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Editor-in-chief Message

Dear Reader,

The fifth volume of bi-annual journal 'JSSGIW Journal of Management' is presented to you. An extensive range of management topics has been explored in the issue. We offer gratitude to the authors who contributed research papers and book review for this volume.

The current issue of the journal highlights issues in various areas of management including Buying behaviour, B2B marketing, Training & development, Business Process Innovation and Customer image. The PDF copy of the journal is available on our website www.shim.co.in

We look forward to similar cooperation from academicians and researchers for the upcoming volume. Research papers, Case studies and Book reviews are invited as per the Guidelines for Authors mentioned at the last page of the journal. All papers pass through blind review process by the expert panel. Finally, I would like to express sincere thanks to the expert panel along with editorial committee for their continuous support.

We would always appreciate feedback for improving the quality of our journal.

Regards,

Dr. Ashish Thakur
Director,
Sant Hirdaram Institute of Management
Bhopal (M.P.) India
Website: www.shim.co.in
Tel: 0755-4247775, 4245340.

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Customers' Intention to Buy Organic Products at Kolkata: A Study Conducted with Discriminant Analysis

Dr. Debarun Chakraborty

Soumya Kanti Dhara

Adrinil Santra

Assistant Professor,

Department of Management & Social Science,

Haldia Institute of Technology, West Bengal

Abstract:

During the latest decades economical and social problems had a great influence for society in shaping its ethical behavior. Consumers started to perceive ethical consumption as a tool to lead society to better and healthier world. Therefore, companies have reacted to changing consumer preferences and offered various ethical products & this is has been termed as organic product.. There has been a rise in consumer's demand for safe and healthy food due to increasing concerns over the quality of food, contamination due to chemicals, serious health hazards and environmental issues. This increasing demand has given way to a new stream of agriculture, popularly known as Organic Agriculture. The researchers have chosen the Kolkata city to conduct study with 124 sample size. The aim of this research was to determine the intention to buy organic products on certain factors. It identified the concern about health is the most important predictor in discriminating between the two groups intention to buy & no intention to buy followed by concern about product composition, product availability in the market, consumer ethics, promotional activities & price. Discriminant analysis has been used to conduct the survey to analyze and draw conclusion to the research objectives.

Keywords: Organic, ethical, intention to buy, discriminant analysis

Introduction:

Immediately after the independence of India agricultural deficiency was felt and the national was unable to meet the food need of her growing population. This period of struggle continued for the following two decades. The main reasons were attributed

to the use of traditional farming methods that were practiced along with insufficient knowledge about weather pattern and the unavailability of productive crop variety. The government's initiative in launching the green revolution transformed India from an importer to an exporter of agricultural produce. This success in agriculture had an adverse effect on the environment as well as long term wellbeing of the society. The 'scientific' farming methods that were adapted from the west were observed to be detrimental and the need for an alternative sustainable farming method was felt. Organic farming is said to be an excellent substitute to conventional farming. This method of farming is also similar out traditional farming methods. The basic principle followed in this type of farming is not harming the environment while producing crop.

Advertisers are quick to offer the natural items with the expanding attention to issues, for example, condition, naturopathy and green world. Condition benevolent items are picking up notoriety among shoppers since they are more mindful about their wellbeing and assurance of nature. Advertisers engaged with offers of natural sustenance need to section their market scientifically so as to amplify the piece of the overall industry. Individuals who have confidence in well-being benefits, taste and assurance of condition and accept to enhance their way of life can be the potential purchasers of natural sustenance. Also customers will pay for the benefit of purchasing green (Mintu-Wimsatt and Bradford, 1995). Amid the most recent four decades, a dynamic increment in ecological awareness has risen as nature moved from a periphery, to a standard issue (Grant, 2007; Goleman, 2009). Numerous components instigated the purchasers to be pulled in towards condition, clarified by various investigations amid this period. This issue likewise pulled in the media to investigate, coming about more stringent enactment, which additionally brought about the ascent of chief gathering exercises that has driven customers to wind up more worried about the earth, coming about further, in awesome mixes of major mechanical calamities (Schlegelmilch et al., 1996). Other than these endeavors buyer mindfulness likewise urged customers to assume some liability to decrease natural harm through reusing and buying biologically stable items (Paladino and Baggiere, 2008).

The move in shopper state of mind happened on the grounds that natural items have satisfied the desires for present day customers. Natural farming joins a few works on including the use of natural composts, privately adjusted seeds/breeds, organic nuisance control and intercropping with nitrogen-settling trees, or vegetables, or with other synergistic yields (Adamtey et al., 2016). Likewise, shoppers can stand to buy natural nourishment to accomplish better personal satisfaction because of the equivalent development in their discretionary cash flow (Kriwy and Mecking, 2012).

This has driven a few advertisers to advance their items as being solid which is not the same as the limited time endeavors related with the hedonic sustenance (Bublitz and Peracchio, 2015). They contended that adjusting effective industry practices to advance a solid move in the dietary patterns of purchasers will help organizations delivering such sound items to flourish. For this, advertisers need to think about the planned shoppers to whom they can advance natural items.

Literature review

Kaushik (1997) examined the issues and arrangement suggestions in the appropriation of practical farming. The idea of exchanges off has a strong part to play in natural cultivating both at the individual and national basic leadership levels. Open versus private advantages, current opposite future earnings, current utilization and future developments and so forth are exceptionally appropriate issues to be resolved. The creator likewise records a large group of different issues. While this investigation makes a commitment at the reasonable level, it has not endeavored to answer the viable inquiries in the psyches of the ranchers and different segments of the general population.

Veeresh (1999) opines that both high innovation and reasonable condition can't go together. Natural cultivating is imagined as one of the contrasting options to customary agribusiness keeping in mind the end goal to manage creation without genuinely hurting the earth and environment. In any case, he says that in various nations natural cultivating is seen in an unexpected way. While in the propelled nations, its attention is on anticipation of compound pollution, we, in nations like India are worried of the low soil profitability. Indeed, even the ability to assimilate composts relies upon the natural substance of the dirt. The standards of natural cultivating are more logical than those of the customary. India's efficiency of numerous yields is the most minimal on the planet notwithstanding the expansion in the ordinary info utilize. The decrease in soil supplements, especially in territories where the substance inputs are progressively being utilized without satisfactory natural issue is referred to as an explanation behind low profitability.

Michaelidou and Hassan (2008) inspects the parts of wellbeing cognizance, nourishment security concern and moral self-identity in foreseeing demeanor and buy goal inside the setting of natural deliver. A theoretical model is inferred and tried by means of basic condition demonstrating. Discoveries show sustenance security as the most critical indicator of state of mind while wellbeing cognizance gives off an impression of being the slightest essential rationale as opposed to discoveries from some past research. Moreover, moral self-identity is found to anticipate the two states

of mind and aim to buy natural deliver, underscoring that respondents' relationship with moral issues influences their demeanor and resulting utilization decisions.

Magnusson et al. (2003) confirmed in his investigation that, they composed a survey worried about mentalities and conduct towards natural sustenance's, ecologically amicable conduct (EFB), and saw results of natural nourishment decision as far as human wellbeing, the earth and creature welfare. It was sent in 1998 to an arbitrary across the nation test of 2000 Swedish residents, ages 18-65 years, and 1154 (58%) reacted. Self-detailed buy of natural sustenances was most emphatically identified with seen advantage for human wellbeing. Execution of EFBs, for example, forgoing auto driving was additionally a decent indicator of procurement recurrence. The outcomes demonstrate that proud thought processes are better indicators of the buy of natural sustenances than are selfless intentions..

Aertsens et. al. (2011) revealed that, this paper means to center around the components affecting goal and emotional information as to natural sustenance generation and the connection between the two kinds of learning and customer states of mind and inspirations towards natural nourishment and its utilization. Various relapse models, a probit demonstrate and an investigation of fluctuation are connected to an example of 529 finished polls (reaction rate $\frac{1}{4}$ 44 for every penny). The respondents were chosen in January 2007 utilizing a comfort testing procedure. Socio-statistic factors are utilized to check representativeness. The probability of devouring natural vegetables is essentially and decidedly affected by VELT-enrollment, emotional learning, state of mind, inspirations and the nearness of kids in the family. While target learning, standard and female sexual orientation affect state of mind towards natural vegetables, they have no critical impact on the probability of really expending natural vegetables.

Paul et. al. (2012) explained that, the principle goal of this examination is to comprehend the conduct of environmental buyers and their expectation to buy natural nourishment. The investigation intends to decide the elements affecting buyer conduct towards natural sustenance. he technique utilized for the information gathering was a face-to-face talk with, utilizing an organized survey, with closed-ended questions. Altogether, 463 respondents took an interest in the review. It was chosen to utilize different multivariate examinations like various relapses, factor investigation and group examination with huge example estimate. The outcomes show that wellbeing, accessibility and instruction from statistic factors emphatically impact the customer's disposition towards purchasing natural sustenance. By and large fulfillment of shoppers for natural sustenance is more than inorganic nourishment however the fulfillment level changes because of various variables.

As per Kozup et. al. (2003) the nearness of bundled nourishment marks which convey dietary data and wellbeing claims emphatically impacts the mentality and buy expectations. Shoppers have a more good mentality toward items with point by point name portrayals and sustenance data.

Bruschi et al. (2015) emphasize the states of mind and impression of urban Russian shoppers towards natural sustenance, and in addition factors that encourage or keep them from buying those items. In light of examinations attempted utilizing a blended strategy approach, they found that utilization of natural nourishment is principally persuaded by close to home prosperity and relatively less by social or ecological concerns.

Grimmer (2015) dissects whether buy circumstance clarifies why clients' expectations don't generally line up with their professional natural buy conduct. This investigation experimentally tests, utilizing Australian shoppers (772), the impact of procurement circumstances on the uniqueness amongst goals and buy conduct. The outcomes demonstrate that buy circumstance directs the intention– conduct relationship, and that time, value, readiness to drive long separations, accessibility, and simplicity of procurement influence the relationship. The findings have hypothetical ramifications for understanding the elements that influence customers' buy conduct, and viable ramifications for how to acknowledge expert natural buyer conduct.

As per Grosplik (2016), in the late twentieth century, the world saw a change in perspective in the scope of training and in the mentality of individuals towards life. As a major aspect of this move, there was a stamped increment in the inclination for natural nourishment. Customarily, numerous agriculturists were unconscious of the advanced and logical nourishment generation strategies and in this manner, they didn't utilize engineered composts, pesticides or other harvest safeguarding synthetic concoctions during the time spent sustenance creation. They used to develop without pesticide nourishment for self-utilization as it were. Actually, this utilization of natural nourishment was emblematic of the moral esteem framework.

Objective of the study:

To determine the factors influencing consumers intention to buy organic products

Research Methodology:

The aim of the study is to identify the various factors influencing consumers' intention at the time of purchasing organic products.

Research Design: Researchers have completed this study based on the Descriptive Cross-sectional Design which helped them to find out the customer perception about organic products at Kolkata. Though the study is descriptive so the problem solving nature of the study is available and the cross sectional design refers to conduct the study with one shot research at a given point of time.

Sampling Design: The research has been conducted in entire Kolkata city and 124 respondents have given their responses with reference to a simple questionnaire. The questionnaire has been distributed amongst the 200 respondents and out of those 124 properly filled questionnaires has returned back. The Convenience Sampling has been used to conduct the research.

Primary & Secondary Data: Primary data has been mainly collected to conduct the research. Secondary data has been collected from various magazines, journals, research papers etc.

Statistics used in Research: Researchers used Discriminant Analysis to conduct the survey properly through SPSS 21 and all the responses have been collected from the respondents with the help of 5 point Likert Scale. The responses have been collected in different points corresponding to their answers from the questionnaire.

Testing of Hypothesis:

H1: Consumer concerns about health have a positive impact on the intention to buy organic products.

H2: Consumer concern about product composition has a positive influence on consumers' intention to buy organic products.

H3: Consumer ethical issues have a significant impact on the intention to buy organic products.

H4: Price has a positive effect on the intention to buy organic products.

H5: Organic products availability has a significant impact on the intention to buy organic products.

H6: Organic products promotional activities have a significant impact on the intention to buy organic products.

Data Analysis & Interpretations:

Reliability Statistics	
Cronbach's Alpha	N of Items
.786	6

Cronbach's Alpha is a major of internal consistency, i.e. how closely related a set of items are as a group. The alpha coefficient for the three items is .786 suggesting that the items have relatively high internal consistency. Reliability coefficient of .70 or higher is considered acceptable in most social science research situations.

Analysis Case Processing Summary			
Unweighted Cases		N	Percent
Valid		124	100.0
Excluded	Missing or out-of-range group codes	0	.0
	At least one missing discriminating variable	0	.0
	Both missing or out-of-range group codes and at least one missing discriminating variable	0	.0
	Total	0	.0
Total		124	100.0

Group Statistics					
Intention Level		Mean	Std. Deviation	Valid N (listwise)	
				Unweighted	Weighted
INTENTION TO BUY	PRICE	1.44	0.343	62	62.000
	CONCERN ABOUT HEALTH	4.27	1.102	62	62.000
	CONCERN ABOUT PRODUCT COMPOSITION	4.03	1.001	62	62.000
	CONSUMER ETHICS	3.37	0.866	62	62.000
	PRODUCT AVAILABILITY IN MARKET	4.06	1.105	62	62.000
	PROMOTIONAL ACTIVITIES	3.11	0.860	62	62.000
	NO INTENTION TO BUY	PRICE	1.60	0.344	62
	CONCERN ABOUT HEALTH	1.29	0.422	62	62.000

	CONCERN ABOUT PRODUCT COMPOSITION	1.35	0.469	62	62.000
	CONSUMER ETHICS	3.12	0.819	62	62.000
	PRODUCT AVAILABILITY IN MARKET	3.89	0.984	62	62.000
	PROMOTIONAL ACTIVITIES	3.02	0.843	62	62.000
Total	PRICE	1.49	0.343	124	124.000
	CONCERN ABOUT HEALTH	2.78	0.753	124	124.000
	CONCERN ABOUT PRODUCT COMPOSITION	2.69	0.743	124	124.000
	CONSUMER ETHICS	3.25	0.811	124	124.000
	PRODUCT AVAILABILITY IN MARKET	3.99	0.980	124	124.000
	PROMOTIONAL ACTIVITIES	3.07	0.851	124	124.000

Group statistics tables

In discriminant analysis, researchers are trying to predict a group membership, so firstly, investigators examine whether there are any significant differences between groups on each of the independent variables using group means and ANOVA results data. The Group Statistics and Tests of Equality of Group Means tables provide this information. If there are no significant group differences, it is not worthwhile proceeding any further with the analysis. A rough idea of variables that may be important can be obtained by inspecting the group means and standard deviations. The Group Statistics Table clearly indicates that there is a large separation among two of the predictors namely concern about health & concern about product composition. With respect to other factors the difference between the two groups is minimal. A

visible difference can also be observed in terms of the standard deviation of the two groups named “intention to buy & no intention to buy”.

Tests of Equality of Group Means					
	Wilks' Lambda	F	df1	df2	Sig.
PRICE	.989	12.081	1	122	.087
CONCERN ABOUT HEALTH	.485	131.516	1	122	.006
CONCERN ABOUT PRODUCT COMPOSITION	.417	118.565	1	122	.001
CONSUMER ETHICS	.974	16.994	1	122	.090
PRODUCT AVAILABILITY IN MARKET	.914	14.439	1	122	.101
PROMOTIONAL ACTIVITIES	.884	16.028	1	122	.120

Pooled Within-Groups Matrices							
		PRICE	CONCERN ABOUT HEALTH	CONCERN ABOUT PRODUCT COMPOSITION	CONSUMER ETHICS	PRODUCT AVAILABILITY IN MARKET	PROMOTIONAL ACTIVITIES
Correlation	PRICE	1.000	.120	.072	.001	.203	-.034
	CONCERN ABOUT HEALTH	.100	1.000	-.070	-.048	-.350	.038
	CONCERN ABOUT PRODUCT COMPOSITION	.072	-.070	1.000	-.802	.128	.063
	CONSUMER ETHICS	.001	-.048	-.802	1.000	.059	-.034
	PRODUCT AVAILABILITY IN MARKET	.203	.350	.128	.059	1.000	-.415
	PROMOTIONAL ACTIVITIES	-.034	.038	.063	-.034	-.415	1.000

Apart from this, the same relation has been established in Tests of equality of Group Means Table, the two predictors have a statistically significant difference & the other four predictors are not so significant because the significance value is more than .05. The F Value for Value for concern about health & concern about product composition is also very high, which can act as a very good differentiator.

The 'Pooled within group' Matrix also establishes the fact that the inter-correlations among all the variables are very low and statistically insignificant. It can be observed from the table that there exist weak correlations between the predictors. Thus multi-co-linearity is not a problem.

Eigenvalues				
Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	2.830 ^a	100.0	100.0	.874
a. First 1 canonical discriminant functions were used in the analysis.				

The 'Eigen values table' shows that there is a large eigen value has come from the analysis which is very strong function. The canonical correlation is the multiple correlations between the predictors and the discriminant function. With only one function, it provides an index of overall model fit which is interpreted as being the proportion of variance explained (R^2). In our study, a canonical correlation of .874 suggests the model explains 76.4% of the variation in the grouping variable, i.e. whether a respondent is intend to buy or not. High canonical value describes the good overall fit of the analysis, which in our findings is quite high at .874.

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.246	41.945	6	.000

Wilks' lambda indicates the significance of the discriminant function. The table below indicates a highly significant function ($p = .000$, which is less than .05, and we accept the Null Hypothesis) and provides the proportion of total variability not explained, i.e. it is the converse of the squared canonical correlation. So in our study, we have 23.6% unexplained.

Standardized Canonical Discriminant Function Coefficients	
	Function
	1
PRICE	0.315
CONCERN ABOUT HEALTH	0.821
CONCERN ABOUT PRODUCT COMPOSITION	0.776
CONSUMER ETHICS	0.348
PRODUCT AVAILABILITY IN MARKET	0.434
PROMOTIONAL ACTIVITIES	0.364

The standardized canonical discriminant function coefficients table explains that concern about health is the most important predictor in discriminating between the two groups intention to buy & no intention to buy followed by concern about product composition, product availability in the market, consumer ethics, promotional activities & price. It is also noted that F values associated with concern about health & concern about product composition are significant.

Structure Matrix	
	Function
	1
PRICE	0.326
CONCERN ABOUT HEALTH	0.809
CONCERN ABOUT PRODUCT COMPOSITION	0.785
CONSUMER ETHICS	0.333
PRODUCT AVAILABILITY IN MARKET	0.424
PROMOTIONAL ACTIVITIES	0.373

Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions Variables ordered by absolute size of correlation within function.

The table below provides another way of indicating the relative importance of the predictors and it can be seen below that the same pattern holds. Many researchers use the structure matrix correlations because they are considered more accurate than the Standardized Canonical Discriminant Function Coefficients. The structure matrix

table shows the correlations of each variable with each discriminate function. These Pearson coefficients are structure coefficients or discriminant loadings. They serve like factor loadings in factor analysis. By identifying the largest loadings for each discriminate function, researchers gain insight into how to name each function. In the study, we found out that concern about health & concern about product composition, and we suggest a label of personal belief and perception as the function that discriminates between intention to buy or no intention to buy. Price is clearly not loaded on the discriminant function, i.e. it is the weakest predictor and suggests that the price of the organic product is not associated with buying intention but is a function of other not assessed factors.

Canonical Discriminant Function Coefficients	
	Function
	1
PRICE	0.312
CONCERN ABOUT HEALTH	0.817
CONCERN ABOUT PRODUCT COMPOSITION	0.767
CONSUMER ETHICS	0.328
PRODUCT AVAILABILITY IN MARKET	0.413
PROMOTIONAL ACTIVITIES	0.353
(Constant)	-5.932
Unstandardized coefficients	

The canonical discriminant function coefficient table shows that the unstandardized coefficients (b) are used to create the discriminant function (equation). It operates just like a regression equation. In this study, we have:

$$D = -5.932 + (0.312 * X_1) + (0.817 * X_2) + (0.767 * X_3) + (0.328 * X_4) + (0.413 * X_5) + (0.353 * X_6)$$

X_1 = Price

X_2 = Concern about health

X_3 = Concern about product composition

X_4 = Consumer ethics

X_5 = Product availability in the market

X_6 = Promotional activities

Functions at Group Centroids	
Satisfaction Level	Function
	1
INTENTION TO BUY	.904
NO INTENTION TO BUY	-.904
Unstandardized canonical discriminant functions evaluated at group means	

In the group centroids table, there are two groups namely intention to buy or no intention to buy where intention to buy group centroid is positive value (0.904) & no intention to buy group centroid is having a negative value (-0.904). These results show that higher price, higher concern about health, higher concern about product composition, higher consumer ethics, higher product availability in the market & higher promotional activities are likely to result in intention to buy customers. Of the six predictors, only two have got a significant p value.

Classification Processing Summary		
Processed		124
Excluded	Missing or out-of-range group codes	0
	At least one missing discriminating variable	0
Used in Output		124

Prior Probabilities for Groups			
Intention Level	Prior	Cases Used in Analysis	
		Unweighted	Weighted
INTENTION TO BUY	.500	62	62.000
NO INTENTION TO BUY	.500	62	62.000
Total	1.000	124	124.000

The table here reveals that the value 0.5 indicates that the groups are weighted equally.

Classification Results ^{a,c}					
		Intention Level	Predicted Group Membership		Total
			INTENTION TO BUY	NO INTENTION TO BUY	
Original	Count	INTENTION TO BUY	50	12	62
		NO INTENTION TO BUY	8	54	62
	%	INTENTION TO BUY	80.6	19.4	100.0
		NO INTENTION TO BUY	12.9	87.1	100.0
Cross-validated ^b	Count	INTENTION TO BUY	50	12	62
		NO INTENTION TO BUY	8	54	62
	%	INTENTION TO BUY	80.6	19.4	100.0
		NO INTENTION TO BUY	12.9	87.1	100.0
a. 83.9% of original grouped cases correctly classified.					
b. Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.					
c. 83.9% of cross-validated grouped cases correctly classified.					

In the classification results table, the diagonal elements of the matrix represent correct classification. The hit ratio which is the percentage of cases correctly classified can be obtained by summing the diagonal elements and dividing it by the total number of sample. It can be noted from the table that the sum of the diagonal elements is 104, hence the hit ration can be computed as $104/124 = .839$ which is 83.9% named as hit ratio.

The classification results reveal that 83.9% of respondents were classified correctly into 'Intention to buy' or 'No intention to buy' groups. This overall predictive accuracy of the discriminant function is called the 'hit ratio'. 'Intention to buy' & 'No

intention to buy' groups were predicted in the same accuracy in the study that is 84% which is on the higher side as it tends to 100%.

Summarized result of hypothesis testing:

Hypotheses	Statement	Result
H ₁	Consumer concerns about health have a positive impact on the intention to buy organic products	Accepted
H ₂	Consumer concern about product composition has a positive influence on consumers' intention to buy organic products	Accepted
H ₃	Consumer ethical issues have a significant impact on the intention to buy organic products	Rejected
H ₄	Price has a positive effect on the intention to buy organic products	Rejected
H ₅	Organic products availability has a significant impact on the intention to buy organic products	Rejected
H ₆	Organic products promotional activities have a significant impact on the intention to buy organic products	Rejected

Findings & Conclusion:

A discriminant analysis was conducted to predict whether a customer has an intention to buy the organic product or not. Predictor variables were price, concern about health, concern about product composition, consumer ethics, product availability in the market & promotional activities. Significant mean differences were observed for almost all the predictors. The discriminate function revealed a significant association between groups and all predictors, accounting for 76.4% of between group variability, although closer analysis of the structure matrix revealed only two significant predictors, namely concern about health & concern about product composition with all the other factors as poor predictors. The cross validated classification showed that overall 84% were correctly classified. Consumer concerns about health have a strong positive impact on the intention to buy organic products. Consumer concern about product composition has a strong positive influence on consumers' intention to buy organic products. Consumer ethical issues have no significant impact on the intention to buy organic products. Price has a negative effect on the intention to buy organic products. Organic products availability has no significant impact on the intention to buy organic products. Organic products promotional activities have no significant impact on the intention to buy organic products.

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A Study of Training & Development Climate in Telecom Sector

Sujoy Sen

Assistant Professor
Institute of Professional Education & Research
Bhopal (MP)

Madhukar Jayant Saxena

Assistant Professor
Institute of Professional Education & Research
Bhopal (MP)

Abstract:

Purpose- The author aims to study the training & development climate in some of the major telecom companies in India. The effectiveness of training program depends a lot on the general climate prevalent in the organization. Training is not only a tool that can be used to skill employee but can also be used to motivate & retain them. The paper tends to explore the various factors the majorly impact the training program and thus helps in creating a conducive climate in which they can be used to improve organization effectiveness.

Methods- The paper has used the questionnaire designed by TV Rao to study the effectiveness of HRD practices in general and the training & development climate in particular. The data was collected from the employees working at managerial level in some of the major telecom companies and appropriate statistical tools were used to evaluate the results.

Findings- This paper evaluates the impact of Training & Development climate and the various factors that affect employees in telecom sector. An extensive review of literature was carried on for developing a theoretical base, with the help of a questionnaire it was found that the training & development climate is influenced primarily by three factors which are discussed in detail.

Implications- Improving the training & development climate can lead to better job satisfaction, increases organization effectiveness and individual productivity. It can be used as a tool in creating an amicable climate within the organization where people are self driven for work rather than driven by a process.

Originality – The paper is a part of ongoing research in the field of Training & Development but its impact on improving organizational effectiveness especially in telecom sector which has gone through so many changes in the last decade is something which is being explored through this paper.

Keywords: Training & Development, Training Climate, Organizational Commitment & Design.

Introduction:

Human Resources are one of the most important resources available for an organization to produce and reproduce products & services. But like any other services which require constant maintaining and monitoring, human resources require it more. Training & development is considered as one such tool that an organization can use to fulfil this very important need of its employees. Training as defined by Edwin B Flippo is the act of increasing knowledge and skills of an employee for doing a particular job. The term training involves improving the knowledge skills and abilities of an employee for a specific type of job; it also helps in updating the existing skill and developing new ones.

In the initial years training & development as a function was used to be associated more with the manufacturing industry where the unskilled labours were trained by the supervisor with the primary aim that he do not hurt himself while working on a particular machine and also so that he can do his job in a better and efficient manner. But with the growth of service industry the objectives of the training & development has an all new meaning. It is used more and more now days as a tool for gaining competitive advantage over its competitors too control the attrition rate of an organization and also to engage its employees.

When we talk about the Indian Service Sector the Indian Telecom industry can be considered as the torch bearer which has shown the quantum growth in the last 2 decades. From the penetration rate of 15 to 20 % in the mid 80s to almost 94 % in today's time the telecom industry has helped India to grow. But this tremendous growth has a price, the increasing in competition in this sector has led to the entry of foreign telecom giants like Vodafone Plc and Uninor and Virgin Mobiles in the last few years. Moreover the sector has been the one of the most preferred one to work in, with the growth of technical and management education in the last two decades the demand of this high manpower driven industry has been satiated.

The type of jobs and role available in this sector attracts a lot of talent from varied background. Since the industry operates in highly competitive environment, marketing and followed by proper sales and services.

The last few years have been particularly very tough for this sector; the exponential growth of data over voice has led to a squeeze in this industry. Especially the entry of Reliance Jio in September 2016 has brought dramatic changes in the overall structure of this sector. With many of the players like Telenor, TTSL, R-Com, Aircel forced to shut down their operations and two of the leading players Vodafone and Idea went for a merger. With very few players remaining in the market, the pressure on the workforce to perform or to perish is at its maximum. In such a scenario keeping the staff motivated and preparing them for the coming challenges becomes a more daunting task.

Literature Review:

The initiation of Training & Development functions as a separate department started in India when for the very first time Prof. TV Rao & Prof. Uday Pareekh of IIM-Ahmadabad were requested by the management of L&T (Larsen & Toubro) to suggest HR interventions that in the future can help them to cope up with the increasing competition and provide stability to the organization in terms of its Human Resources and their development

Pareekh and Rao (1982) envisaged factors like performance appraisal, Reward & Promotion System, Potential Appraisal & Management Training as the pillars of HRD in any organization in a working paper published in IIM – *A Study on HRD Practices in India*. Executives of 45 organizations (34 private 11 public sector) were included in this survey in few cases where there were more than one executive from one organization their responses were studied to see the variation, their response showed that there was negligible difference in the response of two executives from same organization. The study is considered as an important landmark in the history of training & development in India.

Rao & Abraham (1986) TV Rao along with Uday Pareekh who were instrumental in setting up the first HRD department in L&T and can be called as the father of HRD in India wrote in a paper titled “HRD Climate in Indian Organization” with E. Abraham that how human resource affects the basic environment of its organization. The senior managers should create an environment which is conducive for the growth of its employees. The authors conducted several surveys on the represent HRD climate in the organization based on 38 items broadly categorized under three categories i. e.

general HRD climate, OCTAPACE culture and HRD mechanism. The conclusion of the study was that there happens to be an average HRD climate in Indian organization.

Mishra and Bhardwaj (2002) conducted a HRD Climate survey across three hierarchical levels of manager in large private sector organization where a group of 107 managers belonging to senior, middle and junior level were surveyed on the basis of instrument used by Rao & Abraham the result revealed that the overall HRD climate of the organization under study was good. However significant difference was observed across the three levels, further the studies suggested that the higher level managers should take more interest in enabling well integrated training policy for the juniors.

Singh (2000) in his study on selected 84 organizations from business representing all type of major organizations in India used the questionnaire by Huselid (1993) came to the conclusion that Indian organizations still not believe that investing in human resources are going to provide any measurable organization gains.

Alphonsa (2000) conducted a study on Training & Development Climate on a large established hospital in Hyderabad based on the climate questionnaire survey of Rao (1989) He came to the conclusion that there exist a relatively good organization climate in private hospitals but the superiors' perception towards training is more supportive towards subordinate of their own department. This concludes that they see their own growth related to the growth of their subordinates.

Moses (2000) in his study concluded that employer no longer can take their employee for granted especially when it comes to his development within the organization. The companies can use career planning as a successful tool for downsizing and restructuring of their workforce by training them with right skills required in the next level thereby communicating positively that how much valuable the employee are as a resource to its organization.

Kumar and Patnaik (2002) said in their study that an organization must help its employees in acquiring capabilities required to perform various functions associated within their present or future expected roles they also suggested that the performances of individual depends upon his perception regarding the effectiveness of performing the role and various other organizational factors.

Wong (2005) in their study emphasised the importance of induction training. This type of training is provided when an individual joins an organization and is provided with first hand information and guidance about what is expected of him in his new

role .The training sets the tone for the individual of what to expect in the times to come ,also a mentor is allocated to him who is responsible for his appropriate orientation in the organization and introduces him to the culture of the organization. Olaniyan and Ojo (2008) said in their study that it's very important for an organization to train its staff in order to develop the individual and grow the organization; it is the premises based on which organization sets their objectives. Training is a systematic development of knowledge and skill in individual which prepares them for the future; it makes them independent and empowered to handle a task or a situation on their own.

Objective of study:

The objective of the study is to identify the factors influencing training & development climate in Telecom Sector and to understand the relative importance of various factors affecting it.

Methodology of Research:

A thorough literature review was conducted on the topic before selecting the major factors that impacts the training & development climate of an organization. Based on these reviews, articles in reputed magazines and newspapers and discussion with the employees of telecom sector at length on various factors a set of 18 measures were carefully selected for the study. These measures intend to validate the concern of telecom employee's w.r.t. training & development climate in telecom sector in India. A structured questionnaire was prepared using these measures namely norms & value of the organization, training sponsorship, senior support to the training process, employee willingness for the training program, HRD departments attitude toward training, employees participation in training need analysis, overall seriousness of the organization towards training as an important function, senior support for the training process and their willingness to give time to the new comers to perform & importance given to the induction program

The questionnaire was first pilot tested on 30 employee of telecom sector, appropriate statistical tools like Cronbach Alpha is use to test the reliability of questionnaire with $r = 0.946$ indicating a high reliability. A total of 18 items representing these were scored on a five point Likert scale ranging from 5 "I strongly agree" to 1 "I strongly disagree".

The study was conducted in Bhopal (MP) where employees working in different telecom companies in Bhopal and surrounding areas were contacted. The questionnaire was initially send to around 140 employees working in different telecom companies both public and private out of which around 120 employee

responded positively indicating around 85% response rate that makes the study rigorous. The obtained data was analysed through SPSS 17.0 version.

Reliability Statistics

Cronbach's Alpha Based on Standardized Items	N of items
.946	18

Table 1: Cronbach Alpha

Data Analysis:

Kaiser-Meyer-Olkin (KMO) test was used to determine the sufficiency of the sample size, and Bartlett test of sphericity was applied to calculate the meaningfulness of the correlation matrix. As per the rule of thumb KMO values between 0.8 and 1 indicate the sampling is adequate for undergoing factor analysis. In our case the value was $KMO = 0.871$ which is good enough to go for exploratory factor analysis with maximum probability approach to identify the rate of loading of variables recognized in the component, and varimax approach was used to interpret the variable.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.871
Bartlett's Test of Sphericity	Approx, Chi-Square
	Df
	Sig.
	1070.119
	153
	.000

Table 2: KMO & Bartlett's Test Result

Factor Analysis: Factor Analysis was conducted on the 18 statements in order to reduce the dimension and to see the impact of underlying factors which explain most of the statements. It was found that of the 18 statements that were used to understand the factors that influence the training & development climate in telecom sector, three factors can explain about 69.264 % of variability. The factors have correlation of .5 or less where deleted based on the assumption that they have not strong correlation in a way that they can explain a factor. The factors so extracted were clubbed together in a way that they all are trying to explain a similar kind of underlying factors.

The factors are as follows:

Factor 1

It was found through analysis that factors like importance of training as a way of improving employee performance, employee commitment to the cause of training and

a conducive environment for training process are considered as an important factor for delivering training in telecom sector.

Q No	Measurable values	Weights	Variance	Identified Factor
T8	Training of employees is given due importance in this organization	.816	53.20 %	Importance of Training in Organization and employee seriousness
T7	Adequate emphasis is given for development of managerial capabilities in staff through training	.803		
T10	Employee sponsored for training programs have a clear understanding of the kind of skills and knowledge the need to acquire	.722		
T11	Those who are sponsored for training program take the training seriously	.647		

Table: 3 Factor Analysis Interpretation - Importance of Training in Organization and employee seriousness

Factor 2

It was found through analyses that line managers support for training, seniors willingness to give time for the juniors to perform and their eagerness to help individual grow plays a very important role for delivering training in telecom sector.

Q No	Measurable values	Weights	Variance	Identified Factor
T16	Line managers provide the right kind of climate to implement new ideas and methods acquired by the juniors through training	.771	9.234%	Senior Support for Training
T17	External training programmes are carefully chosen after collecting enough information about their quality and	.768		

	suitability			
T15	Employees returning from training are given enough time to reflect and plan improvement in the organization	.764		
T14	Senior line managers are eager to help their juniors to develop through training	.632		
T5	Senior executives take interest and spend time with the staff during induction training	.523		

Table: 4 Factor Analysis Interpretations - Senior Support for Training

Factor 3

It was found that the importance an organization gives to the planning & setting up of a proper induction program for its new comers sets the tone for a conducive training environment. Moreover the induction program presents an excellent opportunity for the organization to showcase its norms and value and the new comers feel's that training as a tool for improving once skill and attitude is given sufficient importance.

Q No	Measurable values	Weights	Variance	Identified Factor
T2	Induction trainings are well planned and of sufficient duration	.831	7.286%	Importance of Induction Training
T1	Induction training is given adequate importance in this organization	.826		
T4	The norms and values of the organization are very clearly explained to the employee during induction training	.713		
T3	Induction training gives excellent opportunity to newcomers to learn about organization	.679		

Table: 5 Factor Analysis Interpretations – Importance of Induction Training

Component	Initial Eigen Values			Extractions Sums of Squared Loadings		
	Total	% of Variance	Cumulativ e %			
T1	9.494	52.744	52.744	9.494	52.744	52.744
T2	1.662	9.234	61.978	1.662	9.234	61.978
T3	1.311	7.286	69.264	1.311	7.286	69.264
T4	.876	4.867	74.131			
T5	.813	4.516	78.647			
T6	.592	3.287	81.933			
T7	.522	2.290	84.833			
T8	.409	2.270	87.103			
T9	.369	2.050	89.153			
T10	.327	1.817	90.970			
T11	.304	1.687	92.657			
T12	.293	1.630	94.288			
T13	.255	1.419	95.707			
T14	.231	1.284	96.991			
T15	.182	1.013	98.004			
T16	.174	.964	98.968			
T17	.120	.667	99.635			
T18	.066	.365	100.00			

Table 6: Total Variance Explained Method PCA

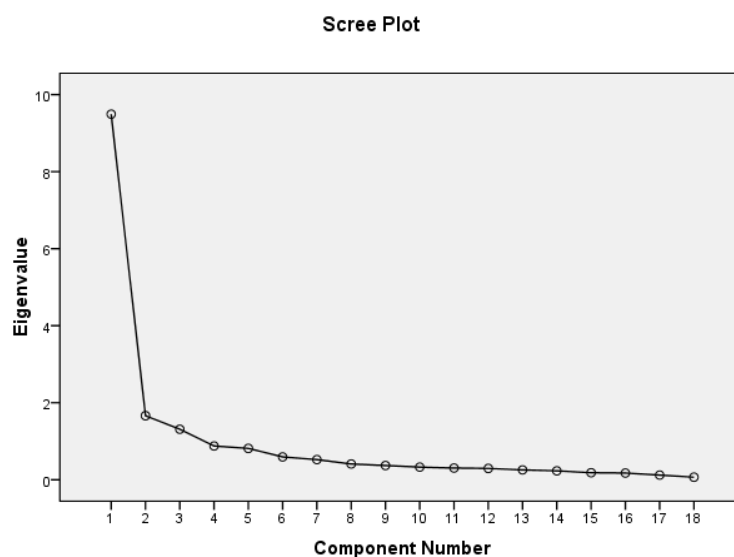


Table 7: Screen plot diagram showing factor having Eigen value more than 1

Conclusion and Implications:

It was found through the studies that of the five telecom companies on which this study was undertaken of which 4 were private and 1 were public ltd company the training & development climate and the various related factor related to it depended mainly on three factors. These factors were extracted from the 18 factors which were initially studied after an intense review of literature. The factors include the overall seriousness of the organization towards training as an important function, senior support for the training process and their willingness to give time to the new comers to perform & importance given to the induction program toward training accounted for more than 69.264 % of total variance.

There have been many studies on Training & Development of employees in various sectors but when it comes to a sector like telecom, we don't found much of qualitative work done here so far. On the basis of our study it was found that dimensions like Norms & value of the organization, training sponsorship, senior support to the training process, employee willingness for the training program, HRD departments attitude toward training and employees participation in training need analysis (TNA) which in the initial phase of the research were thought of importance to the employee, post analyses were found to be of little importance. The Telecom Sector in India is also going through its worst phase with the entire sector getting squeezed into 3 to 4

companies, probably a survey of this sort in an year or two again with the dust is settled may come up with some new findings and factors which impact the Training & Development climate of an organization and suggest the organizations ways and methods to improve it.

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A Study on Significance of Promotion in Marketing Mix in Terms of Industrial Marketing

Dr. Girish Gupta
Management Consultant,
Indore (MP)

Abstract:

Business-to-business marketing, commonly known as B2B marketing, is yet another form of marketing; but with its marketing mix applied in a unique way. From the nature to scope, the entire gamut of B2B marketing is different than general marketing. While B2B marketing involves selling of goods and services to other businesses; general marketing involves end users. This marketing is more difficult than general marketing because of the value and volume of the order involved. This paper studies the impact of promotion as a marketing mix on B2B marketing strategy. Primary data was collected from selected B2B managers. Results of data analysis show the significance of promotion element in overall marketing mix.

Keywords: B2B, Industrial products, promotion, marketing mix, strategy.

Introduction:

Business to Business (B2B) marketing or industrial products marketing deals with selling goods and services to the businesses rather than customers. It is the marketing of goods and services from one business to another (Sharma et al., 2001). Industrial markets are there to produce the goods and services for the producers, intermediaries and the government. The clientele of B2B marketing may involve manufacturing companies, public sector and private sector undertakings, schools and colleges, hospitals, distributors, dealers etc. These clients buy the products at a very large quantity and then use it in their overall goods and services offered to end users. Most of the manufactured products need few industrial goods, which are purchased by the company from other firms (Lilien and Grewal, 2012). Almost all the products used by the end users are made directly or indirectly from the industrial market. For instance, a shoe making company may not manufacture shoe lace; it may order from other companies. Industrial marketing process is more complicated than consumer products because of the bulk orders which last for months and for years. The involvement of

money is at large volume. For instance, a car manufacturer will purchase 10 million tyres from a company. Industrial market exists to offer goods and services to the consumer market (Coe and Coe, 2003).

Industrial products can be classified into raw materials; manufacture material; component parts; capital goods; heavy equipments or installations and light equipments or accessories. Raw material is the essential product which enters in production with little or no changes. Materials and parts include the goods which enter the product process directly. This includes raw materials, manufactured and component parts. The materials that pass through processing before entering into actual manufacturing are known manufactured materials, which include steel, plastic, aluminium. Component parts can be directly installed with minor changes. It includes batteries and instruments. Capital items wear out over time, so it is included as depreciation expense. Heavy equipments are the major and long-term investment items like factories and office buildings. It also includes fixed equipments like machines, generators, furnaces, etc. Light equipments or accessories have low price and are not considered as part of fixed plant. Example: nuts and bolts and computer terminals etc.

When we explore the marketing mix of industrial products, we can easily figure out the uniqueness of B2B marketing. The first strategy is product strategy. Product matters the most because company has to be very specific about the product. For instance a small change in the size of nut and bolt would spoil the complete show. Hence, a suitable product mix is significant towards achieving the best results. A customized strategy works well with industrial markets (Gupta et al., 2010). Pricing strategy is also significant since B2B deals into large volume and price matters the a lot. At times, thousands and lakhs of items are sold to one industrial customer in one deal. For instance, the nut and bolts required to manufacture a car are thousands in number. Therefore, bargaining power is higher on either buyer or the seller. Pricing depends on what type of demand there is for industrial product (Zimmerman and Blythe, 2013). In-depth understanding of pricing strategies helps decide the most effective strategy. Similarly, place strategy refers to location of market along with logistics. There are few but large clients, B2B channels are smaller than ordinary channel. Industrial products are complex in nature; buying process takes time (Brennan et al., 2014). Finally, promotion strategy is not highly specific since most of the strategy revolves around product and price. Advertising has vital role towards creating awareness about offerings for the target clients.

Literature Review:

Karakaya (2002) studied the importance of barriers to market entry in B2B markets. Through a survey of 93 firms, author found that majority of business executives consider cost advantages and capital requirements to enter markets as the two most important barriers to entry followed by incumbents having a superior production process, capital intensity of the market, and customer loyalty.

Biemans and Brencic (2007) explored marketing-sales interface in Dutch and Slovenian B2B firms. The study included 11 Dutch firms and 10 Slovenian firms; all were manufacturers of physical products that operate internationally, but varied in size and industry. The findings describe how the marketing-sales interface is organised and managed in B2B firms operating in different contexts. The results emphasized the role of developing an effective marketing-sales interface in becoming a truly market-oriented organisation.

Dadzie et al. (2008) examined the nature of B2B marketing practices in Ghana and Ivory Coast and compared them with marketing practices in emerging market economy (Argentina) and a developed economy (USA). Survey data were collected using standard survey instrument and descriptive statistics were used to determine cross-national differences in intensity of use of various contemporary marketing practice activities in Ghana and Ivory Coast in comparison with Argentina and the USA. Findings suggest that B2B marketing practices in West African nations conform to the contemporary marketing practice framework.

Spreng et al (2009) investigated the effects of service quality and service satisfaction on intention in a B2B setting. Authors addressed major issues in satisfaction and service quality including distinction between customer satisfaction and perceived service quality; their causal ordering; and their relative impact on intentions. Results showed that service quality has a larger impact on intentions than does customer satisfaction.

Jayawardhena (2010) examined the impact of service encounter quality within a service evaluation model, which sought to incorporate the following constructs: service encounter quality, service quality, customer satisfaction, perceived value, loyalty to the firm and loyalty to the employees. Data analysis revealed that service encounter quality is directly related to customer satisfaction and service quality perceptions, and indirectly to perceived value and loyalty.

O'Cass et al. (2015) examined how market orientation, marketing resources and marketing resource deployment are related and impact B2B firm and customer-level performance. By using questionnaire to collect data from 251 B2B firms, authors found that marketing resources and marketing capability are complementary in contributing to both firm and customer performance. The findings also indicate that market orientation indirectly enhances performance at both firm and customer level via marketing resources and marketing resource deployment.

Zhang et al. (2016) explored how brand orientation impacts brand equity via internal branding, presented brand, word-of-mouth and customer experience from stakeholder interaction perspective in industrial services context. A questionnaire survey was conducted among 258 firms located in China. Findings indicated that a company with high level of brand orientation will actively communicate its brand to customers and implement internal branding among employees.

Cortez and Johnston (2018) identified the prevalent marketing capabilities in industrial companies operating in various economies. Qualitative approach based on grounded theory was applied in the study. The findings contributed to the understanding of B2B marketing across different levels of market development. The authors offered theoretical and practical implications regarding the paradigms reining the role of marketing.

Research Methodology:

The study was conducted to delve into industrial marketing strategy with regards to promotion as marketing mix. The universe included marketing managers from B2B companies which produce industrial goods of all types, but selling their products at Indore and surrounding areas for the past few years. Industries and business form a major component of Indore economy, which contribute a considerable amount of revenue. Major industrial areas surrounding the city include Pithampur, Sanwer Road, IT Park, Food Park, Apparel Park and Pharma Cluster and Dewas industrial area adjacent to Indore. Pithampur is one of the largest hubs of industries in central India. There are many companies like- Tata International, Force Motors, Eicher motors, Volvo Eicher commercial, Bridgestone, Larsen and Toubro, Cipla, Piramal Healthcare, Sun Pharma, Ipca laboratory, Lupin, Zyg Pharma., Glenmark, Ruchi Soya, Gabriel, Gajra Gears, Kirloskar, H&R Johnson, S. Kumars, Kirloskar, Shakti pumps, Steel Tubes of India, Lakhani, John Deere tractors which are located around Indore. These companies form the client base for industrial products manufacturing

companies. Companies from all across the country keep supplying industrial products to these industries in bulk.

Sampling: The study was carried out from B2B marketers' perspective. It was a non-probability judgement sampling, where the researcher picked a sample from among the population, which he considered a representative sample. Among the marketing managers of such companies, 100 managers were selected for study. These managers were selling industrial products to companies in Western MP for past few years.

Data Collection: Questionnaire was used to collect primary data. The questionnaire contained demographic information about respondents along with 18 statements based on promotion as marketing mix elements in B2B marketing, which were measured on Likert Scale of agreement. Secondary data were collected from Internet, books, journals, newspapers, business magazines, periodicals, corporate directories etc.

Hypothesis: The null hypothesis statement was: There is no significant impact of promotion strategy in terms of B2B marketing.

Data analysis tools: z-test was applied for testing hypothesis.

Analysis and Discussions:

The null hypothesis 'There is no significant impact of pricing strategy in terms of industrial marketing' was rejected in data analysis using statistical technique. It was found that there is significant impact of pricing strategy in terms of industrial marketing.

Table 1: z- test: one sample for mean (Promotion Strategy)

	promo_str
Mean	2.78
Known Variance	1.75
Observations	100
Hypothesized Mean Difference	3
Z	-1.658312395
P(Z<=z) one-tail	0.048627214
z Critical one-tail	1.644853627
P(Z<=z) two-tail	0.097254428
z Critical two-tail	1.959963985

The above table of z test shows the values of mean, variance, observations and z statistic with p value. We can see from the table that value of z statistic < one tail z critical value ($1.65 < 1.64$), the value is less but very close to critical value means that we can reject the null hypothesis & conclude that there is a significant impact of promotion strategy in terms of industrial marketing. Hence the hypothesis stands rejected.

Conclusions and Suggestions:

The above hypothesis proves that there is significant impact of promotion strategy on generating sales of B2B products. Managers acknowledge that though promotion strategy is not as important as price or product strategy, yet they can not ignore the promotional aspects. They have to design advertisement which is more information oriented. Celebrity endorsements or catchy jingles are avoided in industrial products marketing in general. Product specifications like size, colour, length etc. are well informed in the advertisements. The promotion appeal is direct in nature.

Promotional strategies are carefully designed in B2B marketing. Once designed, it lasts for longer time. There is no fun or other element. The target audience needs straightforward message. The modes of promotion are mostly print media. In magazines and newspapers, these advertisements are published. Trade magazines are most common source of promotion in this regard. Comparison across competitors may be seen often. Television and billboard are generally avoided in B2B marketing process. A carefully planned promotion strategy facilitates transparent information without any ambiguity. Because of many players in B2B market, the competition is intense. However, the company would prefer to be more precise while targeting the customers. Any wasteful expenditure is avoided. Finally, it can be concluded found that all the four elements of marketing mix are important in B2B; product and price being most important element, but promotion also matters. Promotion is important because it creates differentiation in the market. It also provides information about new products or new models. Reputed companies spend their resources in advertisements because they have to differentiate from others.

Limitation of the Study: Sample size for primary data collection was 100, which may appear small to represent the population in the region. The study tried to find the opinions of managers of industrial products selling their products to industries in and around Indore. The results of the study may not be fully generalized for other industrial areas of the state and nation. Further, there may be a possibility of biasness towards selection of the respondents and filling of questionnaires by respondents as well.

Scope of the Study: Further research can be done on large sample size by including more industrial areas. Comparison can be done with other marketing mix elements of B2B sector. Finally, promotion strategy of B2B as well as general marketing can also be done.

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Impact of Business Process Innovation on Managerial efficacy of E-Business in Logistics Companies: A Study

Dr. Rashmi Tiwari

Former HOD, Department of Management
Sarvapalli Radhakrishnan University,
Bhopal (MP)

Dr. Pooja P. Dashmishra

PGT (Economics), DAV Public School,
Chandrasekharapur, Bhubaneswar (Odisha)

Abstract:

Logistics is one of the important function require to run an economy effectively. Its contribution is not only limited to local economy but equally important for national and international economy. After Liberalization, privatization, Globalization and ICT revolution, the e-business practices is providing effortless and speedy services; Business Process Innovation has a great role in it. Therefore there is need to study the impact of business process innovation on managerial efficacy of e business in logistics companies. This study is an attempt to identify various business process constructs required to improve customer satisfaction. We have also identified and measured various factors to increase managerial efficacy of e-business while innovating business process. Data is collected through questionnaire from selected logistics companies and analyzed through various statistical tools like frequency distribution, correlation, regression, ANOVA etc. Conclusion is drawn on the basis of data analysis.

Keywords: e-business, managerial efficacy, business process innovation, logistics companies

Introduction:

New Business practices with a new opinion, idea, process, things or behavior pattern in the organizational culture may be termed as business process innovation. The innovation process is method of adopting the application of new ideas and technology with existing business functions. It mainly depends on implementation of new

knowledge and information. With the view to produce innovative and effective product or services for a defined target population, it is based on either unique processes or unique implementation of these processes.

Managerial efficacy of e-business can be termed as use of e-business practices for maximizing effortless method of business operation with a minimum cost. It involves effective management process which can be implemented in e-business operations using knowledge and skill for judgment and decision-making. Managerial efficacy is a system which integrates all departments in the organization working together to achieve common goal. The overall purpose of this is to get maximum performance with limited resources, which is essential for organization's success in current highly competitive business environment.

E-business is gaining importance in today's business operations for its fast, effective and secured processes. With the help e-business one can access global market without any trouble. All types of business may be benefited by e-business operations. It is not limited to technology associated goods or services but also providing support in many fields for doing online business. Many divisions of an organization like sales and marketing, purchasing and logistics, production and quality control, system and research, design and engineering can be easily integrated to e-business. E-business applications are very fundamental for operations of logistic companies. It has been identified that it is next to impossible for logistic companies to work competently without e-business. Therefore, there is a need to study the worth of e-business in logistics companies.

Literature Review:

As far as implementation of ecommerce is concerned, business process are foundation or base of IT-enabled business transformation (Barua et al., 2004), it also provides basis to the relationships between individuals, organizations/functions and industries (Malone et al., 2003).

Moreover, several definitions of ecommerce include business processes which mainly emphasize application of internet technologies with complete value chain of business process (Wigand, 1997; Davenport, 1992; Power, 2005). Almost all business processes whether it's at organizational level or inter-organizational levels would be able to transform (Straub and Watson, 2001) and replace day to day activities that involve paper, telephone and fax based communication with electronic transactions. This process conversion requires lots of analysis, significant redesigning of processes

and integration and alignment of these redesigned process with information systems and technologies (Barua et al., 2004; Chatterjee et al., 2002; Clegg et al., 2005).

As far as implementation of physical systems is concerned, it does not offer any business value on its own along with ecommerce application and internet technologies (Hong and Zhu, 2006).

There is a possibility to improve operational and financial performance by combining information technology with additional organizational resources such as business processes, inducements and intangible resources such as trust and relationships with business partners (Barua et al., 2004; Bharadwaj, 2000). When we talk of inter-organizational processes, e-commerce is a framework which can be used to widen organizational processes to suppliers and customers (Fingar et al., 2000). While these external operations and processes are crucial, accurate execution of all massive process work relevant to the successful implementation of e-commerce is internal to the firm (Krell and Gale, 2005). Information technology works as a facilitator and provides mechanism to improve business operations (Venkatraman, 1994).undoubtedly, almost all business operations are supported by information system and technologies (Davenport, 2000).

Though information technology provides different ways to perform operations, depending upon nature of business organization, if the firm is functionally oriented, the purpose of information technology is to maximize the efficiency of transactional processing that assist specific business function. As far as process-oriented organizations are concerned, by enabling cross-functional integration, information systems and technologies increases effectiveness of business processes (Marjanovic, 2005). While reviewing many research papers it has been found that most of them were focused on the efficiency of information system and very limited attention was paid to their impact on business operations (Verboom et al., 2004). The current operations and framework that are designed for conventional processes are improper for e-commerce (Julia et al., 2002).Without refining, modifying, and normalizing , the internal business operation, informational system and technologies will be considerably less cost –effective (Davenport et al., 2004; Norris et al., 2000; Jansen-Vullers et al., 2004). The favorable or unfavorable outcomes of such conversion, although, is mainly decided by management of change after its adoption and the organizational variables (O’Callaghan, 1998; Wong, 2000; Clegg et al., 2005). Considerably, one of the crucial factor in this change is refining internal business operation and their integration with organizational components (Kalakota and Robinson, 2001; Straub and Watson, 2001; Wargin and Dobiye, 2001).

In order to support supply chain management the role of information technology increased drastically and converting business operations (Ghiassi and Spera 2003, Shore 2001) by using mechanism of electronic data interchange and enterprise resource planning on internet and intranet (Pant et al. 2003, Shore 2001). With increase in acceptance and utility of internet/intranet, many researchers have concluded that benefits can be obtained by applying Internet technology to communications and systems management in supply chains (Ghiassi and Spera 2003, Garcia-Dastugue and Lambert 2003, Kalakota and Whinston 1996, Lancioni et al. 2003, Lancioni et al. 2000, Pant et al. 2003) and Logistics. However use of internet and intranet operations in supply chain management enhances performance in different ways such as cost saving, enhancing quality, distribution, maintenance and provide better competitive advantages (Lancioni et al. 2000, Kalakota and Whinston 1996), Application for web-based Supply Chain Management Systems (WSCMS) operations are much more complicated than a application for an EDI or ERP system (Pant et al. 2003) operations. Therefore it is very important to identify the critical success factors for the successful implementation of e-business operation for Logistics companies.

Objective: To find out the impact of business process innovation on managerial efficacy of e-business in Logistics companies.

Hypothesis: To provide an appropriate direction to the study in light of objective, following hypothesis has been framed.

Hypothesis: There is no significant effect of business process innovation on the managerial efficacy of e-business. (i.e. $\beta = 0$)

Research Design:

Exploratory survey research design is used, to study the objective developed for this research.

Universe: The universe for this study is large, mid and small sized logistics companies of India.

Sample size: 72 companies are considered from Indore as a sample size.

Sampling methods: Purposive sampling method was used for the study; data were collected from the professionals of the particular logistics companies in Indore.

Data Collection:

Primary Data: With the help of self-administered questionnaire from the professional of the Logistics companies, data were collected.

In the study, business process innovation is being measured on five different parameters, the parameters are cost reduction, improve customer satisfaction by speeding up delivery time to market, customers seek lower prices, customers seek wider options and customization, customers seek advance levels of service and personalization. It is clearly explained in Table 1.

Table 1: Business process innovation

Business process innovation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Cost reduction	17.0%	13.0%	21.0%	20.0%	29.0%
improve customer satisfaction by speeding up delivery time to market	8.0%	1.0%	0.0%	53.0%	38.0%
customers seek lower prices	8.0%	20.0%	16.0%	21.0%	35.0%
customers seek wider options and customization	5.0%	11.0%	25.0%	22.0%	37.0%
customers seek advance levels of service and personalization	7.2%	11.2%	30.6%	24.4%	26.6%

Source: as per data collected by the Researcher

From the above frequency distribution table, as far as cost reduction is concerned, more than 49 per cent of the logistics companies agree that e-business is helping to achieve cost reduction. About 91 per cent of the selected logistics companies agree that the e-business is helping in improve customer satisfaction by speeding up delivery time to market. More than 56 per cent of the companies agreed that with the help of e-business, these companies are bringing business process innovation in terms of customers seek lower prices. It has also been found that more than 59 percent of the logistics companies are involved in business process innovation in terms of customers seek wider options and customization. More than 51 per cent of the companies are agree that with the help of e-business, these companies are bringing business process innovation in terms of customers seek advance levels of service and personalization.

Managerial efficacy of e-business:

Managerial efficacy of e-business in the selected logistics companies is measured through 14 different criterions. The criterions are information with better quality, better quantitative information, resilience, shorter production cycle, cost reduction, proper anticipation, planning for resource, improve operational efficiency, reduced

inventory level, Precise costing, improved coordination among departments, increased coordination with suppliers, increased coordination with customers and increased sales revenue. Table 2 shows the frequency distribution of all the criterions of managerial efficacy of e-business.

Table 2: Managerial efficacy of e-business

Managerial efficacy of e-business	Not at all	Little	Average	Greatly	A lot
information with better quality	0.00%	2.00%	40.00%	34.00%	24.00%
better quantitative information	0.00%	6.00%	54.00%	20.00%	20.00%
resilience	0.00%	4.00%	40.00%	38.00%	18.00%
shorter production cycle	0.00%	0.00%	36.00%	35.00%	29.00%
cost reduction	0.00%	35.00%	31.00%	18.00%	16.00%
proper anticipation	0.00%	35.00%	30.00%	35.00%	0.00%
planning for resource	0.00%	4.00%	15.00%	57.00%	24.00%
improve operational efficiency	0.00%	13.00%	45.00%	18.00%	24.00%
reduced inventory level	0.00%	0.00%	0.00%	56.00%	44.00%
Precise costing	0.00%	10.00%	42.00%	23.00%	25.00%
improved coordination among departments	0.00%	9.00%	22.00%	42.00%	27.00%
increased coordination with suppliers	0.00%	9.00%	35.00%	53.00%	3.00%
increased coordination with customers	0.00%	1.00%	47.00%	41.00%	11.00%
Increase in sales revenue	0.00%	7.00%	57.00%	31.00%	5.00%

Source: As per data collected by the Researcher

From the above frequency distribution table, it has been found that e- business helps all the selected logistics companies in reducing inventory levels. In 81 percent of the selected logistics companies, the e-business is helping in the management of resource planning. It is also observed that 69 per cent companies; there is an increasing coordination between departments due to e-business. It is also found that nearly 60 per cent of the companies opined that the companies have achieved the shorter production cycle, information with better quality, increased coordination with suppliers and flexibility due to use of e-business by the companies. It is also found that nearly half of the companies find e-business increases coordination with customers and helps in calculating precise costing. It is remarkable warning that less than half of the selected companies are not fully succeeded in maintaining with better quantitative information; improve operational efficiency, increase in sales revenue, proper anticipation and cost reduction with help of e-business

Impact of business process innovation on Managerial efficacy of e-business:

Impact of business process innovation on managerial efficacy of e-business has been estimated first through Karl-Pearson correlation method followed by ANOVA and simple regression method. The value of Pearson correlation comes out to be .472 which is positive and statistically significant at 1% level of significance indicating that there is linear positive correlation between these two variables. This is clearly explained in Table No-3.

Table 3: Descriptive Statistics and Correlation between business process innovation and managerial efficacy of e-business

Variable	Mean	Std. Deviation	N	Pearson correlation	P Value of Correlation
Managerial Efficacy	3.7352	0.52519	72	0.472	0.000
Business process Innovation	3.5371	0.66541	72		

Source: as per data collected by the Researcher

From the above Table, it is found that the correlation is positive and significant which means there is a positive correlation between the managerial efficacy of e-business and business process innovation. The Table No-04 shows the analysis of variance (ANOVA). From the p value it is clear that there is a strong evidence of coefficient of independent variable not equal to zero ($\beta \neq 0$), which means there is effect of business process innovation on managerial efficacy of e-business.

Table: ANOVA between business process innovation and managerial efficacy of e-business

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.143	1	3.143	14.614	0.000
	Residual	10.322	70	0.215		
	Total	13.464	71			
Dependent Variable: Managerial efficacy						
Predictors: (Constant), Policy Change						

Source: As per data collected by the Researcher

To study the amount of impact of business process innovation on managerial efficacy of e-business in the selected logistics companies, we have used simple regression model. The model is as follows: Model 01: $Y_1 = \beta_0 + \beta_1 X_1 + U_t$

$$Y_1 = \text{Managerial efficacy of e-business}$$

$X_1 = \text{Business Process Innovation}$

The Table 5 shows the regression coefficient and R square. The predicted regression equation is as follows:

$$\text{Managerial efficacy} = 2.266 + 0.380 \text{ of Business process Innovation}$$

Table 5: Coefficients and R^2 of Regression equation of Business Process Innovation on Managerial efficacy of e- business [Dependent Variable: Managerial efficacy]

Model		Unstandardized coefficients		T	Sig.	R^2
		B	Std. Error			
1	(Constant)	2.266	0.367	6.181	0.000	0.233
	Business process innovation	0.380	0.099	3.823	0.000	

Source: as per data collected by the Researcher

From Table 5, it was found that the relationship explained between business process innovation and managerial efficacy of e-business is 23.3 per cent i.e. R^2 is 0.233. The relation is not quite impressive. But this explains that there is an increase in managerial efficacy of e-business for every 0.38 units increase in business process innovation in the selected companies.

Hypothesis H_0 : There is no significant effect of business process innovation on the managerial efficacy of e-business. i. e. $\beta = 0$

From the Table No-05, it is clear that the t value is 3.823 and p value 0.000 which is significant at 1 per cent level of significance. **Hence the null hypothesis "There is no significant effect of business process innovation on the managerial efficacy of e-business. i.e. $\beta = 0$ " is rejected**, which means business process innovations have positive impacts on managerial efficacy of e-business.

Conclusion:

Managerial efficacy of e-business is measured through 14 parameters in above analysis. Parameters like management of resource planning, increased coordination between departments, reduced lead time in production, increases coordination with

customers and helps in calculating more accurate costing are significant parameters of managerial efficacy of e-business in the selected logistics companies. It may be concluded that less than half of the selected companies are not fully succeeded in maintaining better quantity of information, better operational efficacy, increased sales, forecasting and cost saving with help of e-business.

As far as managerial efficacy of e-business with reference to business process innovation is concerned, the business process innovations have significant and positive impact on managerial efficacy of e-business. Therefore business process innovation will increase managerial efficacy of e-business in logistics companies.

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A Study on Relationship between Customer Image & Branding of Retail Outlet

Dr. Shilpa Raghuwanshi

Asst. Professor,

Acropolis Institute of Management Studies and Research,
Indore (M.P.)

Abstract:

While the retail revolution is inroads in India, the competition is now getting more intense and electronic retail is adding fuel to the fire. With international players having their stake, the battle ground is more fierce than ever. While customer image is a determinant of various aspects, the branding of retail outlet is also a vital component for the retail sector. In this regard, it becomes imperative to study the impact of branding on customer image which ultimately leads to store patronage. The current study highlights the relationship between the two aspects. With selected respondents visiting to branded retail outlets, primary data was collected by using questionnaire and significant results were obtained.

Keywords: Customer, image, branding, retail, outlet, store patronage.

Introduction:

The rapid growth of retail sector has been a major driver of Indian industry. As per the reports by India Brand Equity Foundation, India's retail market is expected to rise by 60 per cent to reach US\$ 1.1 trillion by 2020, due to factors like rising income and lifestyle changes by middle class and increased digital connectivity. While the overall retail market is expected to grow at 12 per cent per annum, modern trade would expand twice as fast at 20 per cent per annum and traditional trade at 10 per cent. Organized Retail in India has seen remarkable growth in the last decade (Kuruvilla and J Ganguli, 2008). Online retail is expected to be at par with the physical stores in the next five years and has grown 23 per cent to \$17.8 billion in 2017. Further, India is expected to become the world's fastest growing e-commerce market, driven by the robust investment in the sector and rapid increase in the number of internet users. Various agencies have high expectations about growth of Indian e-commerce markets. Indian e-commerce sales are expected to reach US\$ 200 billion by 2026

from US\$ 39 billion in 2017. Report also states that luxury market of India is expected to grow to US\$ 30 billion by the end of 2018 from US\$ 23.8 billion 2017 supported by growing exposure of international brands amongst Indian youth and higher purchasing power of the upper class in tier 2 and 3 cities, according to ASSOCHAM. The size of modern retail in India is expected to reach US\$ 11.25 billion in 2019 from US\$ 13.51 billion in 2016. Organized retailing generates employment, both direct and indirect, as notwithstanding the capital intensity of modern retail business, it continues to be labour intensive as well (Pradhan, 2009). The retail revolution, which started from the metros, is now moving to tier II city and further into tier III cities.

Literature Review:

Summers et al. (1992) studied fashion and shopping perceptions, demographics and store patronage. Data was collected from urban and rural female customers to determine if the dimensions of perceptions of fashion and perceptions of apparel shopping was related to store patronage as well as to branding of stores. Significant differences in the factor scores that measured perceptions of fashion and of apparel shopping were noted in analysis of variance with type of stores patronized, shopping locales favored, time spent shopping for apparel for self and family, ethnicity, age, marital status, education, work status, and total family income.

Moye and Kincade (2003) studied shopping orientation segments and explored the differences in store patronage and attitudes toward retail store environments among apparel consumers. The purpose of study was to identify shopping orientation segments for US consumers. The authors examined differences in the segments relative to store patronage preferences (i.e. department, discount, branding, specialty), attitude toward the environment of the store selected as first choice when shopping for a specific apparel item (i.e. a dress), and demographic characteristics.

Carpenter (2008) studied demographics and patronage motives of supercenter shoppers in the United States. The author provided an updated, general understanding of shopping behavior with respect to branding. The author used a sample generated from Retail Forward panel data to assess the impact of demographic variables, including gender, age, ethnicity, education, income, marital status, and household size, on supercenter shopping frequency across various product categories. Descriptive and inferential statistical techniques are used to evaluate the data.

Hemalatha and Najma (2013) in a study examined the influence of different store attributes such as customer image, price, salesman response, convenient payment and delivery and merchandise on store patronage behaviour. The retailing landscape is

changing dramatically. India is the ninth-largest retail market in the world. It is expected to grow further in the coming years. The authors have constructed a multiple regression model on store patronage behaviour. Customer image had significant impact on other variables.

Bhattacharya and Dey (2014) studied the patronage behavior of customers towards traditional and organized retailers in India. Primary data were collected from visitors of organized and unorganized outlets. The study results provide useful information about Indian customers' store patronage determinants while developing marketing strategies. Understanding of patronage behavior would help modern retailers to focus and strengthen the elements of their retail offerings. The authors found that value for money, product availability; store ambience and branding of merchandise are considered to be better in case of organized sector while trust and loyalty are higher for unorganized sector.

Basu et al. (2014) have explored the store choice behaviour of Indian apparel shoppers and tried to analyze the factors influencing their choice of retail formats from an emerging market perspective. The research drew on a data set of 336 structured questionnaires with adult urban Indian respondents to understand their perceptions about organized and unorganized apparel store formats. The analysis revealed well-defined store attributes influencing the shoppers' decision.

Das (2014) explored the influences of store attributes on store personality dimensions across different consumer segments in India. Subsequently, the study examines impact of store personality dimensions on consumer store choice behaviour. A mall-intercept survey was undertaken using a systematic sampling of department store shoppers of age 18 years and above in Kolkata. Multiple regression analysis has been used by the author to examine the objectives of this study. The study has revealed that different sets of store attributes have positive impact upon various store branding dimensions differently across the segments.

Research Methodology:

Objective: To study the relationship between customer image & branding of retail outlets in Indore city.

Hypothesis: Customer image is positively related with branding of outlet.

Data Collection: Secondary data was collected from books, Internet etc. Primary data was collected through structured questionnaire, which given to randomly selected respondents divided on the basis of selected variables. There were 21

questions based on customer image and retail outlet branding, where respondents were asked to rank from among the options.

Among the youth who do shopping in the retail stores in Indore city, there were 719 respondents selected for primary data collection. These were the regular shoppers of major stores in Indore city (i.e. More Mega Store, Big Bazaar, Reliance Fresh, Vishal Mega Mart, D-Mart, Pakiza). First time shoppers were not included in the survey. Correlation and Anova were applied for data analysis.

Results:

Table 1: Descriptive Statistics for Customer Image & Branding of Outlet

Descriptive Statistics for Customer Image & Branding of Outlet			
	Mean	Std. Deviation	N
Branding	3.9798	.68683	719
Customer Image	4.2058	1.04100	719

The above table explains the mean & standard deviation values of two variables i.e. branding of Outlet & Customer Image. The value of mean of branding is close to 3 which depicts that consumers are neutral towards the branding of the outlet. Also the lower standard deviation says that all the respondents have the same view towards the branding of the outlet.

Table 2: Correlations Values for Customer Image & Branding of Outlet

Correlations Values for Customer Image & Branding of Outlet			
		Branding	Customer Image
Pearson Correlation	Branding	1.000	.063
	Customer Image	.063	1.000
Sig. (1-tailed)	Branding		.047
	Customer Image	.047	
N	Branding	719	719
	Customer Image	719	719

The above table depicts the value of correlation between branding & customer image. The correlation is of low degree. The significance value is also less than .05, so the hypothesis stands accepted. Hence there is a positive relationship between customer images & branding of Outlet.

Table 3: Model Summary for Customer Image & Branding

Model Summary for Customer Image & Branding										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.063	.004	.003	.68596	.004	2.826	1	717	.093	1.741
a. Predictors: (Constant), Customer Image										
b. Dependent Variable: Branding										

The table explains the strength of relationship between the variables. The value shows the relationship between the variables is weak.

Table 4: ANOVA Values for Customer Image & Branding

ANOVA Values for Customer Image & Branding						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.330	1	1.330	2.826	.093
	Residual	337.378	717	.471		
	Total	338.708	718			
a. Dependent Variable: Branding						
b. Predictors: (Constant), Customer Image						

The above table shows the value of regression & residual. The value of regression is too less in comparison to value of residual which concludes that there is no dependency between the variables. The value of significance is more than .05, so the hypothesis stands rejected.

Table 5: Coefficients Values for Customer Image & Branding

Coefficients Values for Customer Image & Branding								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.806	.107		35.722	.000		
	Customer Image	.041	.025	.063	1.681	.093	1.000	1.000
a. Dependent Variable: Branding								

Collinearity Diagnostics					
Model		Eigen value	Condition Index	Variance Proportions	
				(Constant)	A
1	1	1.971	1.000	.01	.01
	2	.029	8.208	.99	.99
a. Dependent Variable: Branding					

The value of beta is very less & the Eigen values are also very less. These values depicts that the contribution of independent variable in dependent variables are very less. Hence it can be concluded that customer image is not related to the branding of store. Thus the hypothesis stands rejected.

Discussion and Implications:

The second hypothesis is based on image of the customer and its relationship with branding of outlet. The different characteristics of customer do have significant difference on choosing their retail store on the basis Brand value. The hypothesis stands rejected showing that branding of the store do not move with Customer Image. Customer Image is been calculated by 15 different variables, identifying different characteristics about a customer. Few of the past studies suggest that brand image is not an important factor for store brand patronage (Sethuraman 2000), who found that store brand consumers are those who: “(i) value price as an important criterion for purchase, and (ii) do not value brand image as important, but (iii) may consider quality as an important determinant when choosing among brands.”

The study has put focus on customer image. When the result shows that customer image is positively related with store patronage, but not with branding of outlet, it implies that retail outlet branding is a separate and serious issue and store managers have to be particular for it.

There are cases where retail outlet has got a big brand; but people patronize it lesser. There are few players, who are local in nature, but have higher extent of patronage. The study also has critical implications for store managers specially in the wake of big challenges thrown by Online shopping models. There are numerous companies like Flipkart, Snapdeal, Amazon etc., which are making big profits in India through online mode by targeting specially the youth.

It is expected that if store managers take care of such aspects, patrons would be more in number. Such implications are applicable to all retail store formats including single category retail outlets (i.e. garment only); as well as multi-category retail outlets (i.e. garments, grocery, electronics, furnishings etc.). All it needs is a better understanding of the customers' needs and offering best proposition in terms of 'value-for-money' for the customers.

The study has delved into relationship between customer image and branding of retail outlet in Indore city. The sample size may be small. There may be a possibility of biasness from respondents in filing the response. Further research can be done in more cities and more states across the country. Comparative studies can be done with respect to impact of demographic variables on customer image.

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BOOK REVIEW**CONSUMER BEHAVIOUR TOWARDS MOBILE
NETWORK OPERATORS**

Dr. Debarun Chakraborty and Dr. Jayanta Kishore Nandi (2017).
New Delhi: Abhijeet Publications, p164. Price Rs. 710.

Consumer behavioral aspect towards purchase decision has been given due importance since the Economic Policies of Liberalization in India were initiated during 1991, resulting a noticeable change in trend from sellers' market to buyers' market. Telecom industry has also been growing at a rapid pace in this new era of globalization and India stands 2nd position in terms largest telecom network next to China. Due to deployment of wireless technology in the field of telecommunication in India, mobile phone users are rapidly increasing due certain advantages over wired telecommunication; which made India the largest market for mobile service provider. On the account of huge competition among mobile service providers, different subscription schemes for voice and data communication are available to the customers to select the needful service provider. In this regard the frequency of switching among different mobile network operators by the mobile subscriber has also increased. Thus, it has become an important issue to focus on various input factors subject to consumer needs which can influence consumer purchase behavior towards mobile network operators. The book has been divided into 8 chapters in which the authors presented their research work to establish the impact of services of different mobile network operators on consumer behavior belong to the rural parts of West Bengal.

In Chapter 1 the authors introduced the rural market scenario in India, its metamorphism and rapid upgradation of the telecom industry in India that influences the consumers' purchase behavior. The authors provided an insight of different generations of development of wireless technology involved in telecom industry and different mobile service providers in India. The objectives, importance and scope of the study have been precisely discussed along with identification of research gaps, research questions, hypothesis and limitations. The summary of this book is available to the readers in the chapterization introduced.

Chapter 2 emphasized the evolution of telecommunication services in India and its significance in the expansion of telecom market in India. The authors also depicted the growing importance of wireless technology over wired technology towards telecom subscribers through different graphical analysis that can be easily understandable by the readers.

In Chapter 3 the rural telecom market scenario in India along with several challenges confronted was vividly discussed by the authors. Despite of such difficulties the Indian rural market has been subjected to various changes showing rapid development of the rural telecom market from the given facts and figures by the authors.

Chapter 4 explores the existing review of literature done by the authors from 64 different national and international journals published between 1998 to 2015 in the field of business management and telecommunication industry are very much effective in providing an insight to the readers to identify the research gap and thereby further investigations were made possible to be conducted.

Although the section covered in Chapter 5 is the most important and difficult one, the authors took care to make it palpable for the readers to understand the research methodology and research design involved in developing the conceptual framework of this study. A brief introduction regarding data sources, sampling plan and data collection procedure has been given by the authors. Rural consumers of Western part of West Bengal comprising West Midnapore, Bankura, Birbhum and Purulia district were considered as samples in this research which was conducted from September 2014 to August 2015. The calculation for determination of sample size shown by the authors and SPSS package used for analyses are mention worthy.

In Chapter 6 i.e. “Data Analysis and Interpretations” section, the authors emphasized the data analysis through different facts, figures, tables and screen plots with various statistical techniques and unanimously depicted the results in support of acceptance and rejection of several hypotheses framed.

In Chapter 7 the authors precisely discussed the findings of the study within given limitations and concluded the same mentioning fruitful suggestions and further scope of research.

The book provides valuable insights to the learners regarding the consumer behavior towards mobile operators in West Bengal. The authors has also taken care to provide the relevant references at the end of each chapter that can be used by the readers, researchers, and other academicians to conduct further study in this field and other allied areas.

Soumya Kanti Dhara

Assistant Professor,
School of Management & Social Science,
Haldia Institute of Technology
Haldia, Dist.: Purba Medinipur,
West Bengal.

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