendation behavior, brand preference). The study was conducted in 2025–2026, incorporating Lenskart's most recent financial performance and programme structures.

Limitations of the Study

The study acknowledges several important limitations that bear upon the generalizability and interpretive scope of its findings. First, the sample of 70 respondents, while sufficient for exploratory analysis, is smaller than the original target of 400–500, which restricts the application of complex structural equation modelling as originally planned. Second, the heavy concentration of respondents in the 21–24 age group (87.1%) and among Tier-1 city residents (54.3%) introduces sampling bias, meaning the findings may not fully represent older consumers, rural purchasers, or non-student demographics. Third, as a cross-sectional study, it captures a snapshot in time and cannot establish temporal causality between discounting exposure and loyalty formation. Finally, convenience sampling through social media and campus networks may introduce self-selection bias, as respondents who engage with online surveys about Lenskart may already hold stronger brand awareness or affinity than the general population.

VIII. LITERATURE REVIEW

The academic literature on discounting strategies and brand loyalty spans multiple disciplinary domains, including consumer psychology, marketing management, and e-commerce studies. This review synthesizes key theoretical frameworks and empirical findings relevant to the present study's focus on the Indian digital retail context.

Discounting and Brand Loyalty: Foundational Perspectives

Extant literature consistently identifies a tension at the heart of promotional discounting: while price reductions stimulate short-term demand effectively, they carry inherent risks for long-term brand equity. DelVecchio, Henard, and Freling (2006) conducted a seminal meta-analysis demonstrating that sales promotions produce a statistically significant and negative post-promotion effect on brand preferences consumers who receive discounts are less likely to pay full price after the promotion ends. This 'price expectation ratchet' effect is particularly pronounced in categories where brand image and perceived quality serve as important purchase cues, as is the case with branded eyewear.

Liao, Chen, and Deng (2009) examined how price promotions in online retailing affect customer loyalty, finding that the framing and structure of discounts matter considerably. Promotions perceived as 'value added' such as gift bundling or points accumulation were found to strengthen loyalty, whereas straightforward price cuts produced more transient effects. This distinction between acquisition-oriented and retention-oriented discounting lies at the theoretical heart of the present study.

Brand Loyalty in E-Commerce Contexts

Oliver (1999) proposed a four-phase model of brand loyalty cognitive, affective, cognitive, and action loyalty arguing that durable loyalty requires progression through each stage. Price-based promotions typically operate at the cognitive level (rational value assessment) and may interrupt the affective and cognitive development necessary for sustained commitment. In the Indian e-commerce context, where price sensitivity is structurally high due to the income distribution and the availability of multiple competing platforms, this disruption is particularly salient (Ramya & Ali, 2016).

Shukla (2025) examined loyalty program effectiveness in Indian digital retail, noting that membership-based reward structures particularly those that involve a degree of commitment from the consumer (e.g., annual subscription fees or minimum purchase thresholds) produce significantly higher customer lifetime value than open-access promotional campaigns. This is theoretically consistent with commitment-trust theory (Morgan & Hunt, 1994), which posits that relational investment perceived by the consumer as evidence of the firm's long-term orientation enhances trust and loyalty.

Perceived Value and Quality Signaling

Sweeney and Soutar (2001) developed the PERVAL scale, conceptualizing perceived value as a multi-dimensional construct encompassing emotional, social, functional, and price/value dimensions. In the context of heavy discounting, the functional value dimension, particularly quality perception, can be undermined when consumers infer that deep price cuts signal inferior product quality. This 'quality-price heuristic' is well-documented in high-involvement purchase categories where consumers lack objective product knowledge (Rao & Monroe, 1989). For Lenskart, which sells health-adjacent products (prescription eyewear) where quality has direct functional consequences, this quality signaling risk is amplified compared to general merchandise categories.

Loyalty Programs and Membership-Embedded Discounting

The literature on loyalty programs distinguishes between 'hard benefits' (tangible financial rewards such as cashback and free products) and 'soft benefits' (intangible rewards such as priority service, exclusive access, and personalization) (Kivetz & Simonson, 2002). Effective loyalty programmes leverage both dimensions to create switching barriers that are simultaneously economic (cost of forgoing accumulated rewards) and psychological (sense of belonging and recognition). Gold MAX's combination of BOGO offers, LK Cash wallet cashback, free eye tests, and priority support embodies this dual-benefit architecture.

Pratihar (2022) specifically examined discount-based loyalty mechanisms in Indian D2C brands, finding that the transition from deal-seeking behavior to committed loyalty is contingent upon the consumer's perception that the brand's discounts are 'earned' or 'exclusive' rather than universally available. This perceptual distinction between membership-exclusive benefits and open promotional discounts is theoretically important for interpreting the differential loyalty outcomes observed in the present study between gold MAX members and non-members.

Research Gaps

Despite this body of knowledge, several gaps persist. First, most empirical studies on discounting and loyalty in Indian e-commerce focus on horizontal marketplaces (Amazon, Flipkart) rather than vertical D2C specialists, where category-specific dynamics (such as eyewear's health and fashion dimensions) may produce distinct loyalty patterns. Second, there is limited research examining the role of city-tier differences in moderating discount-loyalty relationships, despite the well-documented urban-rural gradient in price sensitivity and brand awareness in India. Third, the youth consumer segment, digitally native, highly price-aware, and simultaneously more susceptible to social influence and brand identity signals has received insufficient specific attention in this literature. The present study addresses these three gaps directly.

IX. CONCEPTUAL FRAMEWORK AND HYPOTHESES

The conceptual framework underpinning this study draws on the convergence of Oliver's (1999) loyalty phase model, Sweeney and Soutar's (2001) perceived value theory, and the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994). It posits that the effect of discounting on brand loyalty is not uniform but is contingent upon the structural nature of the discount (aggressive standalone versus membership-embedded), mediated by perceived value and quality signaling, and moderated by gold MAX membership status and city-tier segment.

The framework distinguishes two discounting archetypes operating through distinct mechanisms. Aggressive discounting typified by festive flash sales and high-percentage markdowns primarily activates the cognitive loyalty dimension through price value assessment, but risks inducing quality dilution perceptions and deal-prone conditioning that erode affective and cognitive loyalty over time. Loyalty-embedded discounting as exemplified by Gold MAX's BOGO offers, cashback, and service benefits operates through a relational mechanism, where membership commitment signals mutual investment, enhancing trust and perceived relationship quality, which in turn strengthens attitudinal loyalty and motivates repeated behavioral engagement.

Hypotheses

Based on the framework and literature review, the following hypotheses are proposed:

- H1: Aggressive standalone discounting is positively associated with short-term repurchase behavior but negatively associated with attitudinal brand loyalty.
- H2: Loyalty-embedded discounting (Gold MAX benefits) is positively associated with both attitudinal and behavioral brand loyalty.
- H3: Perceived value mediates the positive relationship between loyalty-embedded discounting and brand loyalty.
- H4: Quality dilution concerns arising from heavy discounts negatively moderate the relationship between aggressive discounting and attitudinal loyalty.
- H5: Gold MAX membership status strengthens the positive association between loyalty-embedded discounting and behavioral loyalty outcomes.
- H6: Tier-1 city respondents exhibit stronger quality dilution concerns in response to heavy discounts compared to Tier-3 respondents.

X. RESEARCH METHODOLOGY

This chapter outlines the methodological approach adopted to investigate discounting strategies and brand loyalty in Indian e-commerce, with Lenskart as the focal case.

Research Design

The study employs a descriptive research design with quantitative primary data collection. A structured online questionnaire was administered to assess consumer perceptions and behavior’s related to discounting and brand loyalty. This design is appropriate for the study's objectives of measuring the prevalence and direction of relationships between discounting modalities and loyalty outcomes across a defined sample. Where data richness permits, cross-tabulation and comparative analysis between membership groups and city tiers provide supplementary analytical depth.

Population and Sampling

The target population comprises Lenskart customers and potential customers in India, with a primary focus on college-going students aged 18–24 years, a digitally native, price-sensitive segment that is highly active in online eyewear purchases and representative of youth-driven e-commerce trends. A total of 70 responses were collected through convenience sampling via online channels including university WhatsApp groups, Instagram, LinkedIn campus communities, and college forums in Mumbai and surrounding regions.

Data Collection Instrument

Data were collected through a structured Google Form questionnaire comprising 13 questions organized across five thematic areas: screening and demographics (student status, age group, city tier), Lenskart purchase behavior, discount usage patterns and type preferences, gold MAX membership and perceived utility, and loyalty outcomes (repurchase likelihood, recommendation intent, and brand preference over competitors). Items were primarily multiple-choice, enabling efficient data coding and analysis. The questionnaire was pilot-tested for clarity and flow before full deployment.

Data Analysis

Collected data were analyzed using descriptive statistical techniques including frequency distributions, percentage calculations, and cross-tabulation. Cross-tabulations were employed to examine associative relationships between key variables, particularly Gold MAX membership status and loyalty outcomes, discount frequency and repurchase intention, and city tier and quality dilution concerns. Findings are reported through tables and narrative interpretation, with emphasis on the practical significance of patterns observed.

Ethical Considerations

Informed consent was secured from all participants at the outset of the survey. Respondent anonymity was guaranteed and no personally identifiable information was collected beyond age group and city tier. Data was stored securely on password-protected systems, and participation was entirely voluntary.

XI. DATA ANALYSIS AND INTERPRETATION

This chapter presents a systematic analysis of the primary data collected through the structured questionnaire administered to 70 respondents. The analysis is organized thematically, progressing from demographic profiling through discount behavior patterns, gold MAX membership dynamics, and culminating in loyalty outcome assessment. Each sub-section interprets the quantitative findings in relation to the study's research objectives and hypotheses.

11.1. Respondent Demographic Profile

The survey yielded 70 responses, of which 85.7% (n=60) confirmed current college student status, affirming the targeted sample composition. The age distribution was heavily concentrated in the 21–24 years bracket, which accounted for 87.1% of respondents (n=61), followed by 18–20 years at 8.6% (n=6) and 25 years or above at 4.3% (n=3). This distribution is expected and desirable given the study's focus on digitally native youth consumers.

In terms of geographic distribution, 54.3% of respondents (n=38) resided in Tier-1 cities (including Mumbai, Delhi, Bangalore, Hyderabad, and Pune), 15.7% (n=11) in Tier-2 cities, and 30.0% (n=21) in Tier-3 or smaller towns. This spread provides meaningful cross-tier comparison despite the Tier-1 majority. Critically, 78.6% of respondents (n=55) confirmed having previously purchased eyewear from Lenskart either online or in-store validating their capacity to provide experiential data on the brand's discounting and loyalty mechanisms.

Table 11.1: Demographic Profile of Respondents (N = 70)

Variable	Category	Frequency (%)
College Student	Yes	60 (85.7%)
	No	8 (11.4%)
Age Group	18–20 years	6 (8.6%)
	21–24 years	61 (87.1%)
	25 years or above	3 (4.3%)
City Tier	Tier-1 cities	38 (54.3%)
	Tier-2 cities	11 (15.7%)
	Tier-3 or smaller towns	21 (30.0%)
Lenskart Purchase	Yes	55 (78.6%)
	No	14 (20.0%)

The skew toward Tier-1 cities and the 21–24 age cohort reflects both the researcher's Mumbai location and the online recruitment methodology. While these limits representational breadth, it ensures response validity for the digitally engaged, brand-aware segment most relevant to Lenskart's core customer base.

11.2. Discount Purchase Frequency and Motivation
Respondents were asked to indicate how frequently they purchased from Lenskart primarily because of discounts or sales promotions. As presented in Table 12.2, the distribution reveals a nuanced motivational landscape. Approximately 38.6% reported buying due to discounts either 'Often' (20.0%, n=14) or 'Always' (18.6%, n=13), indicating that for nearly two in five Lenskart customers in this sample, promotional pricing is a primary purchase driver. However, a combined 40.0% reported discount-driven purchases only 'Sometimes' (28.6%, n=20) or 'Rarely' (20.0%, n=14), while 10.0% (n=7) stated they 'Never' purchase primarily due to discounts.

Table 11.2: Frequency of Discount-Motivated Purchases (N = 68)

Frequency	Count	Percentage	Cumulative %
Always	13	18.6%	18.6%
Often	14	20.0%	38.6%
Sometimes	20	28.6%	67.1%
Rarely	14	20.0%	87.1%
Never	7	10.0%	97.1%

This distribution suggests that while discounts are influential, they are not the sole or dominant driver for a majority of sampled consumers. The 40.0% who purchase occasionally or rarely due to discounts represents a potentially more loyalty-oriented segment whose brand commitment may derive from perceived quality, product range, or service experience rather than promotional pricing, a finding with important strategic implications for Lenskart's brand positioning.

11.3. Types of Discounts Most Utilized
When asked which type of Lenskart discounts they use most frequently, the plurality (35.7%, n=25) reported using regular percentage discounts or bundle offers. Gold MAX membership benefits were the most-used discount type for 22.9% of respondents (n=16), while festive and flash sales accounted for 15.7% (n=11). A meaningful proportion 21.4% (n=15) indicated that they do not use discounts much at all.

Table 11.3: Most Frequently Used Discount Type (N = 67)

Discount Type	Frequency	Percentage
Regular % discounts / bundle offers	25	35.7%
Gold MAX membership benefits	16	22.9%
Festive / flash sales	11	15.7%
Do not use discounts much	15	21.4%

The finding that regular percentage discounts are the most commonly utilized category aligns with their ubiquity and ease of access they require no membership and are available to all Lenskart visitors. However, the 22.9% who rely primarily on gold MAX benefits represent a particularly engaged and committed customer subset, as gold MAX membership involves a subscription decision and active programme participation. The relatively modest uptake of festive and flash sales (15.7%) as the primary discount type is somewhat surprising given the cultural salience of such events in India, but may reflect the survey's predominantly urban, regular-purchase respondent profile rather than occasional deal-seekers.

11.4 Quality Dilution Perception from Heavy Discounting

One of the study's central hypotheses concerns the quality signaling risk of aggressive discounting. Respondents were asked whether seeing discounts of 50% or more on Lenskart products made them perceive those products as lower quality. The results are instructive: while the single largest response category was 'No' (37.1%, n=26), a combined 48.5% of valid respondents expressed some degree of quality concern 27.1% (n=19) said 'Yes, somewhat' and 21.4% (n=15) said 'Yes, strongly'. An additional 12.9% (n=9) were uncertain.

Table 12.4: Quality Dilution Perception from Heavy Discounts (N = 69)

Response	Frequency	Percentage
No (discounts do not affect quality perception)	26	37.1%
Yes, somewhat concerned	19	27.1%
Yes, strongly concerned	15	21.4%
Not sure	9	12.9%

These figures are significant. Nearly half of respondents in this sample who are predominantly young, educated, and frequent online shoppers associate heavy discounting with compromised product quality. This substantiates Rao and Monroe's (1989) quality-price heuristic and suggests that Lenskart's aggressive promotional activity carries a tangible reputational cost in terms of perceived value. From a managerial standpoint, this finding underscores the risk of persistent deep-discount campaigns and supports the case for transitioning promotional investment toward membership-embedded benefits that do not trigger the same quality dilution associations.

Cross-tabulation by city tier reveals a further gradient: among Tier-1 city respondents, 23.7% expressed strong quality concerns versus 19.0% in Tier-3 towns. This pattern, while modest in magnitude given the sample size, is directionally consistent with the hypothesis that more market-sophisticated urban consumers apply stricter quality-price inference frameworks.

11.5 Gold MAX Membership: Penetration and Perceived Utility

A total of 37.1% of respondents (n=26) reported being active Gold MAX or Gold Plus members, while 58.6% (n=41) were non-members. Given that Gold MAX requires a subscription commitment, this 37.1% penetration rate within a sample of Lenskart customers represents a substantial segment indicating that the programme has achieved meaningful uptake among engaged buyers rather than remaining a niche offering.

Table 11.5: Gold MAX Membership Status (N = 67)

Gold MAX Membership Status	Frequency	Percentage
Non-member	41	58.6%
Active Gold MAX member	26	37.1%

Among those asked about the utility of gold MAX benefits including BOGO offers on frames, 5–10% cashback, and free eye tests 30.0% (n=21) rated them as 'Very useful' and 25.7% (n=18) as 'Somewhat useful', totaling 55.7% who found the programme meaningfully beneficial. A further 25.7% were neutral, and only 8.6% (n=6) found the benefits not useful at all.

11.6 Repurchase Likelihood

Respondents' likelihood of purchasing eyewear from Lenskart again in the future serves as the study's primary behavioral loyalty indicator. A combined 65.7% indicated positive repurchase intent: 37.1% (n=26) as 'Likely' and 28.6% (n=20) as 'Very likely'. Only 5.7% (n=4) reported being 'Unlikely' to repurchase, while 27.1% (n=19) were neutral.

Table 11.6: Perceived Utility of Gold MAX Benefits (N = 63)

Perceived Usefulness	Count	Percentage	Segment
Very useful	21	30.0%	Members
Somewhat useful	18	25.7%	Members
Neutral	18	25.7%	Mixed
Not useful at all	6	8.6%	Non-members

This positive utility perception among members is consistent with the programme's design philosophy: BOGO offers on premium in-house brands such as Vincent Chase and John Jacobs deliver high perceived savings value, while ancillary benefits like free eye tests add a service dimension that reinforces the brand relationship beyond transactional pricing. The 25.7% neutral position may partly reflect respondents who have not yet fully engaged with all programme features.

11.7 Gold MAX Membership and Repurchase Intention: A Comparative Analysis

Cross-tabulating gold MAX membership status against repurchase likelihood reveals one of the study's most striking findings. Among active gold MAX members (n=26), 46.2% (n=12) reported being 'Very likely' to repurchase, compared to only 17.1% (n=7) of non-members (n=41). Conversely, 51.2% of non-members fell into the 'Neutral' or 'Unlikely' repurchase categories, compared to only 11.5% of gold MAX members.

Table 11.7: Repurchase Likelihood (N = 69)

Likelihood	Count	Percentage	Cumulative %
Very likely	20	28.6%	28.6%
Likely	26	37.1%	65.7%
Neutral	19	27.1%	92.9%
Unlikely	4	5.7%	98.6%

Overall, the high proportion of respondents indicating likely or very likely repurchase is encouraging for Lenskart's customer retention performance. However, the 27.1% neutral segment is noteworthy as these consumers have purchased from Lenskart but have not yet developed clear repurchase commitment, representing a key target for loyalty programmed conversion.

11.8 Brand Preference Over Competitors

Respondents were asked whether they would still choose Lenskart if competing platforms such as Amazon or Flipkart offered larger discounts. This question operationalizes attitudinal brand loyalty and the willingness to maintain brand preference in the face of superior competitive pricing. Overall, 30.0% (n=21) stated they would 'Always' choose Lenskart regardless of competitor discounts, and 27.1% (n=19) said 'Yes, mostly'. However, 37.1% (n=26) indicated their choice would 'Depend on the discount', and 5.7% (n=4) said they would simply opt for the cheapest option.

The Gold MAX membership cross-tabulation again yields a distinctive pattern. Among Gold MAX members, 46.2% (n=12) stated they would always choose Lenskart versus only 14.6% (n=6) of non-members. The 'Depends on the discount' category captured 51.2% of non-members but only 19.2% of gold MAX members, a difference of more than 30 percentage points.

Table 11.8: Gold MAX Membership vs. Repurchase Likelihood

Membership Status	Very Likely	Likely	Neutral / Unlikely
Gold MAX Members (n=26)	12 (46.2%)	11 (42.3%)	3 (11.5%)
Non-Members (n=41)	7 (17.1%)	13 (31.7%)	21 (51.2%)

This differential is substantial and empirically meaningful. Gold MAX members are 2.7 times more likely to report 'Very likely' repurchase intent compared to non-members. This pattern provides strong directional support for Hypothesis H2 that loyalty-embedded discounting through the gold MAX programme is positively associated with behavioral loyalty outcomes. The mechanism is consistent with commitment-trust theory: the act of subscribing to Gold MAX represents a form of relational investment that the brand reciprocates with exclusive benefits, creating a mutually reinforcing loyalty dynamic.

11.9 Recommendation Behavior

Recommendation intent used here as a proxy for attitudinal brand advocacy shows that 51.4% of respondents (n=36) said they would 'Probably' recommend Lenskart to friends and family, with 40.0% (n=28) responding 'Maybe'. Only 5.7% (n=4) said 'Definitely not' and 2.9% (n=2) said 'Probably not'. Notably, all four respondents who said 'Definitely not' were non-members, whereas not a single gold MAX member selected this option pointing to the program’s role in eliminating detractor behavior and fostering brand advocacy.

The modest proportion of unambiguous advocates ('Probably yes’s rather than 'Definitely yes’s) may reflect the contextual reality of eyewear as a category where recommendation is inherently conditional on the recipient's need and preferences, rather than a reflection of weak brand sentiment per se. Nonetheless, the zero 'Definitely not' rate among gold MAX members is a substantively important finding for Lenskart's Net Promoter Score trajectory.

Table 11.9: Brand Preference vs. Competitors, by Gold MAX Status

Membership	Yes, always	Yes, mostly	Depends / No
Gold MAX Members (n=26)	12 (46.2%)	8 (30.8%)	6 (23.1%)
Non-Members (n=41)	6 (14.6%)	11 (26.8%)	24 (58.5%)

These findings are consistent with the attitudinal loyalty thesis articulated in the conceptual framework. Gold MAX membership appears to engender genuine brand attachment that insulates consumers from competitive price stimulus, a hallmark of advanced attitudinal loyalty in Oliver's (1999) conative and action loyalty phases. Non-members, by contrast, remain substantially in the 'deal-seeker' orientation, making them vulnerable to competitive switching behavior.

XII. FINDINGS

The following key findings emerge directly from the primary data collected through the structured survey of 70 Lenskart customers and potential customers. Each finding is grounded in the quantitative evidence presented in the data analysis chapter.

Finding 1: Discounting Is a Significant but Non-Exclusive Purchase Driver

Approximately 38.6% of respondents purchase from Lenskart primarily because of discounts 'Often' or 'Always', confirming the promotional dependency prevalent in Indian e-commerce. However, a combined 48.6% purchase due to discounts only 'Sometimes', 'Rarely', or 'Never’ indicates that nearly half the sample is motivated by factors beyond price promotions, such as product quality, brand reputation, or range availability. This suggests the existence of a sizable loyalty-driven customer segment that Lenskart can cultivate further.

Finding 2: Regular Percentage Discounts Are the Most Common Promotional Vehicle
Standard percentage discounts and bundle offers are the most frequently utilized discount type (35.7%), reflecting their universal accessibility and simplicity. Gold MAX membership benefits are the primary discount mechanism for 22.9% of respondents, a meaningful share given the subscription barrier to entry while festive and flash sales account for only 15.7% as the primary vehicle. This suggests that while special promotional events have cultural salience, their impact on habitual discount behavior is less pronounced than evergreen structural offers.

Finding 3: Heavy Discounting Creates Significant Quality Dilution Risk
A combined 48.5% of respondents expressed concern either 'somewhat' or 'strongly' that heavy discounts of 50% or more signal lower product quality. This quality dilution perception is particularly significant in a health-adjacent, high-involvement category like prescription eyewear, where trust in product integrity directly affects the purchase decision. The finding validates the theoretical risk of aggressive discounting identified in the literature and underscores the need for Lenskart to balance promotional intensity with quality communication.

Finding 4: Majority of Customers Express Positive Repurchase Intention
Overall, 65.7% of respondents expressed positive repurchase intent (37.1% 'Likely' and 28.6% 'Very likely'), with only 5.7% reporting they were unlikely to return. This broadly positive baseline suggests that Lenskart has successfully established sufficient brand engagement to retain the majority of sampled customers in future purchase cycles. However, the 27.1% neutral segment represents a strategically important group that has not yet transitioned from satisfied customers to committed loyalists.

Finding 5: Gold MAX Membership Is Strongly Associated with Higher Repurchase Intention
Active Gold MAX members are markedly more likely to repurchase: 46.2% of members reported 'Very likely' repurchase intent compared to only 17.1% of non-members, a differential of 29.1 percentage points. Conversely, 51.2% of non-members fell into the neutral or unlikely repurchase category versus only 11.5% of gold MAX members. This is one of the study's most robust empirical findings, providing strong directional support for the hypothesis that loyalty-embedded discounting drives superior behavioral loyalty outcomes.

Finding 6: Gold MAX Membership Substantially Strengthens Brand Preference Over Competitors
When asked whether they would choose Lenskart over competitors offering larger discounts, 46.2% of gold MAX members said 'Yes, always', compared to only 14.6% of non-members, a threefold difference. Non-members were three times more likely to indicate that their choice would 'Depend on the discount', confirming their price-conditional brand allegiance. This finding suggests that gold MAX membership successfully converts price-sensitive consumers into brand-committed loyalists, substantially reducing competitive vulnerability.

Finding 7: Gold MAX Members Exhibit Zero Detractor Behavior
Not a single gold MAX member selected 'Definitely not' when asked about recommending Lenskart, compared to four non-members who did. While the absolute number is small, the pattern is directionally unambiguous: programme membership is associated with the elimination of strong brand detractors, a finding of direct relevance to Lenskart's Net Promoter Score management. All 'Definitely not' respondents were non-members, suggesting that dissatisfaction or brand aversion is effectively confined to the non-member segment.

Finding 8: Discount-Motivated Purchasing Does Not Necessarily Translate into Deep Loyalty
Cross-tabulating discount purchase frequency with repurchase likelihood reveals a nuanced pattern. Respondents who 'Always' buy due to discounts (n=13) did show higher 'Very likely' repurchase rates (9 out of 13), but this group also accounts for the highest propensity for price-conditional rather than brand-committed loyalty. When competitor pricing was introduced as a variable, this group was among the most likely to consider switching, suggesting that discount-driven repeat behavior reflects habitual deal-seeking rather than genuine brand attachment.

Finding 9: Tier-1 City Respondents Show Marginally Higher Quality Dilution Concerns

A slightly higher proportion of Tier-1 city respondents expressed strong quality dilution concerns (23.7%) compared to Tier-3 respondents (19.0%), though the difference is modest given the sample size. This directional finding is consistent with the hypothesis that more market-sophisticated urban consumers, with greater access to information and higher brand awareness, are more attuned to the quality-price inference and therefore more susceptible to negative attitudinal effects from aggressive discounting.

Finding 10: A Substantial Non-Member Segment Remains Discount-Responsive but Brand-Uncommitted

58.6% of respondents were non-Gold MAX members, and within this group, a clear pattern emerges: they are more discount-motivated, more quality-concern susceptible, and substantially less brand-committed than their gold MAX counterparts. This segment represents both a challenge and an opportunity for Lenskart; they are engaged enough to purchase from the platform but have not yet internalized the brand relationship that membership facilitates. Converting this cohort to programme membership represents the most immediate lever for improving Lenskart's aggregate loyalty metrics.

XIII. DISCUSSION

The findings of this study paint a coherent and theoretically grounded picture of how discounting strategies operate within the Indian e-commerce eyewear context, and specifically within Lenskart's customer ecosystem. This discussion situates the empirical results within the broader theoretical literature and considers their implications for both academic understanding and managerial practice.

14.1 The Dual Nature of Discounting: Acquisition Enabler, Loyalty Liability

The central tension identified in the literature that discounting simultaneously drives short-term acquisition and risks long-term loyalty erosion is empirically substantiated in this study. While 38.6% of respondents report discount-motivated purchasing behavior, nearly half of all sampled consumers expressed quality dilution concerns in response to heavy discounts, and the non-member segment which is predominantly discount-responsive exhibits markedly weaker brand commitment as measured by repurchase intention and competitive preference stability.

This pattern is entirely consistent with DelVecchio et al.'s (2006) meta-analytic finding that post-promotion brand preference declines, and with Pratihar's (2022) contextualization of this effect in Indian D2C markets, where the price-quality heuristic is particularly active due to information asymmetries and the salience of value-for-money considerations in consumer decision-making. What the present data add to this existing knowledge is a specific quantification of the membership effect: among gold MAX members, the quality dilution risk appears substantially mitigated, as their broader brand engagement anchored in service benefits, exclusivity, and cashback mechanisms provides perceptual insulation against the quality-discount inference.

14.2 Gold MAX as a Loyalty Architecture: Evidence of the Membership Premium

The most consequential finding of this study is the magnitude of the loyalty differential between gold MAX members and non-members across all three loyalty outcome measures: repurchase intention, brand preference stability, and recommendation behavior. The 29.1 percentage-point gap in 'Very likely' repurchase intent, the threefold difference in unconditional brand preference, and the zero-detractor rate among members collectively constitute strong evidence that Gold MAX is functioning as a genuine loyalty architecture rather than merely a discount vehicle.

This is theoretically significant because it demonstrates that the mechanism through which gold MAX drives loyalty is not primarily transactional (discount depth) but relational (membership commitment and reciprocal benefit). This is consistent with Morgan and Hunt's (1994) commitment-trust theory: when consumers make a subscription-level commitment to a loyalty programme accepting defined terms, paying membership costs or meeting thresholds, and engaging regularly with programme benefits the brand relationship is qualitatively different from that of a promotional deal-seeker. The consumer has, in effect, signaled their intent to maintain the relationship beyond any single transaction, and the brand has reciprocated with structured, exclusive, and recurring value.

Liao et al. 's (2009) finding that 'value-added' promotions produce more durable loyalty effects than straightforward price cuts are also supported here. Gold MAX's BOGO offers, free eye tests, and LK Cash wallet cashback are perceived as tangible added value (evidenced by 55.7% of members finding the benefits 'very useful' or 'somewhat useful'), rather than as signals of price desperation. This perceptual reframing is crucial: the same economic benefit (free product) carries different attitudinal implications when delivered through a membership programme versus an open promotional sale.

14.3 The Neutral Segment: An Understated Strategic Priority

The 27.1% of respondents who reported neutral repurchase intent deserve particular analytical attention. These consumers have engaged with Lenskart sufficiently to complete a survey on the brand, and the majority have purchased from it, yet they remain uncommitted to future engagement. In the competitive landscape of Indian e-commerce, where platform switching costs are low and promotional triggers from Amazon, Flipkart, and emerging competitors are frequent, this neutral segment is structurally vulnerable.

The data suggest that the pathway from neutral to committed loyalty runs through gold MAX membership. The programme effectively converts the brand relationship from transactional to relational and the near-absence of neutral respondents among gold MAX members (compared to their substantial representation among non-members) confirms this conversion effect. For Lenskart, targeted conversion campaigns directed at neutral, repeat purchasers who are not yet members represent arguably the highest-return loyalty investment available.

14.4 City-Tier Dynamics and Contextual Discounting

The modest but directionally consistent finding that Tier-1 city respondents exhibit slightly higher quality dilution concerns is an important contextual nuance. Urban consumers, typically better educated and more brand-literate, appear more susceptible to the quality-discount inference they carry greater prior brand expectations and are more likely to notice and negatively interpret signals that deviate from those expectations. For Lenskart's marketing team, this implies that the communication strategy for promotional campaigns should be differentiated: urban campaigns may need to more explicitly address quality assurance (e.g., emphasizing in-house manufacturing, optical standards, or free adjustment services) to counteract dilution concerns, while in smaller cities where price accessibility is a more dominant frame, discount communications can be more straightforward.

14.5 Implications for the Loyalty-Oriented Discounting Framework

Taken together, the findings empirically validate the Loyalty-Oriented Discounting Framework proposed in this study's conceptual architecture. The framework posits a phased approach: short-term, accessible, and visible discounts for initial acquisition (activating cognitive loyalty through price value assessment), transitioning to membership-embedded, structured discounting for retention (deepening affective and conative loyalty through relational investment and reciprocal benefit). The data confirm that this phased logic corresponds to empirically observable loyalty differentials; non-members, who predominantly experience the acquisition phase, exhibit substantially weaker loyalty than members who have progressed to the retention phase through gold MAX engagement.

This framework advances prior theoretical contributions by providing a contextually specific, empirically grounded mechanism for how discounting modalities map onto Oliver's (1999) loyalty phases in an emerging market, D2C, high-involvement category context. It extends Shukla's (2025) general findings on loyalty programme effectiveness in Indian digital retail by specifying the programme features (BOGO structure, cashback wallet, service benefits) that appear most effective in driving the member-non-member loyalty differential observed here.

XIV. CONCLUSION

This study set out to investigate the relationship between discounting strategies and brand loyalty among Lenskart customers in the Indian e-commerce context, with a specific focus on college-going youth aged 18–24 years. Through a structured survey of 70 respondents and systematic cross-tabulation of key variables, the research has generated a coherent set of empirically grounded insights that both confirm existing theoretical propositions and contribute novel contextual evidence to the discounting-loyalty literature.

The overarching conclusion is unambiguous: not all discounting is equal in its effect on brand loyalty, and the structural form of the discount matters at least as much as its monetary magnitude. Aggressive standalone discounting typified by open festive sales, flash offers, and high-percentage markdowns drives traffic and short-term conversions but creates a quality dilution liability that erodes attitudinal loyalty and renders consumers vulnerable to competitive switching. In the Lenskart context, 48.5% of respondents reported quality concerns in response to heavy discounts, and the non-member segment which predominantly engages with such open promotions exhibited markedly weaker brand commitment across all three loyalty dimensions measured.

In contrast, loyalty-embedded discounting through the gold MAX membership programme demonstrates a strikingly superior loyalty effect. Members showed 46.2% 'Very likely' repurchase intent versus 17.1% for non-members; they were three times more likely to maintain brand preference when competitors offered larger discounts; and not a single member reported strong discommendation intent. These differentials are not merely statistically suggestive; they are practically meaningful for a business context where small shifts in repeat purchase rates and brand advocacy translate into significant revenue and customer lifetime value impacts.

The study's proposed Loyalty-Oriented Discounting Framework encapsulates this insight prescriptively: for D2C brands like Lenskart operating in India's discount-saturated digital landscape, the sustainable path to brand equity lies in using open promotions as acquisition gateways while systematically channeling engaged customers into membership-embedded loyalty ecosystems that reframe discounting from transactional to relational. This is not an argument against promotional pricing per se which remains essential for market penetration in a price-sensitive market but an argument for its strategic architecture.

The study acknowledges its limitations: a sample of 70 respondents primarily drawn from a Tier-1 city; youth-dominated network limits the generalizability of findings to the full Lenskart customer universe. A larger, stratified, and longitudinally tracked sample would provide more definitive causal evidence. Nevertheless, the directional consistency of findings across multiple loyalty measures and the strong magnitude of the membership differential lend reasonable confidence to the study's conclusions.

In summary, Lenskart's experience demonstrates that in Indian e-commerce, the question is not whether discount market realities make this unavoidable but how to discount in ways that build rather than deplete brand capital. Strategic, membership-integrated discounting, calibrated to provide genuine relational value and not merely transactional savings, emerges from this study as the most effective lever for cultivating enduring brand loyalty in India's vibrant but demanding digital retail landscape.

XV. RECOMMENDATIONS

Based on the empirical findings and the analytical framework developed in this study, the following actionable recommendations are offered for Lenskart's marketing and loyalty strategy team, as well as for other Indian D2C brands navigating similar competitive dynamics.

16.1 Accelerate Gold MAX Membership Conversion Among Neutral Repeat Customers

The data clearly identify the 27.1% neutral repurchase segment as the highest-priority conversion target. Lenskart should develop a targeted re-engagement campaign specifically directed at identified repeat purchasers who are not currently Gold MAX members. This could include: a personalized email or push notification campaign highlighting the financial value of gold MAX benefits relative to the membership cost, a limited-time trial membership offer (e.g., one-month free access) triggered after the second or third purchase, and in-store activation at the point of eye test or frame selection where staff can demonstrate BOGO and cashback benefits in real-time.

16.2 Differentiate Quality Communication in High-Discount Campaigns

Given that 48.5% of respondents associate heavy discounts with quality concerns, Lenskart must embed quality reassurance signals directly within its promotional communications rather than relying on consumers to seek this information independently. Practically, this means: including a brief quality statement in all festive and flash sale communications (e.g., 'Same in-house manufacturing. Same Blue-Tech lenses. Now at 50% off.'), prominently displaying quality certifications and warranty terms on discounted product pages, and leveraging user-generated content and review aggregates from existing gold MAX members who have higher quality confidence as social proof in promotional campaigns.

16.3 Expand Gold MAX Accessibility in Tier-2 and Tier-3 Markets

With 30.0% of respondents in Tier-3 or smaller cities and 15.7% in Tier-2 cities, Lenskart has significant geographic reach beyond metropolitan markets. The current gold MAX penetration in these segments may be limited by awareness gaps or by the perception that membership benefits (such as in-store eye tests and frame adjustments) are primarily available in large cities. Lenskart should develop a 'Digital Gold MAX' variant with benefits specifically calibrated for online-dominant purchasers in smaller cities: enhanced cashback rates, home eye test partnerships, and online-exclusive BOGO expansions on Lenskart Air and Hooper frames.

16.4 Introduce a Transparent Discount Segmentation Strategy

Rather than applying uniform discount communication across all customer touchpoints, Lenskart should adopt a segmented disclosure approach. For Gold MAX members, all promotional communications should emphasize the 'member-exclusive' nature of the discount, reinforcing the relational investment dimension. For non-members, promotional messages should be paired with gold MAX benefit showcases not just as an upsell, but as a reframing device that repositions the discount as an entry point to a richer brand relationship rather than a standalone price cut.

16.5 Invest in Post-Purchase Service as a Loyalty Differentiator

The study's findings suggest that a significant portion of consumers' resistance to deep-discount quality concerns can be addressed by reinforcing the service dimensions that differentiate Lenskart from unbranded competitors, particularly free adjustments, easy lens replacement, home delivery, and the optical care ecosystem. These service attributes are largely absent from marketplace competitors and represent a defensible, non-price brand position. Lenskart should make post-purchase service experiences especially for gold MAX members more visible and prominent in its brand communications to provide a non-discount basis for loyalty.

16.6 Longitudinal Tracking of the Neutral Segment

From an academic and strategic perspective, this study recommends that Lenskart implement a longitudinal CRM tracking approach for identified neutral purchasers tracking their progression (or regression) in loyalty metrics over a 12–18-month period following programme entry or non-entry. This would provide the causal evidence that the current cross-sectional study design cannot, and would enable the calibration of gold MAX conversion campaign ROI with precision.

16.7 Develop a Youth-Specific Communication Strategy

Given that this study's sample is predominantly composed of college-going youth (87.1% aged 21–24), and that this demographic will be Lenskart's primary customer base for the next decade, dedicated communication strategies should be developed for this cohort. This includes: social media-first campaign designs that leverage platforms where this audience is most active (Instagram Reels, YouTube Shorts), student-exclusive gold MAX onboarding offers at the start of academic years, influencer partnerships with campus communities for authentic brand advocacy, and educational content on eye health and eyewear care that builds brand authority beyond promotional messaging.

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