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Theme:
New Frontiers in Marketing

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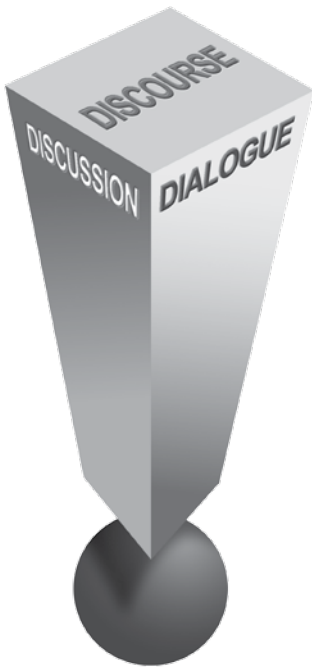
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Editorial Note



India and other emerging economies have become a sought after destination for businesses across the globe given the size of their consumer base and the buying power but they also put forth marketing challenges for both local and multi-national corporates. The corporates face challenges due to cultural diversity, ever changing political landscapes, under-evolved market designs and structures, disruptive technologies, and inadequate legal frameworks. The need of the hour is to explore the new frontiers in marketing domain from Indian perspective. The marketers need to practice a bi-direction approach while operating in Indian markets, where in, on one end, there is a need to re-structure and stream line the markets for efficiency and to identify an Indian way of doing marketing and thus promulgating the same to the big global picture. On the other hand, significant efforts are required to infuse innovations in the global marketing practices to suit the Indian / local market requirements. In this journal volume, we have made an attempt to compile the research work of different authors in the direction of 'New Frontiers in Marketing'.

Ramana Acharulu and Vaishali Agarwal in their research paper, Unique and Unitary Marketing Strategies for Emerging Economies: Message from India, suggest that India is an emerging economy comprising of multi-layered, complex market segments, besieged with infrastructural and other geo-spatial challenges. Among these layers, exists the rural layer, whose markets are underdeveloped and underserved and largely remains the base of pyramid layer – with large numbers of micro-entrepreneurs, farmers, producers comprising a large producer base for production and marketing of several organized and unorganised goods and services. It also happens to be the largest consumer market in Indian economy. It offers immense potential for growth driven by emerging aspirations mode of lifestyle, emerging access to markets, goods and services and technologies in Indian society.

This paper presents challenges in meeting such aspirations. Reetika Swaroop and Arjun Manohar in their research paper, Mobile Marketing Redefined: The Untapped Potential of Conversion Rate Optimisation on Mobile Apps, explore the relevance of web interface on the mobile platforms and discusses the strategies required to drive higher conversions for businesses by optimizing the user experience on mobile devices. The paper also envisages the marketing application of theories such as Cialdini's persuasion principles and MECLABS conversion heuristics along with quantitative cognizance in enhancing customer's journey on a website.

In the next paper Cristina Mary Alexander and D.H. Malani Srinivasarao have made an attempt to 'Conceptualize the Holistic View of Customer Experience in Taxi Aggregator Context'. A model depicting the relationship between the antecedence on customer experience quality and the outcomes is proposed. The study also found that customer experience act as a key differentiator in consumer industries. Customer experience is a holistic concept which encompasses both direct and indirect interaction with a customer across all the service touch points.

Shristi Tandukar and Arbindra Shrestha Yadav, in their research study provide a perspective on 'Green Marketing: Driver of Green Economy in Nepal'. The narrative of this paper focuses on the present state of green marketing in Nepal. It further highlights the extent of awareness about green products and sustainable development among the concerned stakeholders in South Asia-Nepal. The authors have studied the stage of green marketing in Nepal and the role of its collaboration with the green economy as a driver for sustainable development in Nepalese market.

The next research paper, 'A Conceptual Paper on External Environment Analysis Models' by Uttamkumar Kinange and Nikhil Patil covers review of some of the external

environment analysis models, their importance and shortcomings for marketing strategy formulation. The models studied in this paper include Porter's Five Forces Analysis, PEST – Political, Economic, Social, Technological Analysis, PESTLE – Political, Economic, Social, Technological, Legal, Environmental Analysis, and ABCD – Advantages, Benefits, Constraints and Disadvantages Analysis.

Mallika Srivastava and Sakshi Saraf in their paper titled, 'Customer Value: Luxury Vs Non-Luxury products' have made an attempt to understand the meaning of consumer value of luxury and luxury products in Indian context. Authors conducted a primary research using online and offline survey approach. One of the key findings states that most customers feel that luxury products increases their self-worth and is necessary for self-identity and ego satisfaction. The research insights from this paper will help marketers to develop suitable marketing offerings to cater customers seeking value from luxury products.

The next article by Subhash Sharma, 'Metaphors and Social Analysis: New Indian Metaphors in Social Analytics' articulates the metaphorical ways to conduct a contemporary analysis of both Western and Eastern societies. The paper highlights how the three metaphors i.e. Economic Chapati making, Coconut model of society and Dialectical chakras have EPS (Economic, Political and Social) significance for a nation as well as for the world as they have implications for Economic policies, Political dynamics and Social harmony.

Siddhi Gadekar, Subhash Pillai, Jick Castanha, Indrawati and Chen Ruey Feng in their paper, 'What lies beneath: The Untapped potential of Retail Marketing using Online platform. A Case Study of Goa, India', conducted a primary research to investigate customer's perception towards the online shopping in Goa. The paper highlighted that various stakeholders in online market should make use of innovative approaches through their value chain by providing custom assortments, targeted marketing, local language content, online-over-offline (OOO) infrastructure, and above all fool-proof security measures for all payments and transaction to compete and stay ahead of competition.

The next paper, 'M-Commerce in Transforming Rural India – An Empirical Analysis of Rural Consumers Acceptance Behaviour and Technological Readiness' by Kishore Raaj Suresh and K. Lavanya Latha, researched the factors that influence the use of smartphone applications in the rural consumers in rural Pondicherry area. The study further investigated the rural consumer's technology adoption toward electronic commerce by testing the UTAUT2 constructs performance expectancy, effort expectancy, social influence, price value, facilitating conditions, hedonic motivation and habit. The results of the study may provide marketers with helpful insights, as it can help develop and filter innovative technology which can lead to a high level of acceptance of commercial applications among rural citizens given fundamental concepts of technology adoption.

Murali Someswara Rao and K.V. Nagaraj in their paper, 'A Study on Retail Store Attributes Influence on Consumer Preference of Store Selection in Visakhapatnam City', conducted an empirical research to examine the buying behaviour of retail consumers in India particularly in the area of Visakhapatnam city in the state of Andhra Pradesh.

The next paper by Prashant Sharma, 'Innovation in Marketing- from Legal and Philosophical Perspective' presents a contrary view to innovations. The paper highlights the innovations done by several corporate across a decade i.e. 2010-2020 and their negative impacts on the society at large. The author has proposed the 'Sudarshan Chakra' model as an instrument to the organizations to dismantle or destroy the existing and prospective competitors from the market and establish its "Dharma" with a new world of creation and innovation.

Sraboni Sarkar and Nilanjana Chakrabarty in their paper, 'A Study of the Marketing Innovation Practices in Select Higher Education Institutions in Bangalore', conducted an empirical research to study the current scenario of higher education in Bangalore and to summarize the innovative marketing practices used by Higher Education Institutes (HEIs). The finding of this research offer great insights to the different stakeholder's of higher education system such as the students, teachers, administrative staff and others to frame suitable education offerings and marketing strategies.

We hope that this volume on 'New Frontiers in Marketing', will be useful to both the academia and the practitioners having interest in the ever evolving field of marketing and research.

Vaishali Agarwal
Guest Editor

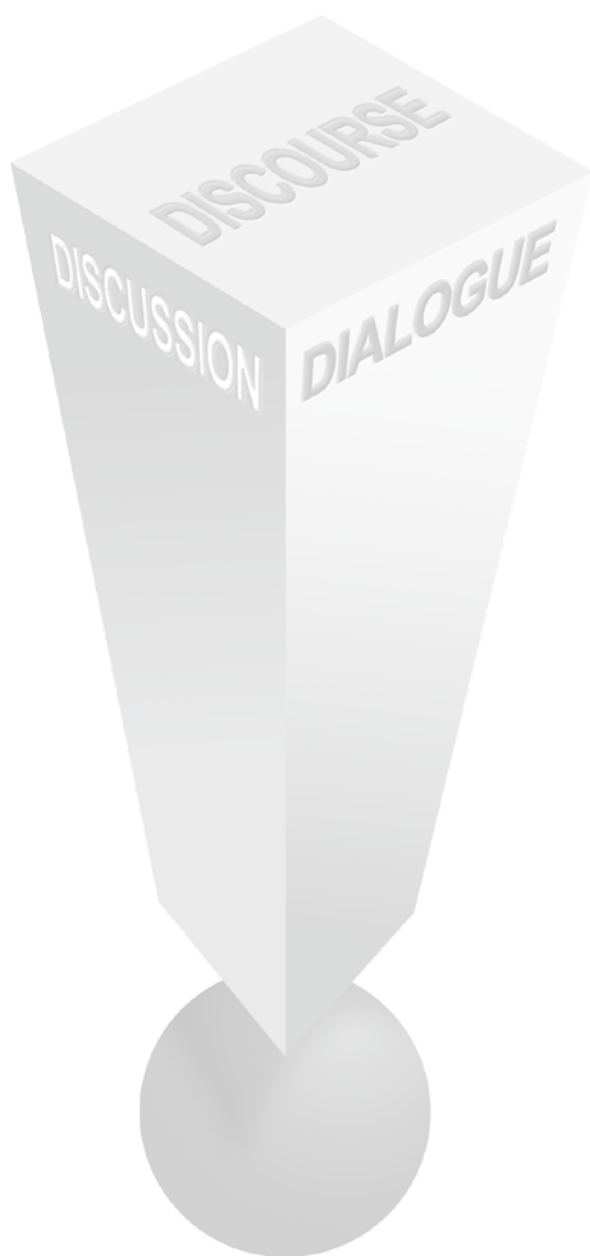
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Contents

Articles

1. Unique and Unitary Marketing Strategies for Emerging Economies: Message from India
Ramana Acharyulu and Vaishali Agarwal07
2. Redefining Mobile Marketing through Conversion Rate Optimisation
Reetika Swaroop Srivastava and Arjun Manohar19
3. Conceptualizing Customer Experience Quality in Taxi Aggregation context
Cristina Mary Alexander and D.H. Malani Srinivasarao33
4. Green marketing: Driver for green economy in Nepal
Shristi Tandukar and Arbindra Shrestha Yadav41
5. A Conceptual Paper on External Environment Analysis Models
Uttamkumar Kinange and Nikhil Patil54
6. Customer Value: Luxury Vs Non-Luxury products
Ms. Sakshi Saraf and Mallika Srivastava57
7. Metaphors and Social Analysis: New Indian Metaphors in Social Analytics
Subhash Sharma62
8. What Lies Beneath: The Untapped Potential of Retail Marketing using Online PlatformA Case Study of Goa, India
Siddhi Gadekar, Subhash Pillai, Jick Castanha, Indrawati and Chen Ruey Feng66
9. M-Commerce in transforming rural India - An empirical analysis of rural consumers acceptance behaviour and technological readiness
Kishore Raaj Suresh79
10. A Study on Retail Store Attributes Influence on Consumer Preference of Store Selection in Visakhapatnam City
K.V.V. Muralisomeshwara Rao and K.V. Nagaraj82
11. Dark Side of Business Innovations: A Legal and Philosophical Perspective
Prashant Sharma89
12. A Study of the Marketing Innovation Practices in Select Higher Education Institutions in Bangalore
Sraboni Sarkar and Nilanjana Chakrabarty97





Unique and Unitary Marketing Strategies for Emerging Economies: Message from India

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Abstract

India is an emerging economy comprising of multi-layered, complex market segments, besieged with infrastructural and other geo-spatial challenges. Among these layers, exists the rural layer, whose markets are underdeveloped and underserved and largely remains the base of pyramid layer – with large numbers of micro-entrepreneurs, farmers, producers comprising a large producer base for production and marketing of several organized and unorganised goods and services. It also happens to be the largest consumer market in Indian economy. It offers immense potential for growth driven by emerging aspirational mode of lifestyle, emerging access to markets, goods and services and technologies in Indian society. However, rural marketing remains the biggest challenge for the innumerable manufacturers and marketers in this country. As a major proportion of population of India belongs to this layer of the economy, it continues to daunt both the marketers and policy makers to look for the ways to connect it; service it and interlink it with other layers for country's sustainable growth.

In the last three decades, millions of self-help groups and many producers' enterprises came up, to address the challenges of marketing and creating

market linkages in rural India. Some of them succeeded and others continue to evolve to address the needs of the rural economy. When the successes are studied and documented, their strategies showcase some unique ways in which they have developed successful marketing strategies. This paper makes an attempt to study the evolution of some of the marketing strategies where millions of individuals came together for collective benefit, rewriting the focus of corporate endeavours towards uncounted numbers of people as drivers of economy. Such an exercise, leads to construct a model for unitary marketing strategies vis-a-vis the conventional binary marketing strategies of Indian businesses.

This paper attempts articulation of the concept of unitary marketing strategies with the help of three unique marketing organizations, Amul, ITC and Patanjali, as they evolved and matured their business models and demonstrate its significance. The methodology of examining these three cases to offer a macro perspective on the evolution of their marketing strategies – starting from creating market linkages to building vertical integration and subsequently towards the creation of a unitary marketing strategy that connects the millions of producers and developing them as consumers for the very goods and services that they were instrumental in producing, helps appreciate the development of an integrated eco-system where producers, marketers, consumers, and retailers all come together to unify the economy. Even though it differs from the conventional research and developing empirical models to argue the presence and significance of a theoretical framework and a business model, it helps capture the macro perspectives of strategy making and execution to deliver the strategic intent.

Key words: Emerging economy, rural markets, self-help groups, unique and unitary marketing strategies, market linkages and vertical integration.

Introduction and Invitation:

India is a land of diversity, diversity which cannot be explained in terms of culture, language, religion, region alone. It is a heterogeneous mass which represents diversity in consumption, compatibility, affordability and accessibility. In this paper we have conceptualized India as an emerging economy which could be understood as a multi-layered, complex overlay of market segments, besieged with infrastructural and other geo-spatial challenges. There exists a layer which is deprived of enough developmental exposure and thus remains disconnected, remote and underdeveloped as compared to its urban counterpart. This layer is often referred to as rural market where a significant proportion of Indian population resides. And another layer

which represents a progressive consumption class having access to world class goods and services and largely confined to the urban and suburban parts of the country, but extends into rural India too, through overlaps of upper middle class that traverses across different geographies, cultures and markets. The rural layer lacks consumption sophistication but it offers a great potential for growth, thanks to aggressive promotion and encouragement given to aspirational mode of lifestyle, access and acquisition of goods and services that are associated with good life and accomplishment, in Indian society. This is one of the few critical reasons many multinational corporations and Indian marketing organisations look upon at this layer as huge market opportunity.

Chattopadhyay S. & Sarkar A.K. (2011),

explored the use of technology and pragmatic frugal innovations to penetrate deep into the rural markets. These markets not only provide potential for sales but also act as a source of resources and potential points of origin for goods and services demanded worldwide. It was expected to offer alternatives to create fortune for the population at the bottom of the pyramid, following Prahalad (2004).

Sheth Jagdish N. (2011), stated that while marketing in emerging markets the marketers need to focus on market development rather than market orientation alone. He also suggested public policy initiatives to be driven by purpose than by compliance and crisis. The role of organizations to develop products and services to meet the needs of emerging economies like India is crucial but at the same time their ability to develop these markets is even more important. As a major population of our country belongs to the core layers of the economy, it is imperative for both the marketers and policy makers to look for the ways to connect it with other layers for sustainable growth.

Emergence of Self-Help groups as a new institutional form of enterprising

During the last three decades a multitude of autonomous, independent production organizations which are commonly referred as self-help groups (SHGs) came up across the country, thanks to highly motivated and change seeking voluntary movement in the country. According to Lakshmi K. & Ramachandran S. (2017), SHGs are organizations formed by the voluntary associations of under-privileged section of the society to improve their socio-economic conditions. These associations are recognized at international levels and a variety of schemes by government of India such as Development of Women and Children in Rural Areas, Integrated Rural Development Programme and Swarnajayanti Gram Swarozgar Yojana have identified SHGs as an approach for alleviating poverty. Magdum A.S. (2015), reported that various state governments are involved in prompt implementation of the self-help groups. They

have acknowledged the fact that SHGs have become an important feature of a planned economy. SHGs help in unifying the different economic layers of a society by working as an engine of self-employment for less amount of capital investment.

Mishra Bibhu (2018), around 100 million families were covered by 8.5 million SHGs with savings deposit of approx. INR 161 billion under NRLM poverty alleviation program. These SHGs were engaged in suitable business activities and have played an important role in enabling financial inclusion in rural areas. They and their promoter organisations (earlier days, the voluntary Organisations, and in recent times, NGOs and Social Enterprises that promote SHGs) consider product design, development and positioning as critical marketing decisions while designing marketing strategies. A major challenge SHGs come across is how to market their products to the masses. Another challenge is to build market linkages between SHGs, marketing organisations and potential customer groups. Successful SHGs pursue organising marketing enterprises and they in turn pursue the tasks of production and supply of the raw materials/ work-in-process and final product to be marketed through creating market linkages with up-country markets. They also take the responsibility of last mile delivery and retailing of products needed by their members in their villages to help in creating consumers and development of brand equity for the products thus retailed in villages. Very few marketers attempted such end-to-end marketing activities and succeeded. Authors argue that such enterprises succeeded in evolving unitary marketing strategies, attaining cost competitiveness as well as penetrating through the socio-economic layers.

Indian Marketing Strategies and their dependence on Rural Supply Chains

Conventionally, businesses used binary approach for marketing; where, the role of self-help groups, individual artisans/farmers and other rural producers was that of the tier

three or tier four level suppliers, forming the base layer and build foundation of bricks and mortar of the long supply chains that manufacturing and marketing functions needed. Such creation of supply chains helped taking the movement of raw-materials and basic products from the rural hinterlands to the urban markets and international and global markets, leaving the rural population bereft of consuming value added, branded, quality products at their end. They remained supplier base only.

Unitary Marketing Strategies

In this paper the authors propose a contrasting idea of unitary marketing strategies. The unitary marketing strategies refer to unifying the production from autonomous, independent, producer organizations and reach back to the millions of last mile consumers who happen to be residing in the remotest parts of our country. The term also attempts to refer to a series of approaches that move away from linear strategies that link producers with consumers to non-linear strategies that identify co-existence of producers and consumers within and alongside and articulate the closing of a 360 degree loop connecting to the same set of people who function as producers as well as form a majority of the consumer groups too.

Paradigm Shift from Binary Marketing Strategies to Unitary Strategies

Unitary strategies also find analogy in the concept of two-sided networks. These networks can be found in many industries, sharing the space with traditional product and service offerings. The difference between traditional value chain and two-sided network can be explained in terms of the movement of value. In case of traditional value chain the company attributed costs to its left and revenues to its right while in a two-sided network or in a unitary value chain both left and the right of the company there exists cost and revenue i.e. the producers' groups on one hand incur cost of development and at the same time they serve as a last mile delivery and consumer groups. Thus, company can

collect revenue from them (Eisenmann T., Parker G. and Alstyne Marshall W.V., 2006). However, it requires a specific study to relate binary marketing strategies to two-sided networks. The question at large is, whether such an understanding is truly representing the organisation's strategic pursuits and if such arrangements address the strategic intent of what needs to be served to whom in what form and function. This remains one question that one needs to examine at depth and follow it up as a succeeding research to the present paper.

Research Objectives

This paper aims to study the evolution of marketing in emerging economies like India, where the last seven decades saw a continued development of rural areas, cultivating the rural producer communities and artisan communities to build a supplier-base for manufacturing and marketing firms.

The advent of different forms of people's collectives – SHGs, Mutually Aided Cooperatives, Micro-finance institutions, and social enterprises focused not only on the production capabilities of rural communities as suppliers, but also in cultivating them as patrons of the products and services that are otherwise offered only to the urban consumer markets. A confluence of supply chains has begun to eliminate the divergence between evolution of rural India as a market and as a source of supply to urban markets. The two distinct strategies are to be unified into a singular and uniquely prepositioned marketing strategies, giving a never before competitive advantage to the firms that lead the process. A snapshot study of self-help groups, their role, and of approaches to unite them with corporate supply chains is conducted in this paper to articulate the advent of the unitary marketing strategies. Eric Kacou (2011), working with African women recognises that the base of pyramid has productive and entrepreneurial capabilities, as well as representing a massive purchasing force with significant unmet needs for goods and services. He emphasises that if

the productivity of this group is harnessed, the impact could be the game changer needed to once and for all alter the dynamic whereby the majority of humanity remains poor. Kacou argues for building Archimedean mind-sets to build Base of Pyramid enterprises, which seek to break the survival trap and pursue double loop learning to change our mind-sets and take actions that go outside established patterns. The authors attempt at finding such initiatives in the organisations studied and argue that the unitary marketing strategies pursue changing mind-sets to redefine the opportunities for the base of pyramid enterprises.

Research Methodology

Khairool Noor (2008), stated that there are times in social research, where the focus of a researcher is to gain insights, to discover and to interpret than hypothesis testing. Qualitative case based research approach is suitable for these kinds of research objectives. This paper will conduct qualitative research based on case study method. Micro cases of different organizations across the sectors and geographies will be discussed to identify the strategies for operating successfully in emerging economies. Some of the cases covered for this study include a) 'Amul', a globally recognised saga of micro level producers enterprises offering the first break-through in the country in creating robust supply chain network of a perishable commodity called milk, and use the same supply chain network to offer reverse flow of professional and modern veterinary and human healthcare to these villages with unparalleled last-mile delivery mechanisms developed in creating the first globally recognised unitary marketing strategy; b) 'Patanjali' a leading Swadeshi and Ayurveda company which has attempted disruption in the tightly held markets of fast moving consumer goods (FMCG) sector by some of the leading multinational organizations – by creating unitary marketing strategies, c) eChoupals of ITC Limited that worked to remove inefficiencies of markets for chosen commodities and d) Mangaldeep range of

FMCG Products of the same company, where the focus of the company and its supply chain partners was to evolve unitary marketing strategies to build market linkages, create new FMCG markets and create feed-forward and feedback mechanisms for grass-root level producers and offer markets for grass-root level, remotely stationed and geographically thinly and widely spread micro-customer segments for different FMCG product categories within the country.

Findings and Implications

An analysis and discussion on successful marketing strategies which are both unique and unitary in nature will be made based on the case-analysis. This paper makes an attempt to study the evolution of unique and unitary marketing strategies from pre-reform i.e. 1980s era to 2015 onwards post-reform era. The evolution of marketing strategies from vertical integration to creating market linkages and towards the development of an integrated eco-system where producers, marketers, consumers, and retailers all come together to unify is discussed in this paper. The cases mentioned above are analysed as given in below paragraphs.

Amul in 1970-80s, Pre-Reform Era: In seventies, Amul played the role of vertical integrator by bringing the farmers and milkmen and consumers together, by bridging all the supply chain links. It started its operations in 1946, with barely twenty farmers pooling around 250 litres milk a day and processing and supplying the same to Bombay Milk Scheme. It rose to 970 villages and 100,000 members by early 1980s, and supplying a million litres of milk per day from these villages. Around 705 of the members are women, tending to dairying in these villages and handling 90-95% of all the milk produced and supplied. Those were the days when farmers, though supplying raw milk, were deprived of the processed dairy products including pasteurised milk, other processed dairy products as the distribution and logistics systems as well as retailing services to the rural areas were neither available nor

serviced. Many of the women milk producers were not able to provide milk to their own kids just to earn some extra money. Sensing a need to compensate for the sacrifices made by rural mothers, but, not yet becoming ready to build rural marketing systems, Amul felt, it could address the mother and child nutrition through a social responsibility initiative, in an era when CSR was not even coined, and took the task of producing and supplying a balanced nutrient based extruded snack food, called 'Amul Ghatiya', (later renamed Balamul), at a nominal price to all women members of milk cooperatives. This was done so that Amul attempted to fulfil the much needed child nutrition gap in villages where supply of processed milk was not contemplated for those markets. Many village milk coops used to sell a small quantity of the raw milk procured, to the village consumers, as the coop was required to dispose-off the milk samples taken for milk quality testing, once done, as they didn't have any other means to handle the sampled milk. However, the quantum of milk thus sold, and the extent of its meeting the village milk consumption demand was very small, and was not studied as a concerted marketing activity by Amul in those days. Very little documentation exists to argue its significance as an alternative to marketing of processed milk in rural areas. However, the attempts of Amul in 70s and 80s, to address the deficiencies of milk supply in the villages where milk coops exist, by providing a nutritional supplement in the form of Balamul at a highly subsidised price to the members was noted as a highly successful rural development strategy in rural areas (Ruth Heredia, 1997).

The second major intervention of Amul in creating a unitary marketing strategy was built around production and supply of Amul Dana, the cattle-feed produced and supplied to every milk farmer, through using a highly acclaimed reverse logistics system through the same supply chain network that handled procurement of milk from a thousand villages from every district in Gujarat. (Deshpande et al, 2016 and 2017, Goldberg, Cornell, 2013).

Amul, working for forward vertical integration of the milk procurement, processing and marketing from village level to district to state and national level, simultaneously took up the task of building backward integration processes too. Major initiatives in this regard were, to offer veterinary services and animal healthcare and to offer nutrient cattle-feed. For this purpose, round-the-clock mobile veterinary vans and teams were setup, medicines supplies were managed and animal vaccines were discovered, produced and distributed, with the assistance of Government of India and National Dairy Development Board. A world class cattle-feed factory was set up to manufacture nutrient cattle-feed called Amul Dana, and each of these were supplied to every village and every coop member farmer, thus meeting all the needs of a milk producing farmer to produce milk and meeting all the needs of these farmers, to get the best remuneration for the milk and milk products round the year, gaining recognition by 1985, that it was one of the globally acknowledged two-way vertically integrated business, marketing quality inputs to farmers and marketing quality milk products to urban consumers across the country (Heredia, 1997, Mishra, Asokan, 2016)

AMUL In 1990-2000s – post reform era:

Though the initiatives started in mid-eighties, two major pursuits of Amul during the 90s in offering a highly responsible human healthcare service (through its CSR organisation, called Tribhuvandas Foundation), and building the retailing networks for the Amul products in the rural hinterlands stand out in creating a unitary marketing strategy. Each and every milk coop, is linked to the mobile health service vans, almost similarly designed and operated as the veterinary mobile vans, giving the much needed medical and health service to the families of milk coop members of the villages.

The marketing strategy adopted by Amul in developing and promoting a highly focused liquid milk brand "Amul Taaza" in rural areas across the country as an alternative to

the distribution of fresh milk. Amul Taaza, a brand initially crafted as a super brand, meant to be a convenience product for urban lifestyle consumers, became the answer to the lowly electrified, poorly equipped rural retailer's prayer for processed milk. Amul taaza, met the needs of rural consumers, and rural milk retailers who couldn't afford refrigeration and stocking of milk sachets without spoilage. Amul Taaza, developed using a Ultra Heat Treatment (UHT) technology to process milk and packing with another technology centric material, Tetra-pack, long shelf-life liquid milk, became an instant hit in remotest corners of the country, with Amul's distribution networks working exclusive strategies to meet the milk demand in these hinterlands (Goldberg, Cornell, 2013).

ITC Limited in 2000s: ITC's 'Mangaldeep-puja incense sticks' is the fastest growing brand in its category with over 55% growth in 2011 over the previous year. The unique strategy adopted by Mangaldeep is that 'these incense sticks are sourced from small scale/cottage vendors from across the country, six of whom have received the ISO 9001 – 2000 certification – a first for any incense brand in India. (Itportal.com, 2018).

Mangaldeep, provides market linkages to the incense sticks producers by procuring from under-privileged women through self-help groups and small scale entrepreneurs. This enables sustainable livelihood for rural India in Orissa, Tripura and Bihar.

ITC Initiatives: ITC's Triple Bottom Line philosophy of every business contributing to the nation's economic, environmental and social capital, has been translated into reality with the development of incense stick supply-chains. Mangaldeep agarbattis are manufactured by small scale and cottage units, providing livelihood opportunities for more than 7,000 people. Mangaldeep Agarbatti is manufactured at various centres across the country and standardized processes are followed to ensure the same quality across locations. ITC has partnered with ORMAS (Orissa Rural Development & Marketing

Society), an autonomous body under the Pachayat Raj in Odisha to encourage the women's self-help groups to manufacture the incense sticks on a regular basis and ITC committing to market them. This initiative provided technical training to rural women & provides employment opportunities to over 4,000 rural women.

Shared value creation: Assistance in Social Habilitation through Agarbatti (ASHA) was another initiative through which ITC provided training on rolling and preparing incense sticks with a provision of stipend and guaranteed buyers and payments. This programme covered approximately 16,000 women. Moreover, ITC helped to provide free access of primary education to the children and raised the standard of education by providing infrastructural support to the government schools (Sarmah and Rehman, 2016).

Perhaps, an approach for sustainable livelihoods generation, preservation of natural capital along with shareholder value could be enhanced simultaneously (Porter & Kramer, 2011). Armed with consumer insights, excellent business processes, strong marketing and distribution network and investments in modern Research and Development (R&D), ITC competed fiercely in the domestic and global incense stick markets.

The Mangaldeep case showcases the complex inter-linkages in developing unitary marketing strategies – a women's self-help group promoting social enterprise, BISWA, was instrumental in looking for opportunities for the SHGS formed, to take their village level production activities, into entrepreneurial pursuits, and thus seek collaborative action along with two other likeminded organisations – ORMAS and ASHA, and use the collective strength to team up with ITC in order to build the Mangaldeep production network. A concerted effort by these four organisations lead to Odisha's SHGs becoming consumers of technology driven Market intelligence system and part of Collaborative Planning and Forecasting Systems (CPFR), which, otherwise is found in only some sophisticated global

supply chain driven enterprises. This led, to village women becoming the core value adding rural processors and manufacturers, also becoming consumers of advanced technologies, information, and lastly, aspiration driven consumers, who seek to buy and use branded incense sticks in their homes.

ITC-eChoupals: eChoupals, created and nurtured by ITC to build efficient markets for agricultural commodities and develop seamless supply chains, have been studied and recognised for their contribution in restructuring Indian Agri-supply chains and elimination of inefficiencies of commodity markets for soybean, coffee beans and other commodities. Once again, if the case of eChoupals is probed for the unitary marketing strategies, two very conspicuous features come to the fore. One, the flow of farmers' agricultural production through the village farmlands to the international processing and marketing centres, and two, a fair and transparent system of pricing, payment, warehousing, transportation and value creation for raw agri-commodities for further value addition. The efforts of ITC eChoupals focused on the creation and evolution of a sophisticated technology consumer, while farmers' participation helped evolution of eChoupal networks as strong, efficient and farmer oriented market systems.

A farmer, while working through eChoupal, evolves as a computer literate, adept in gauging and monitoring market information systems through accessing local and global prices, money markets and commodity markets, at the village. The skills of using intranet, internet and extranets to become competitive in global commodity trade in day-to-day life, initially by sanchalaks of eChoupals and later by individual farmer members changed the way markets function and become responsive.

The farmers' buy-in of regular weather forecasts, market arrivals and inter-market price movements pushed the conventional commodity markets to restructure their functioning.

More importantly, their use of analytics on land use patterns, soil analysis for seasonal nutrient depletion, crop use of chemical fertilizers, adopting improved input application methods showcases a different dimension of the impact of eChoupals on farmers' lives and their occupation.

It may be interesting to note that a majority of farmers in Madhya Pradesh, Karnataka, Andhra Pradesh became adept (learnt and gained significant levels of proficiencies) in handling support infrastructure of radio satellite technology, solar electricity management, post-harvest operations and storage, grading and transportation of quality commodities from farm gate to markets. (Upton and Fuller, 2003)

Patanjali from 2015 onwards: 'Yog Shivirs' organised by Baba Ramdeva, across the country, annually are a highly patronised and attended events, with an unbridled fan-following. One such shivir became a regular feature in the southwest Karnataka during 2010-2012, across the western coastline, at Mangalore, and Udupi, Karnataka. These shivirs were not just attended by the people of these two towns, they are attended by a majority of residents of several villages around these two towns in this region. The shivirs used to provide avenues for lot of marketing activity as well. At these Shivirs, there are stalls operated by different companies including Patanjali, which both display, demonstrate, exhibit and sell their brands. It was an insight for a marketer to observe 'the reaction of a local woman checking an ayurvedic product in a stall, and knowing that it is made by a women's SHG, to revert with an excitement that "Wow! This is made by our own neighbour women! This scene, repeated across the stalls, reveals that companies which are enabling them to appreciate their own base and marketer value add act as the re-connectors. Further, the emergence of the market has the testimony that brands are being consumed at the remotest places as preferred choices.

Probing the production supply chains on one side and the distribution networks on the

other side, Patanjali Ayurved Limited, hints at making a concerted effort in building large centres of raw material production through farmers' networks and women's networks in providing the base for producing a range of consumer goods with its unique quality checks, and supply chain standards. The company subtly develops its collaborations with village level micro enterprises and communities in building the raw material procurement systems and also in manufacture of the products at several centralised as well as decentralised locations. The announcement of Baba Ramdev on 12 Dec, 2017 evening, when he addressed a gathering of top marketers and media veterans (after he was named the IMPACT Person of the Year 2017), he not only predicted Patanjali's turnover to increase to Rs.1 lakh crores in the coming three to five years but also claimed to have created over 20,000 jobs in less than two months (www.exchange4media.com, 12.12.2017).

Patanjali Initiatives: Patanjali Ayurved Limited (PAL), worked to build unitary marketing strategies by way of sourcing raw materials directly from farmers, and manufacturing plants were set-up close to the sources to eliminate the transportation cost (Sourabh Bhattacharya et al, 2016). PAL also built large processing capacity through backward integration by cultivating endangered herbs on its own farmlands in Patanjali Food and Herbal Park. This strategy worked in variety of ways for the company: it helped in reducing the costs, in creating strong word of mouth and strong delivery channel to penetrate rural markets.

In the words of the Acharya Balakrishna, CEO of PAL, "Our input costs are low because we source directly from farmers, avoiding middlemen. Most companies have administrative costs of around 10% of their revenue, but in our case it is just 2%".

Strong distribution network: Acharya Balakrishna, emphasizes, "If you talk of Patanjali, people are coming forward to be its franchisees – not just in large cities and urban confluences, but also in many small

rural and peri-urban towns, because besides getting a hassle-free employment, they are also feeling satisfied internally by curing people's diseases and taking India's rich and old practices to the masses". (ibid, 2016) These two exemplify the nurturing of a unitary marketing strategy, which fulfils the consumer needs of the producers and lifts them to be at a much more critical role than just being raw material producers or basic value adders, but as core value providers, core brand endorsers and consumers of core and supportive brand products.

Baba Ramdev, the force behind 'Patanjali' the most disruptive brand in FMCG stated in one of the interviews, "One who knows how to convert knowledge, emotions and actions to wealth is termed as a success". The emergence of Patanjali as one of the most formidable FMCG brands in India in a short span of time can be attributed to its unique and unitary approach of connecting with its suppliers and consumers just the way they like it.

Marketing Implications:

It is relevant for marketers, consumer behaviour researchers and theorists and students to understand that there exist multiple layers in an emerging economy and a marketer needs to permeate through them to be successful both in terms of profitability and socially. This paper offers a fresh insight to marketers to develop bi-directional unitary marketing strategies for operating in emerging economies.

Unique and Unitary Marketing Strategies – at the cusp of a bottoms-up revolution:

The phenomenon of millions of rural producers being serviced as suppliers, for the entire business spectrum of Indian markets is not new. However, the very essence of rurality that describes six lakh Indian villages as the most un-reachable and therefore not connected to the urban marketers for servicing is being busted by the pursuit of unitary strategies of these pioneering companies, which focused on connecting back to their core suppliers as the end consumers of the very brands that they are building and taking to every market

possible. In essence, the unitary marketing strategies when depicted in Figure 3, offer a 360-degree circles of value chains, that otherwise are uni-directional. Converting a binary marketing approach of upending the rural suppliers with urban consumers by using a bi-directional unitary marketing strategy is bringing a cascade of benefits to the rural producers who is also the largest segment of rural consumers, as reflected in Figure 3.

Unidirectional binary marketing strategies: The users of binary marketing strategies has uni-directional approach. The follower of this approach considered the ‘Rural producers/artisans’ as the supplier of raw-material or work-in-progress component and ‘Processors’ are the urban factories/aggregators/distributors who conduct binary transactions i.e. procuring supply from one group and servicing the demand of another group (Figure 1). This other group is represented in the form of metro and mid-tier consumers; and mid-town wholesalers/ retailers who service the remote rural consumers.

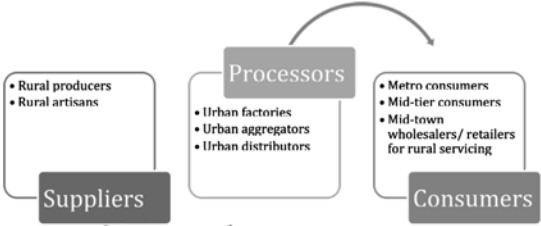


Figure 1: Supply driven binary marketing strategies

The other representation of binary marketing strategy is provided in Figure 2 where the processors/marketers make use of self-help groups as a medium to penetrate in the rural markets.

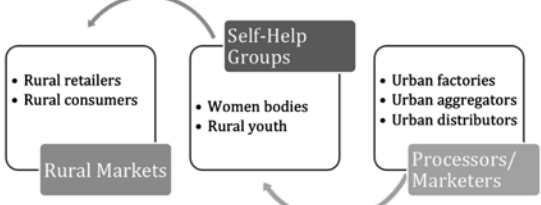


Figure 2: Demand driven binary marketing strategies

Bi-directional unitary marketing strategies: The review of Amul, ITC and Patanjali cases has helped us to articulate a model which is unique and unitary in nature and helps in integration of the layers due to its bi-directional approach. The above three cases highlight different context in which each of the company has developed unitary strategies to conduct their business and operations. In case of Amul, being a producer enterprise, it had a mandate to provide required market linkages, basic and supplementary services to its farmers. And the case adequately reflects the success of Amul in enhancing the capability of its farmers to produce milk.

However, for ITC, the mandate was not to serve SHGs rather to have a super effective supply chain and ensure their profitability. ITC was required to ensure profitability at enterprise and marketer level and for this it was required to enhance the profitability at the base level. And these base level suppliers were large in number and scattered. Thus, uniting them becomes a basic goal in ITC’s Mangaldeep and e-choupal case scenario.

The success of Patanjali take the unique and unitary marketing strategies to the next level, where it was not just functional and operational integration but the emotional connect which the consumers and rural producers have with the brand by being the part of production journey.

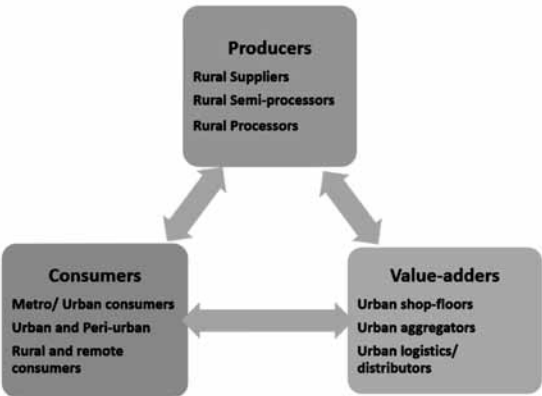


Figure 3: Framework of unitary marketing strategies

The unitary marketing strategies framework

(Figure 3) represents that each member of the chain interacts in both the direction and there exists a unitary link which links a producer to a processor to its consumers. This can also be understood as the consumers acting as small producer groups and providing supplies to producers who in turn process these supplies and pass it to value-adders to refine it further (eg. Packaging, distribution etc.) And they (consumers) buy back these processed goods as in the above cases.

Conclusion and Future Directions:

The three cases discuss the significance of using unitary marketing strategies in a variety of ways. In the pre-reform era Amul, developed a bi-directional approach with the help of reverse logistics system to supply 'Balamul' and 'Amul Dana' to the farmers on one side and getting quality milk products from them for the urban consumers. During 1990-2000s, the unitary strategy was to provide a network of human healthcare services and rural retailing network for Amul products in the rural parts of the country.

ITC's unitary marketing approach was anchored in sourcing the supplies from SHGs and small-scale entrepreneurs and encouraging BISWA to take up reverse flow of final products back to villages and promote its products at SHGs as village level retail units. Its e-choupal initiative also exemplify the bi-directional strategy under which the farmers were both the suppliers of agricultural produce to its international processing and marketing centers and recipients of fair pricing, payment systems, warehousing and technology.

The bi-directional unitary marketing strategies adopted by Patanjali signifies the relevance of backward integration in reducing the input cost significantly for the company on one hand and at the same time creating hassle free employment for the rural population and a network of brand ambassadors promoting and distributing its products to masses.

As reflected in these cases, role of self-help groups, farmers and small-scale entrepreneurs is not limited as a producer. These producers

add value to the products and services supplied to urban markets and act as consumers also both for inputs, technology and finished products and services. Thus, an integrated ecosystem is proposed in this research paper (Figure 3).

There is further scope for research to gauge the role of government and public organizations in creating unitary marketing systems to integrate several layers of an emerging economy like India. The future researchers could study the challenges and opportunities which each member (producer, value-adder, and consumer) would come across while going ahead.

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Redefining Mobile Marketing through Conversion Rate Optimisation

The untapped potential of user experience optimization of mobile interfaces on digital marketing

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Abstract

The paper attempts to explore the need to optimize the web interface on the mobile platform. There has been previous research on the need for optimizing the websites to be user-friendly, however, there has not been adequate research on the need for optimization on mobile devices. With attention spans narrowing it is important that websites are able to convey their value in few seconds else the user will bounce off to another website that represents information better. The problem goes deeper, most of the businesses do not even have a mobile-optimized website.

This paper discusses the strategies required to drive higher conversions for businesses by optimizing the user experience on mobile devices. These strategies seek both quantitative and qualitative modes of inquiry. The study also visualizes how theories such as Cialdini's persuasion principles and MECLABS conversion heuristics coupled with quantitative cognizance will help businesses enhance customer's journey on a website. Lastly, CRO is the final step in a comprehensive digital marketing strategy. With the world increasingly going mobile, it's imperative that we keep the user interface and user experience in mind while developing digital assets. Thus, CRO is a platform and device-agnostic solution designed to solve this problem.

1. Introduction

More than 5 billion people in the world are estimated to use mobile phones in 2017 and this number is expected to grow to 5.9 billion by the year 2025. Indian Smartphone industry grew by 9.9% year-on-year (14.8% QoQ). Another startling statistic is the increase in online sales of smartphones in India which posted a year-on-year growth of 12.4% compared to only 8.5% growth of offline sales for the same period (Livemint, 2019).

Demographically speaking, a sizeable portion of this explosive growth can be attributed to the Indian youths. A recent Nielsen study revealed that there are about 40 million smartphone users in India and nearly 50% of them are under the age of 25. The problem goes deeper, most businesses do not have a mobile optimised website. Amongst these, small-medium enterprises (SME) fared the worst with 91% of them not having a mobile-optimized website. According to HubSpot, websites not optimized for mobile lose 5% of their organic search traffic. This 5% would lead to a significant loss in revenue for businesses. Furthermore, as of July 1st, 2019, Google Search's

Googlebot will be ranking and indexing the mobile version of web pages first. This is part of their Mobile-first indexing strategy as their research revealed that a majority of users' access Google Search using their cell phones. This is all the more reason why it is imperative to focus on the mobile user interface as a medium to connect, share and collect information.

Mobile has become a constitutive element of day to day life. In contrast to being used as a medium to communicate. Mobile has now become a beacon of knowledge and information. Mobile e-commerce sales occupy 34.5% of total e-commerce sales (Big Commerce, 2019), however only 12% find

shopping on the mobile web convenient (Dynamic Yield, 2017), this implies that there needs to be a significant improvement. The global e-commerce sales are expected to reach \$4.058 trillion by 2020, and M-Commerce sales have already contributed to 58.9% of e-commerce spending. By 2021 it is projected that M-Commerce will account for 72.9% of the e-commerce market (eMarketer, 2018).

Conversion Rate Optimisation (CRO) blends heuristics with data and analytics, helping marketers derive actionable insights on how the user behaves on the website. Armed with these insights, marketers can then tailor the user experience of their digital assets to induce the desired action (generate a lead or make a sale).

1.1. Market Potential for CRO

The APAC market is a high growth market with a lot of potential in the years to come. However, this market's needs are very different from other mature markets. While the more mature markets like NORA (U.S. and Canada) or EMEA (Europe, Middle East and Africa) are focused on driving conversions, the APAC market is still focused on driving acquisitions.



Fig. 1 Projection for retail ecommerce sales worldwide, 2015-2020

In a recent conversation with a partner at VWO; a leading conversion optimization SAAS product; the APAC is still in their infancy and it would take them another 5 to 10 years to divert their attention towards conversions.

This focus on acquisition could be due to the rise of As-a-service companies in the APAC region, who are steadily beating their western counterparts in terms of efficiency and cost-effectiveness. Increasing brand awareness is their primary objective and to that extent, they prefer spending on acquisition strategies like outbound marketing, PPC and SEO (Accenture, 2015).

However, a few companies in this market are slowly starting to focus on improving lifetime value (LTV), activation and retention of their new prospects. This is an early indication of a change and shift in strategies. That said, most clients have bootstrapped their website to become mobile-friendly. The bootstrap development process is an HTML, CSS and JS framework used for developing responsive and mobile-first projects on the web (Uplers, 2017). It is an extremely cost-effective method as it saves time, reduces cross-browser bugs and it is endlessly customizable. But just making your mobile website is not enough. Research suggests that users often start their journey via mobile website and after a certain level of engagement is reached, they switch to the app version of the website for better user experience and speed (Jmango, 2019).

Our conversation also sheds light on the rising interest in conversion optimization for apps. Unlike the websites, where browser-side cookies are used for AB testing, apps require the AB tests for UI/UX changes to be directly made to the servers. In fact, VWO recently rolled out server-side testing and it is slowly gaining popularity amongst engineers and product managers. Unlike marketers, product managers' main objective is to drive engagement for their apps. By increasing the engagement of their users, they are likely to stay longer and convert.

Statistically speaking, there are 2.14 billion digital buyers worldwide. According to CXL (2019), there are around 2.8 million apps on the Google Play store alone, however users spend 96% of their time only on the top 10 apps. Additionally, it is estimated that around 4500 apps are released every day. As we can infer, with the fierce competition, releasing a new app is becoming increasingly tricky.

Furthermore, in a recent report by App Annie, there were 194 billion app downloads in 2018 as compared to 178 billion downloads in 2017 and in APAC alone mobile transactions constitute 51% of total transactions. It is also seen that businesses that promote their apps see an increase of 30% in mobile app transactions.

With statistics like that, it is easy to see why people gravitate towards apps over any other medium. With the desktop slowly becoming a secondary touchpoint, the majority of the people start their research or purchase journey on their mobile phones. We believe, in this era of digitalization, it is imperative that an app must be visually appealing, have simple intuitive navigation and must have contextually relevant content. In doing so you are increasing engagement, which in turn would improve your ratings and reviews, which then increases your ROI and expands your customer base.

2. Effect of Ratings and Reviews of Applications on Conversion Rates

We are living in the world of first impressions, in this scenario, it is important to understand what users say about the application. According to Apptentive, a customer engagement software that helps engage and retain users, 79% of consumers check ratings and reviews before installing the app and 55% check them before performing a transaction. In contrast to this, the average rating of the top 100 apps on iOS is 3.94 and that on Android is 4.32. Apptentive also states that increasing the rating from 3 to 4 stars can increase the app conversion by a massive 30%. So, what can businesses do to increase their app ratings?

1. Retention report by the data experts at Localytics, suggests that almost 70% of users abandon the application within 90 days. Another report by RJ Metric suggests that an e-commerce website generates 43% of revenue from repeat visitors (Smith, 2014). Therefore, tailoring the website differently for new visitors by providing them with a seamless experience and enticing offers might retain them or possibly even convert them. Similarly, customizing the journey for repeat visitors by providing them with personalized content (product recommendations, loyalty offers, referral bonuses) is the key. For example, information about a product she looked at, information about a webinar regarding a blog visitor liked. These retained customers not only provide better conversions but are also a source of reviews and positive word of mouth.
2. According to AppTentive, generally, a customer having a bad experience is more likely to leave a review than a satisfied customer. A way to get positive feedback from satisfied customers is by asking simple questions like "Do you enjoy the app", the answer to this is a simple Yes or No. Those who say No can be catered to differently by asking them the reason for their dissatisfaction. In case of a star rating question such as "Please rate the app", a one-star rating does not mean that the user hates the app, but it means that the user wants something more out of the app. Customizing messages to suit the need of the customers can be a source of valuable feedback and will also help get positive ratings from loyal customers.
3. Prompts for ratings should be carefully placed and designed. Pop-ups can be intrusive resulting in poor customer experience. Segmenting and understanding the review can help in getting powerful insights. This segregation can be in the form of devices, app versions, demographics, psychographics, etc. Another way of understanding the targeted reviewers can be those who have opened the app multiple

times therefore are in a position to provide valuable feedback.

3. Conversion Rate Optimisation or CRO

To understand Conversion Rate Optimisation, let us first understand the term, conversion. Conversion is when a website visitor turns into a customer or lead by performing a certain desired set of actions on the website. Conversion rate optimization is the process of analyzing and improving the website so as to make more visitors into buyers or turn visitors into leads. A good CRO strategy starts with analyzing the audience on the website thoroughly and testing and trying various options to suit the needs of the visitor. A good CRO strategy helps save time and money while making incremental changes on the website that help enhance user experience. The reason mobile conversion rate is important, is due to the nature of the medium itself. Mobile users are looking for immediate and relevant information on products, services or business. Whereas, desktop users are often browsing with less immediacy and with low intent of purchase. To that extent, mobile conversion rate optimization helps boosts offline conversions also. According to Nectafy, 88% of consumers who search for a type of local business on a mobile device call or go to that business within 24 hours (Nectafy, 2014).

3.1. Understanding CRO's Importance

CRO is a form of constant learning and improvement process which helps the website boost conversions and reach their desired potential. Let us consider a situation in which a landing page is getting 5000 visitors but only 60 of them convert i.e. make a purchase or sign up. The conversion rate here is 1.2%, however now if you employ CRO strategies and improve your user experience, your conversion increases by 50 more i.e. now out of the same 5000 visitors on the website 110 of them take the desired action, making the conversion rate 2.2%. Which implies an increase of 83.33% - that is the potential of CRO. In CRO we utilize the potential of current customers without incurring the expense of bringing more customers to the website.

3.2 Importance of CRO for Marketers and Optimisers

CRO helps marketers and optimizers understand why their customers do or do not buy products online. Until now we have established that an increase in conversion rates can result in increased retention of the current audience and generate more repeat purchases. This might also lead to a rise in the average order value, thus uplifting revenue and providing a better ROI to business. CRO also helps understand the importance of applying scientific rigor to testing methodologies.

As an optimizer or a marketer, understanding CRO is an integral part of identifying the customer persona. This brings us to the next question; how can one analyze the website specifically for CRO related issues?

4. CRO Frameworks

4.1 The conversion sequence heuristics by MECLABS; $C = 4m + 3v + 2(i-f) - 2a$

C is Conversion rate, m is Motivation, v is the value proposition, i is the incentive, f is friction, and a is anxiety.

According to this conversion sequence equation, the probability of conversion depends on the motivation of the user to make a purchase, value proposition offered, feelings of anxiety experienced while on the website/app and also presence of incentive and friction in the entire process. These factors need to be kept in mind while coming up with strategies and setting expectations from them. Because the truth is no one can know completely how a user behaves, therefore it is important that friction and anxiety are taken into consideration.

4.2 The Inverted Funnel:

According to MECLABS, “The Conversion Sequence Heuristic enables marketers to achieve their task of driving people through the funnel. However, the typical marketing funnel is a flawed analogy because, in reality, gravity is working against you. **People are not falling into your funnel; they are falling out.** Thus, we must “invert” the funnel.”

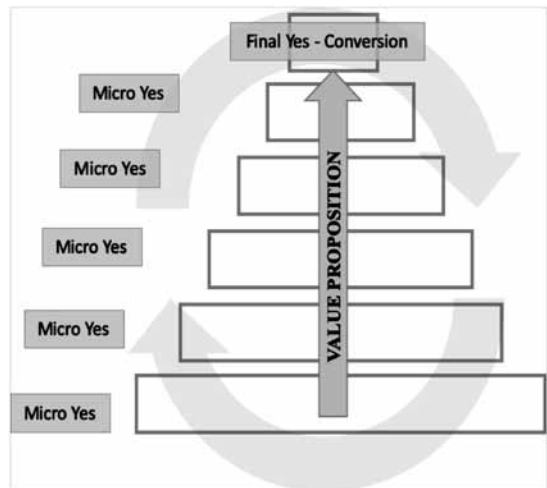


Fig 2: The inverted funnel

Users climb up the funnel by saying micro yes, however, if anywhere along the way to the final step, if they say no, the target will not be achieved, and the user will drop out of the funnel.

4.3 PIE framework by HubSpot/Widerfunnel:

While analyzing you might come up with various solutions but not all solutions can be implemented in a single time, therefore there arises a need to prioritize and understand which solution comes first. By this framework, you can prioritize the importance of the solution and understand the effort needed to implement it. This approach also helps in attaching quantitative and clear values to the proposed solution thus providing clarity on what to implement and when.

	Web analytics Heuristic analysis Voice of customer		Cost Traffic volume Return on investment		Technical "Political"
LIFT zone	Potential	Importance	Ease	PIE score	
Homepage	10	10	8	9.3	
Checkout	8	10	9	9.0	
Product page	10	9	7	8.7	

Fig. 3: PIE Framework by Widerfunnel

5. Ways to Implement CRO Strategies

CRO can be implemented by using A/B testing. A/B testing helps divide the visitors on the website into two groups, one of these groups (normally A) is shown the existing version of the website (referred to as Control) while another set of users are shown a new version of the website (referred to as Variant). Using A/B testing provides clear results and help visualize the user's perception of the new variant. Once you have completed the research, it is time to perform the experiments. It is also important to note that there are many kinds of testing apart from A/B testing, there are other ways of testing as well, the method opted depends on the nature of business. For example, if you have multiple variations (3 or more) of the same concept, ABC testing is ideal. Similarly, if you have two very different concepts that needs to be tested simultaneously, MVT or multi-variant testing is preferred. In any case, the fundamental concept behind all these are the same. These experiments end once the winning variation has shown a sufficient improvement over the control and the improvement is proven by statistical significance.

5.1 A/B testing:

A/B testing is also called split or bucket testing. As the name suggests the users coming on the website are divided into two groups A and B. This allows you to conduct an experiment to understand how the visitor responds to different versions of the website. It starts with understanding the problem on the webpage and then coming up with a solution to cater to that problem. The problem and solution together form a hypothesis. This hypothesis is then examined by A/B testing and is proven by statistical significance. An A/B test requires two equally divided groups, one is a control group - who sees the original version of the website and the other is a variant group - who is shown a variation of the existing webpage. The figure below illustrates how the total traffic is split onto two groups for A/B testing.

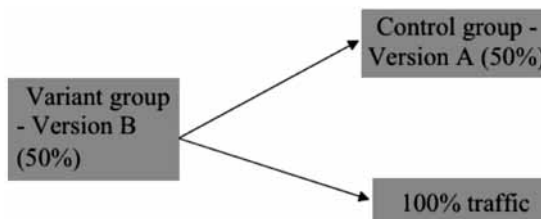


Fig. 4: A/B test traffic split

5.1.1 Analyzing the A/B test results

Before launching an A/B test, it is important to verify the validity of your hypothesis. A hypothesis is a supposition made on limited information that has to be tested further to be either accepted or rejected. Validation methods include standardized statistical tests like z-test and t-test, depending on the sample size. If the sample size is small, and the variance of the sample is unknown, a t-test is preferred. Conversely, if the variance is known, the sample size is large, a z-test is preferred. This is known as hypothesis testing, and it can be carried out in four simple steps (Majaski, C., 2019):

1. Step one is to state the two hypotheses (assumption and null) so that either one may be rejected.
2. The next step is to formulate a plan that outlines how the data should be evaluated.
3. The third step is to execute the plan and create a sample data set from the population.
4. The final step is to analyze the results and accept or reject the null hypothesis using either z-test or t-test, depending on the sample size. There are only two inputs, the total number of sessions and the total number of conversions at that particular stage.

By doing so, we validate our hypothesis and can be certain that the considered sample size warrants an A/B test whose results are statistically significant.

5.1.2 What is Statistical Significance in A/B testing?

Statistical significance is the probability that the conversion rates between control and

variation is not a result of luck or chance, but it is rather due to a planned and data-driven approach. This data driven approach is what led to insights that helped in the formulation of your hypotheses and run an A/B test for the same. Statistical significance is calculated during the testing period and once again, at the end of the test. The industry standard for statistical significance of a successful A/B test is between 95-98%.

The statistical significance of a test also reflects the confidence level of the A/B test and the risk tolerance associated with it. For example, if an A/B test returns a statistical significance of 80%, it means that the working hypothesis is only 80% correct. The remaining 20% marks an error in the hypothesis and also the risk associated with accepting the results of the test at its current level of significance (Schippers, K., 2012).

Understanding statistical significance is imperative because, in order for an A/B test to be successful, the results must be statistically significant. There is a level of inherent uncertainty when it comes to the online audience and how users react to apps or websites. Every parameter; such as device, time of day, session duration; has an effect on the end goal, i.e. conversion. As analysts and marketers, we can analyze these trends strategically, record the users' behavior and devise changes that directly affect their experience to increase the probability of them converting. This is why statistical significance is so important, it serves as a source of confidence and assures that the changes made to the UI/UX have a positive impact on your business goals.

5.1.3 Important Metrics and KPIs to consider while A/B testing

By definition, a KPI or Key Performance Indicator are tell-tale signs of a quantifiable activity used to measure how a key aspect of your business is performing. With respect to CRO however, KPIs are hugely dependent on the nature and the intention of the A/B test. KPIs are metrics but the converse is not

necessarily true, not all metrics are KPIs. Not every quantity that can be measured becomes important from a business perspective. Which is why it is standard practice to differentiate your metrics and KPIs for every A/B test (Shivangi., 2016).

Macro conversions are your primary goal which often aligns closely with your business goals. These metrics can be your KPIs. For example, for an e-commerce website, this can be revenue, average order value, the total number of purchases (i.e. conversions) or more importantly conversion rate.

On the flip side are Micro conversions. These metrics are usually actions users take while completing a primary goal. These metrics are used to better analyze the behavioral characteristics of your online audience. Metrics such as pages per session, session duration, call-to-action clicks or page views per users fall under micro conversions.

It is important to solve for macro conversion even though this might take time. This happens because macro conversions are always fewer than micro conversions. Focusing on micro-conversion may provide quick wins, but if these metrics aren't contributing to the bigger picture, then the whole exercise is lacking direction and insight. The mark of a stellar CRO program relies on how well the micro and macro goals are defined. The closer the micro goals are tied to the macro goals in the funnel, the chances of finding a winning variation are significantly higher. Simultaneously, tracking micro-conversion due diligently can help in enhancing the UX of your website.

5.1.4 Important Macro Conversion Metrics

1. Revenue per Visitor (RPV) is the amount of money per visitor. This is an important metric as it provides insights into what actions on the websites are directly responsible for conversions (i.e. revenue).
2. Conversion Rate is preferred when the action isn't monetary inclined. For example, lead generation, where, total number form completes (leads) divided by

total visitors on the form page will give you the conversion rate.

3. Customer Acquisition Cost (CAC) is used to quantify the financial cost of acquiring a lead/customer. The cost of acquiring them must be less than the profit made once they have converted. The idea here is to perfect the process, minimize acquisition expenditures to achieve the highest profit.
4. Lifetime Value (LTV) is the most difficult metric to calculate. It requires some level of data modeling. LTV is the amount of money the customer is expected to make for you during their lifetime as your customer.

To conclude, it is important to know what the value of each customer is. This will help you decide on your marketing budget (Tolbert, L., 2017).

6. Methods to solve for Conversion Rate Optimisation

Solving for experience optimization is like wielding a double-edged sword. On one side, you have a plethora of tried and tested heuristic thought models and data to formulate your hypotheses but on the other side, it is easy to fall prey to one's own personal bias.

Solving for CRO is a tedious and meticulous iterative process. It is very easy to lose track of time and objective. Therefore, it is imperative that every heuristic analysis is backed by logical reasoning and quantifiable data analysis. Broadly speaking, one can start by tackling this issue qualitatively and quantitatively.

7. Qualitative Analysis

7.1 HCI & Digital Psychology

HCI or Human-Computer Interaction study is the intersection between psychology and social science along with computer science and technology. HCI researchers analyze and design of UI/UX. This study is done with the intent to improve the processes of UI/UX development (task analysis and design rationale) for different technical applications. The main intention of the study is to learn ways of designing user-friendly interfaces or interactions.

This study can trace its roots back to the early days of computing from early computing with likes of ENIAC, 1946 to the launch of the World Wide Web (WWW) in 1989, when people started to notice the user interface of these web applications. In India, HCI studies can trace its roots back to the early 80s. Early graphic designers practiced these principles during the surge of CD-ROM based applications. Although they mostly been disregarded in India a few modern designers and design firms have adopted techniques from usability assessment, user studies, software prototyping, etc. With the rise of As-a-service industries in India and the APAC region, studies such as HCI and Digital Psychology becomes more and more pertinent. Blindly following best practices is no longer advisable as the needs of each customer are unique (Tutorialspoint, 2019).

7.1.1 Important HCI Frameworks that can be used for experience optimizations

7.1.1.1 Shneiderman's Eight Golden Rules

Ben Shneiderman is an American computer scientist compiled some implicit facts about designing while coming up with these eight rules. Using these eight rules one can differentiate a good interface from a bad interface. It is an experimental assessment used to identify better Graphical User Interfaces or GUIs. The rules are as follows: 1. Strive for Consistency 2. Cater to Universal Usability 3. Offer Informative feedback 4. Design Dialogs to yield closure 5. Prevent Errors 6. Permit easy reversal of actions. 7. Support internal locus of control 8. Reduce short term memory load (Tutorialspoint, 2019).

7.1.1.2 Norman's Seven Principles

In 1988 Donald Arthur Norman, an American professor, and researcher designed seven principles that can be used in stages to transform difficult tasks. These principles are more of a thought tool than procedural instructions. They are as follows: 1. Use both knowledge in the world & knowledge in the head 2. Simplify task structures 3. Make things visible 4. Get the mapping right (User

mental model = Conceptual model = Designed model) 5. Convert constraints into advantages (Physical constraints, Cultural constraints, Technological constraints) 6. Design for Error 7. When all else fails – Standardize (Tutorialspoint, 2019).

7.1.1.3 Nielsen's Ten Heuristic Principles

Jakob Nielsen is famed for his many contributions to the digital marketing world. Jakob defined these heuristic principles as broad rules of thumb and not any specific usability guidelines. These ten principles serve as a checklist in evaluating and explaining problems for the heuristic evaluator while auditing an interface or a product. They are 1. Visibility of system status 2. Match between system and the real world 3. User control and freedom 4. Consistency and standards 5. Error prevention 6. Recognition rather than Recall 7. Flexibility and efficiency of use 8. Aesthetic and minimalist design 9. Help, diagnosis, and recovery from errors 10. Documentation and Help (Nielsen, J., 1994).

8. Digital Psychology

8.1 Understanding digital psychology and its relation to experience optimization

Digital Psychology is a relatively new discipline that combines theory from the worlds of behavioral economics, psychology, and digital marketing to create digital communications that are compelling and persuasive to our unconscious minds.

Understanding digital psychology for experience optimization is understanding the economics behind why people make purchases. An understanding of customer persona is an integral part of designing an interface that is conducive to drive conversions.

There are ten principles in digital psychology namely, anchoring, commitment and consistency, loss aversion, need to compete, reciprocity, rewards, scarcity, social proof, and triggers (Stefanovic, Digital Psychology).

9. Cialdini's Principles of Persuasion

Robert Cialdini in his book - Influence

the psychology of Persuasion talks about what makes people say yes, and how this information can be ethically used to divert people's actions to desired results. As humans, we think to possess the power to analyze something thoroughly before making a decision. However, contrary to what we think, most of the time we make a decision based on information readily available to use. In our busy lives, there is seldom any time left for fact-checking and in the era of readily available information, we often tend to rely on shortcuts, the information we have seen or heard, social media posts or WhatsApp forwards. Binding to social pressure, if enough people seem to have an opinion on a matter we tend to believe in its legitimacy. Interestingly, one out of five Americans say that they get their news on social media (Shearer, 2018). This is an example that our decision is not completely ours, but our surroundings have a considerable influence while making a decision. Cialdini's principles are extremely effective for marketing and if used ethically and properly, they have the ability to impact a consumer's decision. Cialdini listed 6 techniques that can be used to impact a decision;

- 1. Principle of Reciprocity:** According to this principle, people tend to return a favor by providing a slightly greater favor. This is simply because humans do not like the feeling of being indebted. To understand this, it is important to know what the customer wants and look at websites that provide a free product, now people will tend to buy a product from them because they feel indebted. Following this strategy can help to make customers inclined towards our product.
- 2. Principle of Consistency:** Humans have a dire need to be seen as consistent. Therefore, focusing on small yes like filling up details for a free webinar or signing up for a newsletter can be ways to gain customer attention and achieve higher conversion rates by directing customers to act in a certain way.

3. **Principle of Liking:** Living in an age of influencers, we tend to listen readily to people we like. The best way to engage with someone or something is to like them, often these feelings are subtle, and the person is unaware of them. To utilize this principle to the maximum, it is important to look at similarities within the audience and leverage them to divert decisions in our favor.
4. **Principle of Authority:** The principle works on the idea that people unconsciously lay more weight on the opinions of an authority figure. Authority, unlike social proof, is not based on numbers, it is based on the perceived status or power. An example of this is the advertisements that say "Doctor's recommended or using a celebrity to endorse a product."
5. **Principle of consensus:** According to this principle consciously and unconsciously, people often depend on others to make a decision. For instance, while deciding on a route, we will prefer the route chosen by the people ahead of us, while making a purchase, we would select the one with the good reviews and high rating. An example of this is "trending on Instagram" - since a lot of people have liked it, people are highly likely to think that the product or service is worthy of their time and money.
6. **Principle of Scarcity:** It is a human desire to want more of something they can't have. This principle is well used by e-commerce platforms - "Hurry! The deal expires in 2hrs" and strategies such as having a countdown timer has a drastic impact on the users and persuades them to make a decision faster. Additionally, this principle can be utilized if the scarcity is balanced by making people aware of what they will lose if they do not opt-in for the offer.

10. Quantitative Analysis

10.1 Journey Mapping / Journey gap analysis:

A journey map helps analyze customers' interactions on a mobile interface (be it an

app or a website) by solving the customer's problem at every interaction they have on these interfaces. Today the battle is not between the best product but the best customer experience. Customers no longer look for a sole product, they seek service and value out of the product. Therefore, it is important for businesses to understand the value customers are looking for and also provide the same. "Customer Experience is the battleground for competitive advantage, where customers will be won or lost." - says ThunderBird, a firm working on customer journey orchestration.

The first step to effectively understand a customer's journey is to understand the buyer persona i.e. identify and analyze the target audience, whether they are impulse buyers, or do they conduct thorough research before buying a product. This segmentation of users helps in framing a better strategy suited for that particular segment.

The customer journey map has a few essential stages namely - awareness, consideration, and decision.

Awareness - The top of the funnel: This is the stage where the user is trying to gather information about the product or a service. This is a very volatile stage and a minute problem while navigating through the website might result in the user dropping off from the website. It is important to alter the website depending on the target audience, for example, baby boomers are known to spend considerable time in making a purchase, therefore for such an audience, it is advisable that the information is thorough and readily available. Because they are most likely to read through the fine print and an error might lead to them bouncing off the website or exiting the app. This is called Browse Abandonment and taking steps like having appealing headlines, interesting and engaging content or any other form of incentive would refrain the user from abandoning the website or app.

Consideration - The middle layer of the funnel: After gathering information in the awareness stage, the user now narrows down

their choices and decides to move further in the funnel. The user has already decided to give their time to the website/ app; therefore, this stage should be leveraged to build a connection with the user. This can be done in the form of registration/ sign up. Another important aspect of this stage is providing information to the user readily without creating any anxiety or friction i.e. by using clear headlines, proper font, easy navigation and showcasing unique value propositions so that the user is inclined to move forward to the third stage of the funnel.

Decision: This is the stage at which the user has finally decided that they want a particular product or service, making this the last stage of the funnel leading to conversions. Here the user is highly motivated to make a purchase or opt-in for the newsletter (whatever the desired action may be as per the business), special care should be taken for the product, cart and checkout page. The cart should be easily accessible and easy to update, low cart abandonment rates are extremely important here. On proceeding from the cart page, the user reaches the checkout page, here it is important that the user trusts the website enough to make a purchase. Positive reviews, security seals and an effortless checkout is the key.



Fig. 5: Customer Journey Map

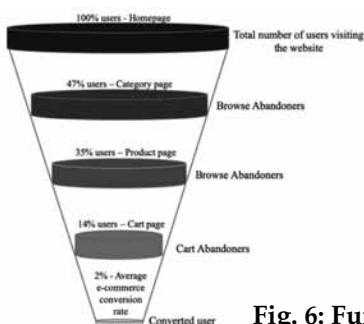


Fig. 6: Funnel Analytics

11. Importance of UX/UI in mobile apps

There is a need to strike a balance between functionality and UI design. Your app will not drive engagement to its full potential if it is intuitive but has lackluster visuals. Visuals are important to captivate the user's attention. An average user makes a decision within seconds of using the app.

Therefore, to retain the users, the app must be visually pleasing with cognitive fluency, which is nothing but the ease or difficulty in completing a mental task. This further increase engagement through customer complacency, as a pleased customer is more likely to refer to the app.

Also, it is important to note that a well-designed app conserves a lot of time and money, as they require far fewer updates and patches. Finally, if the above-mentioned parameters are addressed, the chances of the app being highlighted by the AppStore or PlayStore increases significantly due to the high reviews and ratings. This ensures the maximum return on investment (UX collective, 2019)

11.1 Ways to improve UI/UX of mobile apps

"Rule of thumb for UX. More options, more problems" - Scott Belsky, Chief Product Officer, Executive Vice President - Creative Cloud, Adobe

- 1. Having a focused approach:** Product designers may think that providing plenty of options in an app is the best approach, however more the features more is the confusion. It is important to understand what features are important and provide only those features which enhance user experience while reducing clutter.
- 2. Limiting content:** Mobile has limited real estate, so having clutter on mobile is worse than having clutter on the desktop. The focus needs to be at minimalism i.e. limiting gradients and drop shadows. Also, it is better to have one call to action per screen, this helps the user identify actions distinctively.

3. **Implement Information architecture:** Information architecture is implementing the design in a way that is logical and clear. The information should be lucid and should help the user reach the desired page in minimum steps.
4. **Visibility of text:** The text should be clearly visible in mobile devices of all kinds. Legible text is mandatory for a good user experience. Apple's iOS uses the San Francisco family of fonts while Google's Android uses Noto and Roboto.
5. **Create a seamless experience:** The users generally use multiple devices such as laptops, tablets, and mobile. Therefore, it is required that the information is synchronized across all devices, and not doing so results in poor user experience.
6. **Testing design:** It is not possible to get the perfect design in the first attempt. A solution that might work for one business might not work for others. It is advised to conduct thorough research to understand the customer behavior on the application and test designs variations with the help of A/B testing before finalizing on one. The cycle for designing the perfect user interface/user experience is mentioned below;

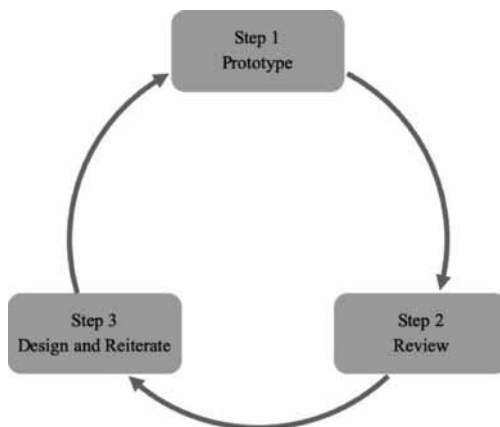


Fig. 7: Iterative Testing Cycle

12. Conclusion

Internet usage in India is growing faster than ever. According to a study by IMAI

(Internet and Mobile Association of India) in collaboration with Nielsen Holdings, India had 451 million monthly active internet users as on 31 March 2019, which is second only to China's 800 million+ user base, making it the second-largest market in the APAC region.

With smartphones becoming more affordable and cost of internet dropping (96% in 3 months according to Counterpoint Research, a combined study by Google and KPMG), smartphones are the primary medium to access the internet. Therefore, it is imperative that we design our services to fit the mobile ecosystem. There is a dire need to increase the adoption of mobile-first optimization techniques and web analytics to better understand the behavior of users on this platform. Improving CRO must be adopted on an organization level and not just as a digital marketing tactic.

The challenge will soon become finding a skilled workforce in this field. Companies should start by reviewing their structure and work on upskilling their current marketers on conversion rate optimisation principles. They must also re-think their investment in web analytics, as having access to rich data is required for conversion optimisation. By doing so, they are future proofing themselves whilst making themselves adept to tackle the exponential growth this facet of digital marketing is currently harboring. To conclude, conversion rate optimization is an industry and domain agnostic, cost-effective method of improving the bottom-funnel goals of your digital assets, be it sales or lead generation. Unlike other marketing strategies, it does not require a substantial budget or months to see results. All you need is a well-documented and structured statistical approach to CRO and a well-versed CRO consultant responsible for these efforts.

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Conceptualizing Customer Experience Quality in Taxi Aggregation context

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Abstract

Purpose: This study attempts to conceptualize the holistic view of customer experience in taxi aggregator context. The relationship of the antecedence on customer experience quality and the outcomes are depicted in the model.

Design/Methodology/Approach: A detailed literature review help in developing a model in measuring the customer experience quality in the context of taxi aggregators.

Findings: Customer experience is the gaining momentum in consumer industries as it is the key differentiator and creates competitive advantage to the firms. Customer experience in a holistic perspective includes all the direct and indirect interaction a customer has with all the service touch points. Customer experience quality encompasses service quality but also include indirect encounters of the customer. Thus, in totality the study identifies the pre-service experiences, direct experience encounters and post service experience outcomes.

Research Limitations/Implications: A better understanding of customer experience quality has implication on the decision makers as; it gives insights to customer behavior and helps build a blueprint for providing superior customer experience.

Originality /value: This is the attempt to develop a model to quantitatively measure the customer.

Keywords: *Customer Experience Quality, Taxi aggregator, Antecedents, Outcomes.*

Introduction:

Customer experience has become the buzzword in today's business. It has become an important tool for the business to create a competitive advantage. A study conducted by Forester consultancy, to find whether experience driven business have better performance found that good customer experience has enhanced the performance of business. Pine and Gilmore (1999) stated that a distinctive customer experience can improve the economic value of the firm. The case of United Airlines brand crisis is one of the best examples for the consequences of a bad customer experience in a technological era. This example show that customer experience is an emotional connection; positive and negative emotions are created based on how the customer is treated during their journey .It is thus evident that a creative blend of technology, process and people are needed to create a superior customer experience. Customer experience is defined by (Meyer and Schwager, 2007 p.118) as "the internal and subjective response customers have to any direct or indirect contact with a company". The definition according to (Gentile, Spiller and Noci 2007, p.397) states that "customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer's involvement at rational, emotional, physical and spiritual levels".

Some of the initial studies on customer experience are by practitioners (Pine and Gilmore 1998; Berry, Carbone and Haeckel 2002; Meyer and Schwager 2007; Shaw and Ivens 2005). The empirical investigation on customer experiential features was done

by Gentile, Spiller ,and Noci (2007) further a holistic view of customer experience was studied and a conceptual model was developed by Verhoef et al (2009). They have identified determinants of customer experience as social environment, service interface, retail atmosphere, assortment and price; these experience component creates a cognitive, affective, social and physical responses to the services. According to the model an experience is created not only by the elements that the company can control but also the factors that cannot be controlled like customers social interaction. However, there is no empirical investigation to test the model. Today, customer experience has become a part of all services, this study focus on taxi aggregators. Few empirical investigation was found in the area of travel experience, studies done by (Dell'Olio et.al., 2011; Herrmann et.al., 2000) focused on service quality of transit services. The holistic investigation of travel experience of public transport services was done by Carreira et.al., 2013, the result revealed that travel experience is created during the customers contact points with the service provider, hence a holistic perspective beyond transit quality factors should be considered for any study. The definition of travel experience was given by Carreira et.al., (2014) as" the total individual responses originating from all passenger interactions originating from all passenger interactions with transportation service and across all moments of transportation provision." With this backdrop there is a need to understand the customers experience with taxi aggregators from a holistic perspective. The following objectives contribute to the comprehensive understanding of the travel experience:

- i. What factors influence the taxi aggregators

customer experience through customers journey with the transport service provider

- ii. What are the likely consequences of a holistic experience with a service provider.
- iii. Develop a conceptual model for taxi aggregators service experience.

An Overview Taxi Aggregators in India:

Indian taxi industry has undergone a phenomenal change since the emergence of new taxi aggregator business model. It has become a panacea for the inability of the government to address the mounting requirement of public transportation and dearth of well maintained vehicles, tampered meters and unruly behavior of drivers were a nightmare for passengers in India. The rapid increase in the number of internet and smart phone users have paved way for the growth of app based cab service providers in India. Started in 2011, with two major players Uber and OLA the number of aggregators have grown exponentially. The increasing number of aggregators has driven competitiveness, pressurizing the aggregators to focus more on proving a superior experience to the customers.

Paradigm shift from service quality to customer experience:

Erstwhile research (Parasuram et.al., 1998) focused on Service quality. The difference between service quality and customer experience lies in the premise that, service quality are measured when the customer encounter the service at the place of service provider whereas experience is the one which customer encounter at every touch point throughout the customers overall journey with the company (Berry & Carbone, 2006). Zeithml's (1998) definition on service quality is challenged by Voss et.al., (2008) who argued that service quality is transaction specific and does not consider sequence of touch points.

Customer Experience Quality:

Measurement of customer experience was attempted by several researchers (Chang & Horng, 2010., Maklan & Klaus, 2011.,

Lemke et.al., 2011) who contributed models of experience quality. The definition of Customer Experience Quality is given by Chang and Horng (2010, P.2401) as "the customer's emotional judgment about an entire experience with an elaborately designed service setting". Experience quality measures not only covers the cognitive aspect of service quality (Parasuraman, Zeithmal & Berry, 1998) but also covers affective, social and physical aspects. (Dziewanowska, 2015., Verchoef et.al., 2009). Customer Experience quality is defines by (Lemke, Clark & Wilson; 2011)," as a perceived judgment about the excellence or superiority of the customer experience." A holistic definition of customer experience was given by (Verheof et.al., 2009) in a retail context "as holistic in nature and involves the customer's responses to the retailer. This experience is created not only by those elements that are outside of the retailers control like; service interface, retail atmosphere, assortment, price; but also by elements outside of the retailers control like; influence of others, purpose of shopping; additionally customer experience encompasses the total experience, including the search, purchase, consumption, and after-sales phases of the experience, and may involve multiple retail channels". This study is an attempt to holistically view taxi aggregator services taking into consideration the model developed by (Verhoef et.al., 2009).

Measures of Customer Experience was developed by (Lemke, Clark & Wilson; 2011). They developed Repertory grid method in order to explore the tacit perception of the customers. Klaus & Maklan (2012) developed a scale with four dimensions product experience, outcome focus, moments-of-truth and peace-of-mind that reflect the service experience perceptions and the impact of customer experience quality on the important marketing outcomes. Study on public transport study conducted by (Cascetta & Carten, 2014) states the factors that attributes to service quality as qualitative (like riding comfort, information and personal security) and quantitative factors like reliability, transit

waiting time, monetary cost). This paper adopted the model of Verhoef et.al., (20) identified the dimensions of taxi experience quality perception that is divided into pre-service encounter, service encounter and post service behavior. Pre-service encounter consist of customers interaction with other customers, encounter with company communication. Service encounter includes technology interaction, accessibility of cab, reliability, interaction with driver and perception of price. These pre-service encounter experience and service encounter experience create a customer quality perception, further the outcomes of experience quality are perceived quality, satisfaction, word of mouth, purchase intention and loyalty.

Pre-service encounters:

Pre-service encounter takes place when the customer gains knowledge about the firm through their marketing communication or interact with the other customers to understand their experience with the service. Voorhes et.al., (2017) in their study has divided the service encounters into three phases pre-core service encounter, core service encounter and post-service encounter. The pre-core service encounter was defined as “the time interval preceding the core service encounter that focuses on leading customers to engage with the firm in the core–service encounter”. This stage may include the encounter with the communication with the company, information search initial contact and on boarding activities Voorhes et.al., (2017).

Customer-to-customer interaction:

Customer-to customer interaction plays an important role in creating a brand salience and identity (Muniz & Schau, 225) which is followed by perception about the quality of service and satisfaction. The interaction of customers need not be in the service context alone, this may be with friends and peers, may shape our thinking about a brand. A failure to deliver excellence at the pre service stage can decrease the customers overall perception of the service experience. Voorhes

et.al., (2017). However, less attention was given to customer-to customer interaction in a pre-service stage (Karpen, Reid & Yuksel (2014). According to them CCI can take place outside the service setting between an acquainted or an unacquainted customer. It is thus, important to understand customer-to customer interaction which plays a vital role in forming a positive experience perception in the minds of the customers.

H1:Pre service customer-to-customer interaction is considered to be a determinant of customer experience quality in taxi aggregator service context.

Company communication:

Interaction of the customers with the marketing communication activities are sources for forming positive or negative experience perception. These are the sources through which customer gains information and knowledge about the product, their brand equity and brand choice is thus based on it (Beales et al., 1981; Wright and Lynch, 1995). This includes the encounter of the customer with the advertisement, reviews on online sites and encounter with print materials. According to (Lavidge and Steiner, 1961) the major functions of the advertisement are to create awareness and knowledge, create an emotion that leads to preference and liking which finally creates a motive that leads to purchase and conviction. The effective way to convey messages on search attributes and experience attributes are the contents in the advertisements Wright and Lynch (1995). (Edvardson et.al., 2014) found that intangible artifacts that include films, music, pictures assist in creating customer image about the company in turn creating a realistic pre-purchase experience .Customers perception about the experience of the brand can be created after reading a customer review. (Lackermair, Kailer & Kanmaz, 2013).

H2:Marketing communication by the company is considered to be a determinant of customer experience quality in taxi aggregator context.

Service encounters:

The definition of service encounter is given by Voorhes et.al., (2017) "as any discrete interaction between the customer and the service provider relevant to a core service offering including the interaction involving provision of the core service offering itself". According to (Gronroos, 1983., Neil & Palmer 2003) Technical and functional quality are two important aspects on which customer experience is dependent upon. In the taxi aggregator context service encounter includes the interaction of the customer with the technology, with the driver and other service related aspects like reliability, accessibility (Parasuraman et.al., 1985). These are the service quality determinants in taxi aggregator context. In a study conducted by Gang & Dong () using SERVPREF found that driver plays an important role in creating a memorable experience with the passengers and should be provided adequate training.

Technology:

The major difference between a traditional taxi service and taxi aggregators are that; taxi aggregators operate on app-based technology platform. The customers first core service encounter with the company is thus, the mobile technology that helps them to book the cab. All the transactions like payment, information about the arrival, drivers name are done through the mobile application of the aggregators (Kim, Lin & Sung, 2013). Thus, technological interaction plays a vital role (Edvardsson et.al., 2000) in creating ease and convenience or detrimental in creating customer experience Stein & Rameswshan (2016) and if a mobile app fail to provide value customers will disengage with it Viswanathan et.al., (2017).

Employee –Customer Interaction:

Driver Behavior:

The quality of Driver–customer interaction in a core service setting is a major factor in determining the repeated use of brand by the customer. The perceptions of the behavior of taxi drivers are different in different cultures.

For instance, In India there are many cases where drivers of cab aggregators have turned abusive, these incidence may create a negative image about the company as well as their perception of the experience they get from the taxi aggregator. Stein & Rameswshan (2016) found employee-customer interaction can have negative influence on the customers.

Safety:

Safety here indicate the safety of customers boarding into the taxi, there are several incidences where the passengers are abused by the taxi drivers .In the light of these incidence this variable is considered as important for forming a positive or negative impression about the company.

Reliability:

Parasuraman et.al.,1985 defines reliability as "consistency of performance and dependability, accuracy in billing, keeping records correctly, performing the service right at the designated time". In taxi aggregator context reliability is the availability of the cab at the right time. Cab services are experience-based services hence, reliability plays an important role in creating positive experience to customer and hence judge the service based on the heuristic information such as waiting time, information about service encounter, contact with driver (Galetzka, Vehoeven, Pruyn, 2006), their study found that service reliability has an impact on the satisfaction of the customer.

Atmospheric:

The term atmospheric was coined by Kotler (1974) the environment in which consumer has to avail the service. The design of the physical characteristics that customers notice Stein & Rameswshan (2016) in the service environment arose emotional effects on the buyers, thereby increasing their chances to avail the services repeatedly thus, having direct impact on customer experience. (Edvardson et.al., 2014). Most of the study (Ballantine, Andrew & parsons, 2010., Baker et.al., 2002., Turley and Milliman, 2000) focused on retail setting. However, taxi aggregators should make sure

that the vehicles are in good condition and comfortable for the passengers.

H3:Employee –customer interaction (driver behavior, safety perception), Reliability of the service provider and atmospheric are considered to be determinants of experience quality drivers in taxi aggregator context.

Price:

Price and incentives are factors that contribute to quality perceptions about a brand. According to (Martin, Molina & Esteban, 2007., Marshall, 1980) customers are willing to pay excess or accept the price if they derive satisfaction from the service. In case of cab services, customers choose a cab service with a comparatively less price and more incentives. Taxi aggregators are known for charging surge prices in India, these moves by the company can impact the loyalty of the customers, it is hence, important for the company not only to communicate the price but also justify the reason behind it (Martin, Molina & Esteban, 2007). The price perception of the service has thus impact on the purchase intention of the customer (Munnukka, 2008).

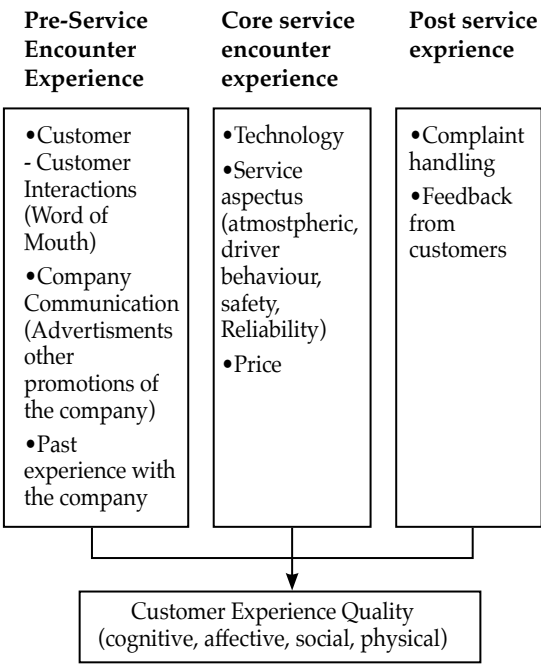
P4:Price is a determinant of experience quality

Post –Service Experience:

Customer Grievance Handling:

This is the last stage of customers journey with the company, it is important for the company to understand and deal with the complaining customers with much care as they can give a positive word of mouth about the company (Gurber, Szmigin & Voss, 2009., Stauss, 2002) which is powerful communication tool. Complaint handling is an opportunity by companies to create a competitive edge (Infosys, 2018). However, customer complaints have to be dealt with utmost caution by the companies as it’s a powerful weapon to create as well as destroy the goodwill of any company.

P4:customer grievance handling is a determinant of experience quality.



Conclusion and Research Implications:

The study adopted the model developed (Verhoef et.al., 2009) in the retail context modified to taxi aggregator context. An attempt to develop a comprehensive approach to understand the customer experience quality of the private taxi service providers, taxi aggregators in specific. The conceptual model divides factors that contributes to experience as pre-service encounter, core service encounter and post-service encounter and concludes the factors under these service encounters are drivers for forming perception about customer experience quality.

An empirical evaluation of the study gives idea on achieving a predefined service quality, performance of the service provider and the opinion of customers on their experience at different touch points. In a similar study by (Carreira et.al., 2014) on public transport bus facility; they have taken seven factors ;Individual space, information provision, staff’s skills. Social environment, vehicle maintenance, off-board facilities and ticket line service found that all these seven factors have significant impact on cognitive, emotional and behavioral response of the customer.

However, this study pertains to private taxi providers insights to taxi aggregators to design their services to provide a superior service to customers and policymakers to frame sustainable policies.

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Green marketing: Driver for green economy in Nepal¹

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Abstract

The paper focuses on the current status of green marketing deployed for green economy and further explores the extent of awareness, among the concerned stakeholders for sustainable development in landlocked mountainous country in South Asia-Nepal. This paper depicts the collaboration of green marketing with the green economy as a driver for sustainable development in Nepalese market. Green marketing concept assists especially in flourishing the economical replacement and in areas of reduction in disposal cost by reuse/recycling wastes for sustainable economic development via environment-friendly method. The concept of green marketing is still in the “formative stage”, the aspect of going green becoming more than just a trend with an emergence of eco fairs and initiatives, supported by non-profit and also, profit-oriented businesses, further provided that green marketing leads to more financial and other intangible gains. Further, consumers tend to pay a higher price on products that are emotionally attached and accelerated by the appropriate use of green marketing tools. Even though concept of green marketing is quite successful in developed countries, still adverse political influence seems to halt its growth in developing countries like Nepal. Lack of intensity in regards to environmental protection, redundancy to change, traditional marketing mechanism dominance, ineffective policy implementation, lack of awareness & literacy to consumers, inappropriately

priced eco- friendly materials can be seen as major factors restricting prioritization of green marketing as a more affordable, effective and long-run interest for environmental protection and sustainability.

Keywords: *Green marketing, Nepal, green economy, environment, sustainable.*

1. Introduction

Green marketing is one of the evolving pivotal concepts in modern marketing strategy. The concept focusses on the marketing of consumers, which is more oriented towards consciousness on protection of environment. Further, different companies have already started using it as part of Corporate Social Responsibility, a tool for adding value along with emotional attachment like environmental belief, green advertisement system with green packaging, green branding, green labelling etc. In addition, green marketing concept assists and highlights the aspect of flourishing economical replacement, reduction in disposal cost by reuse or recycling wastes into a sustainable economic development concept via environment-friendly methods. Green marketing also prioritizes on implementing sustainable business practices, demonstrating social responsibility, reducing the use of non-reusable products. However, there is a big gap between the theoretical concept and practical implementation of the concept in real life scenario.

Accordingly, the research paper is directed towards analysis of its scope and understanding its progress in a comprehensive manner.

Importance of Green Economy in Nepal

The historical concept of the green economy was first mooted in 1989 by the London Environmental Economics Centre¹ (LEEC) through a publication (Blueprint for a Sustainable Economy).

Green economy in recent times can be seen

as one of the means to achieve sustainability, especially in the developing countries, where development is disorganized. One can argue that the common challenges for mountainous countries like Nepal are to document an already practised green economic solutions and learn lessons learned to guide the development of future green economic pathways with effective use of these approaches in similar situations. Further, the green economy also has been recommended as one of the most important tools available to achieve sustainable development and poverty reduction through accelerating economic growth, enhancing social inclusion, improving human welfare and creating opportunities for all while maintaining at the same time healthy and productive ecosystems in the World (Karki 2013).

Green Marketing for Green economy

Developing countries can adapt the best available technologies to their circumstances and scenarios in order to promote their development of green sectors, leading towards increased exports and jobs. Green industrial policies if only would focus on clear comparative advantages many developing countries would have been very rich in their natural endowments which could inspire for development of green industries, such as solar energy in North Africa (Vidican- Auktor 2017).

Consumer's desire for organic food in terms of safety, health and environment motivates them to consume green products. (C. Gan, G. Zhiyou and M.C. Tran 2014). Customer's loyalty followed by global warming, products positioning, price and environmental

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awareness can be seen as the important influential factors in making green products purchase decision (Jesmin 2012).

Striking a good balance between social, economic and environmental pillars on one hand, and dovetailing them within the prevailing institutional and governance framework on the other gives due emphasis on equity and inclusion. While at the same time the challenge is to achieve success in transiting towards green economy.

The Green Marketing Strategy Matrix

The strategies should encourage companies to consider the green market size and the proportion of Greenness with respect to their competitors before selecting any strategy. The strategies that should work best under different market and competitive conditions range from the relatively passive and silent “lean green” approach to more aggressive and visible “extreme green” approach – with “defensive green” and “shaded green”. Further, managers who understand these strategies and underlying reasoning can help to be better prepared which would help the companies to benefit from an environmentally friendly approach in marketing. Differences among these four strategies of green marketing can be seen by considering how the four elements of the marketing mix are combined – product, price, place and promotion, and are utilized in each strategy (Ginsberg, & Bloom 2004).

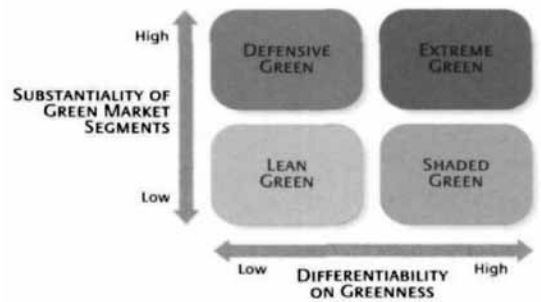


Figure 1: The Green Marketing Strategy Matrix

Greenness especially tends to be exhibited mostly in product development, design and

manufacturing under the lean green strategy plan. The defensive green strategy primarily pursues making particular use of quieter public relations promotions rather than overt tools like advertising, also quietly pursuing greenness in its product development, design and manufacturing. The shaded green strategy puts some secondary priorities on greenness in its promotional efforts and also involves greenness in product development, design and manufacturing also, in pricing if the constraint of cost efficiency is achieved with greenness.

Finally, the extreme green strategy pursues extensive use of all the marketing mix elements, including the place marketing mix, as distribution systems where retailers are selected and provided benefit on the basis of their greenness. The organization and its people must support a truly green marketing strategy to succeed (Ginsberg, & Bloom 2004).

In fact, Green marketing is an essential concept not just limited to Nepal, for improving the concept of a green economy, improving livelihoods of local people and harnessing green economic potentials of the country even if there is no single green marketing strategy that works perfectly for every company.

2. Purpose/objective

A green economy is crucial for sustainable development when the world is sophisticated with advanced technologies but limited resources available on Earth. Green Marketing can assist in turning the habits of consumers to environment-friendly adding value on the product by attachment of sentiments to the product. Researches have been conducted on Green Marketing tools in the capital city of Nepal and there are also few types of research focusing on green economy of the country, however the research collaborating green marketing for green economy as a driver for sustainable development is not yet explored. So, this study tries to fulfil the research gap to understand the green marketing strategy to contribute to a green economy.

This paper analyzes the condition and current

status of green marketing in the context of Nepal with its contribution towards green economy along with scenario and extent of awareness of the concept, among the concerned, stakeholders. The study further attempts to examine the green marketing tools and strategies deployed for green economy and sustainable development focusing on the South Asian developing country-Nepal.

3. Theoretical Framework



Figure 2: Conceptual framework of study in Nepalese market

Environmental Belief: The environmental belief refers to convictions that are held to be true by individuals or groups regarding concepts or events. International researchers show that the consumers worry more about the environment and gradually change their behavior. Furthermore, consumers' values and beliefs need to be thought about when exploring the influences affecting purchase decisions (Hoyer and MacInnis: 2004). Theory of planned behavior proposed by Ajzen's (1991) demonstrates that environmental beliefs shape attitude towards behavior, which in turn is translated into buying intention.

Green Packaging: It is an approach towards product packaging that considers full environmental impact of the production and disposal of the packaging material. A sustainable package will generate less waste than conventional packaging and will be manufactured from materials that use as much recyclables material as possible using least amount of energy. The concept of being environmentally friendly or green will have an effect on all parts of business from the conception of products to the use of subsequent disposal of the product by customers. Packaging can be considered ecological depending on the degree of environment pollution (2010).

Eco-Labeling: Eco labels are symbols or marks given to a product on compliance to eco-friendly criteria laid down by government, association or standard certification bodies. Morris, et al. (1995) have stated that specific product claims on product labels like "eco-friendly", "recyclable", "biodegradable" and "ozone friendly" used by marketers enabled companies to communicate the environmental benefits of products to their consumers.

Green Branding: People can associate green brands with environmental conversation and ecological/sustainable business practices. Several studies demonstrate that growing environment awareness of consumers have encouraged to be more inclined towards brands that seemed to be environmental friendly (Eagly and Kulesa: 1997). According to Pickett et al., (1995), if green brand attributed are not well communicated, environmentally sustainable products will not be commercially successful. Similarly, other researchers have suggested that green positioning is an important element in the success of green branding strategies (Coddington: 1993, Meffert & Kirchgrorg: 1993).

Green Advertising: It refers to a form of communication that highlights the environment friendly aspect of the product or organization. The objective of green advertisements is to influence consumer's purchase behavior to buy products that do not harm the environment and to direct their attention to the positive consequences of their purchase behavior, for themselves as well as the environment (Rahbar & Wahid: 2011). Environmental advertisements help to form consumer values and translate these values into the purchase of green products (Baldwin: 1993).

4. Literature Review

A survey executed by (Chang and Fong 2010) on experienced consumers in purchasing green products, had identified that there is a positive relationship between green product quality with consumer satisfaction and consumer loyalty. (Kumar, Garg, Anita 2012)

assessed consumer awareness and perception towards green products on Indian youngsters and found that respondents actually were not aware, what green products literally represent and could not even differentiate between green and non-green products. (Gan, Wee, Ozanne, Kao2008) showed that there is a positive association between environmental consciousness and consumer purchase decision but brand consciousness negatively influences buying decision of consumer's green products. Also, higher price and unfamiliar brand decrease the likelihood to purchase the green products. (Patra and Chaubey 2014) scrutinized that most of the consumers are aware of green marketing and willing to buy green products and pay additional money for the sustainable environment but the marketer should give more emphasize on consumer's personal benefits and make green products more economical compare to non-green products. Thapa G. (2019) further on his research mentioned that an increasing number of consumers have adequate knowledge about green products features, the majority of them view green products as healthy and safe. (Handriana 2016) has discussed the view in the article, "Mapping of Green Buying Perception in Developing Country", that consumers believe that green products offer high quality over conventional products. Youth especially, students are found to be more inclined towards behaving green. Concern for health and environment acts as a catalyst for this inclination towards green products, however higher price of such products becomes a pain point. The key findings from the empirical analysis of (Dutz and Sharma 2012) indicate frontier green innovations are concentrated in high-income countries, few but growing in developing countries with the most technologically-sophisticated developing countries, emerging as significant innovators but limited to a few technology fields; also there has been little base-of-pyramid green innovation to meet the needs of poor consumers.

World Resource Institute has designed a

shift wheel to help shift people's diets, a new framework based on proven private sector marketing tactics by proposing, "The Shift Wheel". The development of The Shift Wheel was informed by a range of consumption shifts already successfully orchestrated by industry, nongovernmental organizations (NGOs), and government. The Shift Wheel comprises four complementary strategies: minimize disruption, sell a compelling benefit, maximize awareness, and evolve social norms.

It must be determined whether consumers perceive the greenness of the company and its competitors accurately or whether misperceptions are creating differentiation in the markets. Also, gathering information about the reality of how competitors are performing on greenness is also necessary with a focus on the company's own green processes and its upper management commitment to greenness along with the participatory approach of all employees to encourage them to generate ideas and increase enthusiasm. Most customers and employees get satisfaction from being part of an organization that is committed to operating in a socially responsible manner.

This chart is based on data from the Working Paper, Shifting Diets for a Sustainable Food Future.



Source: wri.org/shiftingdiets,
World Resources Institute

**Figure 3: The Shift Wheel:
Changing Consumer Purchasing**

(Bowen and Fankhauser 2011) discusses on international environmental agreements to involve financing opportunities for developing countries. Developing countries have significant opportunities for low-cost reductions of greenhouse gas emissions, particularly from agricultural and deforestation activities. Flexible mechanisms, such as clean development mechanism, allow developing countries to obtain funds from richer countries for projects that reduce emissions, mainly in the energy and manufacturing sectors, or as payments for reduced emissions from deforestation and forest degradation. These schemes help achieve global reductions at lower costs, because they are implemented in developing countries, and thus make sense for countries with binding obligations. These mechanisms can provide incentives for developing countries to participate in climate agreements, and motivate developing countries to expedite the green transformation of their industries.

5. Research Methodology

The research methodology used is exploratory & descriptive research design comprising of study and analysis of the concept using the information available. Literature review and subjective analysis for the same are carried out. Further, the research topic is based on content analysis and focuses to enhance, elaborate and emphasizes to increase the level of awareness, the importance of green marketing and the strategies associated along with it.

6. Data Analysis

The analysis shows that there are different other factors influencing on the adoption of the concept practicality like international assistance, progress review, on leveraging new competitive advantages in an eco-friendly environment, lack of intent, misconception or misunderstanding etc. for the research topic. The detailed analysis of these factors is described.

International Assistance in the Green economy

United Nations along with the world

leadership forum in the conference of Rio+20 defined two main themes for the green economy as deliberations: First one being Green economy for sustainable development and poverty eradication and second, being the institutional framework for sustainable development. The arguments put forward by developing countries was that the concept of the green economy was good but doesn't provide complete implementation strategies and policies and hence will face numerous challenges and constraints including the implementation challenge on green economy for maintaining steady cost reduction patterns, contributing to economic growth. Further, enhancing social and gender equity and reducing or decreasing carbon intensity and natural resources scarcity, all at the same time is rather contradictory proposition. To achieve this goal, developing countries needs to involve new technologies, repair and maintenance cost burden, capacity building support etc. which although seems to be recognized by the Outcome Document as a pressing need for developing countries, yet the source and means for meeting these requirements remains ambiguous or unclear due to unsatisfactory commitment by developed countries (UN 2012).

The Paris Agreement indicated the non-binding plan will provide US\$ 100 billion per year for the period 2020 to 2025 to developing countries for decarbonisation, including technology transfers, and for adaptation measures. This amount is claimed to be increased after this period. A successful example of the implementation of a global agreement for another global environmental problem is the Montreal Protocol on substances that deplete the Ozone Layer.

Together with the original Vienna Convention for the Protection of the Ozone Layer, they became the first UN treaties to achieve universal ratification (UNEP 2014; 2015).

Review of Progress of Green marketing and green economy

Instances from Developed countries

Research in the USA shows that more than half of all Americans believe that they have purchased a product because the advertising or label indicated that it was environmentally safe or biodegradable. By following those guidelines, marketers can avoid overstating environmental claims. The use of eco-labels such as “Blue Angel” in Germany and “Energy Star” in the United States can help assure customers that the products they are purchasing are in fact green.

Another global instance of green marketing is Patagonia’s green marketing strategy and involvement in the Go Green movement stated in the company’s mission. It contributes to climate change issues and works on discovering sustainable ways to produce products. At the same time, the brand’s honest with customers, admitting it’s not entirely green: But this fact doesn’t influence the positive image of the brand, as the community sees its sincere passion for helping the planet.

Starbucks has been certified by LEED since 2005, but it has moved beyond that by planning to eliminate all plastic straws by 2020 and open 10,000 environmentally friendly stores by 2025. Starbucks tries hard to engage its community in sustainable issues. It uses green materials for producing, packaging, and delivering its product to customers. Its clients would choose the brand due to the green element in it.

Developing Countries effort on leveraging new competitive advantages in eco-friendly goods and technologies by adapting green products

Several emerging economies and developing countries have been very successful in developing new exporting sectors based on green products. Specific industrial policies have been successfully implemented in China, Brazil, Ethiopia, Indonesia, Tunisia, Mexico or Morocco to develop new sectors with green aspects (OECD 2012). While high-income countries have traditionally pioneered green innovations, developing countries are catching up, particularly East and South Asia

as represented by China and India (Dutz and Sharma 2012; World Bank 2012). In 2010, green goods and services constituted 3.4 per cent of exports from developing countries compared to 6 per cent from high-income regions. One indicator for this is the share of ‘green and close-to-green products’ that amounted to about 13 per cent of developing countries’ exports, compared to about 15 per cent in high-income countries (Dutz and Sharma 2012). This indicates a substantial opportunity for developing countries in regard to increasing export volumes of environmental goods, including tapping into a growing market of environmentally aware customers in high-income countries.

Green Marketing Practice in Nepal

Nepal is a landlocked mountainous country, being between two big countries China and India, in South Asia comprises of different ethnic and cultural diversity, along with the wildlife biodiversity. The majority of the economy is dependent on remittance, tourism and agriculture. Nepal has huge scope of development with high forest resources endowment and surplus human resources; using the comparative and complementary advantages, it can start identifying proven, people-centered, pro-poor, sustainable, clean development green sector, especially forestry sector-led interventions such as in REDD+, watershed development, and community-based forest management (Karki & Karky 2011). Accordingly, the Nepalese ecosystem service users such as downstream townships and villages get clean and reliable water supply and the nearby community get quality recreation and the nation as a whole gain in enhanced economic activities.

The findings of (Dutz and Sharma 2012) shows that green economy is already established in rural areas with the conventional method used for livelihood but as people are neither conscious about the sustainable development nor they bother the green marketing as it does not come under their priorities for fulfilling their basic needs. For the urban and city areas of Nepal, the key aspect that influences the

consumer's green purchase intention is their self-felt environment protection responsibility. Similarly, price is the principle consideration before purchasing a green product, and the willingness to pay reflected only a little increment over current price, considering other substitutes (Shrestha, 2016). Most of the economic development is observed to deploy the natural resources available and depleting the environment with substantive waste production.

Similarly, consumers tend to pay a higher price on products that they are emotionally attached which can be accelerated by the appropriate use of green marketing tools like environmental belief, green packaging, branding, advertisement and labelling. The demand for organic products has also increased in major cities of Nepal which shows that people are health conscious and now have started being environmentally conscious. Traders have reported that consumers are even willing to pay premium price (Aryal, et al. 2009) for such products. However, Market features of organic products in Nepal show that it is still in the "formative stage" of the product life cycle (Bhatta, et al. 2008).

The current scenario in Nepal highlights the aspect of going green is becoming more than just a trend which is seen as a means to gain sustainable growth. There has been an emergence of eco fairs and initiatives supported by profit and not for profit organizations operating in service and manufacturing industries.

One of the instances can be seen by Laxmi Bank Ltd., an A-class licensed Commercial bank of Nepal, installed solar lights in Bagmati Bridge, also the Green Angel project initiative by Himalayan Climate Initiative has created green jobs for rural and young Nepali women helping them in a self-sustained business of making, and distributing cloth. Another instance of the effort to replace the use of polythene bags by paper shopping bags in Kathmandu, the capital city of country. Dabur Nepal-a renowned private sector business

group and other companies have initiated on eco-packaging (Shrestha, 2016). Brihat Investments project of housing in Sitapaila incorporates a range of eco-friendly products like solar street lights, Garbage disposal system for waste management, rainwater recharge for water conservation. Gazzab-Co Tea promotes organic and actively participates in green marketing events and Fairs. Karuna Natural Wears promotes natural fabrics infusing minimal design elements, for a perfect mix of fashion and nature.

Nerolac has introduced eco-friendly paints with low VOC (volatile organic compound). Rainwater Harvesting Capacity Centre (RHCC), has been actively promoting rainwater harvesting in Nepal. With technical and advisory support from RAIN Foundation, Netherland, the centre aims to increase access to water for drinking, better sanitation and micro-irrigation for income generation through this technology. Similarly, Sustainable Construction Practice (SCP), promotes green building materials and solutions and provides consumer information on the benefits of clean energy and energy-saving building material for sustainable consumption patterns in the construction industry.

Businesses like NEVI Tradelink, which was involved in the Safa Tempo campaign, took a green transportation initiative by importing 100 per cent electric cars and buses from China. Triveni Byapar has launched energy-saving products- Panasonic and Yasuda that automatically adjusts power levels reducing waste, saving energy and money. Future Green Energy has introduced eco-friendly solar-powered LED lights which uses an environment-friendly battery that is more efficient than sealed lead-acid batteries. These environment-friendly products help to promote sustainable development via the support of green marketing tools.

Few small Entrepreneurs Initiation can also be observed in the Nepalese market involving in green marketing with primary women from all over Nepal involved with the company

producing handicrafts, furniture and accessories, all made with recycled materials.

It can be inferred from various studies that level of consumer awareness about the differences between green products and conventional products is found to be quite favourable, but consumers' have superficial knowledge about various features of green products. Advertisement and word of mouth communication are observed to be the leading promotional tool of communication. Significant perceptual differences have been found among the consumers with different age and level of education in this regard. Various researches explore that consumers' have assorted opinion concerning the price of green products. But it was agreed by most of the consumers' that green products are not convenient to buy. So, marketer should ensure that green products are competitive and advantageous to consumers, (Thapa G. 2019).

Consumers are very negative regarding the promotional strategies taken by the marketer to communicate various benefits of green product. Therefore, they are dubious about green claims. So, products positioning messages used by the marketer is necessary to be more explicit and convincing. The benefits of green products that provide assurance of the maximal satisfaction to the consumer should be communicated effectively. It has been also found by the study that environmental safety and ecofriendly product contents are the important factors that drive consumer to buy green product. The overall analysis suggests that marketer should take initiatives in educating consumers about green products and promote so that consumers become more aware of several features, benefit and price of the products.

Implications of Green Marketing tools for green economy

Environment Consciousness: Creating consumer awareness fosters interest that prompts desire for the product and ultimately purchase the product. Nepal is a developing market, with various segments of income

groups. There are segments who have substantial capability to purchase as per the choice, who can be influenced by consumer awareness to environment, where, the other groups are really reluctant to environmental sensitivity and do not bother the green products.

This groups should be convinced with the marketing strategies which can emotionally attach them to environment. Another group of consumers with low income groups have no choice to green products and need to buy cheaper items irrelevant to green economy to fulfill their basic needs. For these groups, the green products should be competitively cheaper. Finally, another group of consumers especially in rural areas have no relation to green products.

Green Packaging: Though the concept of green marketing has been quite successful in developed countries, adverse political influence on the subject seems to influence its growth in Nepal. The same can be reflected in the government decision published in the official gazette on April 1, 2015, banning the import, storage, sale and use of plastic bags that are smaller than 20 inches in width and 35 inches in length and thinner than 40 microns. However, due to intervention by businessmen and corruption, the same could not be effectively implemented and still major proportion of population is still dependent on polythene bags as the government has not been able to provide the alternatives in the same price, demonstrating an ineffective & inefficient policy implementation, governance and practices prevailing reluctant to green economy.

Eco-Labeling: The practice of eco-labeling is not much prevalent in the market of Nepal, as a promotional tool. There are altogether eight eco labels index in Nepal to promote green economy which are Certified Wildlife Friendly, Earthcheck, Forest Stewardship Council (FSC) Chain of Custody Certification, Forest Stewardship Council (FSC) Forest Management Certification, Goodweave, IMO

Certified, Programme for the Endorsement of Forest Certification (PEFC) schemes, TCO Certified.

Green Branding: The conception stage of green marketing has not observed substantial instance on green branding. This tool has not been able to be utilized by the businesses as its strength by the businesses due to the absence of consumer's consciousness on green branding.

Green Advertising: This type of advertising seems to slowly take the Nepalese market and convince the consumers by creating an emotional attachment to the environment and society. Some of the businesses try to collaborate the green marketing techniques through green advertising which proves to be effective especially amongst the youngsters who are conscious to environment protection. It creates awareness on environment besides being used as a promotional tool in the developing countries like Nepal where people have slowly started to realize the concept and importance of economic development with environment conservation.

Significant efforts by Developing Countries like Nepal to maximize profit from adaptation and deployment of proven green technologies

Emerging economies can successfully compete in green innovation sectors. However, lower-income countries like Nepal may not be able to invest in green innovation research and development due to their lack of resources, human capital and technological capacity. They may rather focus on facilitating the diffusion and adaptation of existing green technologies, to make their own industry more competitive and to reduce environmental impacts. To accelerate this process of adoption, adaptation, and deployment, international openness is a relevant factor (World Bank 2012). This requires trade and investment policies, along with foreign direct investment that encourages opportunities for developing countries and deployment of foreign green technologies (Moran 2014). To maximize the eco-benefits obtained in the

adoption of developed green technologies, capacity development should be customized to local needs and environments. Low-income countries should also focus on innovations that can be adapted to meet the needs of poor consumers at very low costs per unit (World Bank 2012). These include innovations that tend to provide more product with fewer resources for more people (Prahalad and Mashelkar 2010; World Bank 2012). In Tanzania, wide adoption of off-grid solar electricity was made affordable through business models based on responsive community-oriented customer service, mobile phone credit accounts, units that can be deactivated remotely upon default and profit gains as the customer pool increases (Lund 2011).

As per the report of World bank, the GDP per capita of Nepal is USD 835 which is increasing but not satisfactory to the cost of living. Being landlocked might be disadvantageous for the development of Nepal but it has a wide variety of natural resource of forest, water resources which is not being able to be utilized efficiently. The haphazard usage of resources can be controlled by the environment consciousness. So, Green marketing can act as a driving tool to mobilize the concept of green economy in the developing country like Nepal.

7. Conclusion

The concept of green marketing to uplift the economy for sustainable development is gradually being realized by only big corporate houses, youths, and policy-makers in the context of Nepal. Even though the government showed interest and concerns in regards to the subject matter yet, in reality from the grass-root level it is least effective and not much practised. Lack of intensity for protection of environment, redundancy to change, traditional old marketing mechanism dominance, ineffective policy implementation, lack of awareness & literacy, proper priced eco- friendly materials, as well as need for more responsive actions & mechanism for implementation from the Government is required. Further, in major provinces the concept has not even evolved beyond papers. Majority of influential business leaders have

opined that business profit, with purpose helps to boost the organization's performance. The purpose of green marketing can be considered as being socially responsible and creating eco-friendly system & environment protection. In addition, there is also a need to spread awareness to consumers about unique value-added features that behaving green brings along with it and the benefits associated with it if the concept's implementation is prioritized and focused.

Government of Nepal and civil society organizations, agencies can also play a key role through revisions of envisioning policy to assure minimum obligations on green marketing align in line to green economy. Nepal cannot achieve the twin goal of sustainable development and poverty eradication in line to United Nations 2012 agenda, without making some hard decisions and wise trade-offs. Government subsidy and concessions can be used as a medium for making green products more being more affordable in developing countries like Nepal and need to come up with long term suitable implementation plan to incorporate it as a part of its national policies to highlight the importance of the concept in the current scenario.

Only if, the green purchases would be an equal competitor to non-green products, it would serve the long-run interest for environment protection and support sustainability. There are various factors which influence the buying behaviour of consumers, the value of money makes them care about their interest and desires for choosing a product in the first place before the concept of 'Going Green' as Consumers do not compromise on traditional product attributes, such as convenience, availability, price, quality and performance. In other words, green products must match up on those attributes against non-green products in order to earn consideration from the vast majority of consumers. Another key element of green marketing strategy is in regards to credibility of the product which is often termed as goodwill, an intangible asset driving the organization influence

and ease customer skepticism. Consumers, including stakeholders and society at large stand to benefit when a company integrates environmental friendliness into its marketing strategy. If properly implemented, green marketing can go beyond normal and traditional mechanism to strengthen the emotional connection between consumers' products and brands. Being branded a green company can generate a more positive public image, and can also create new business opportunities and enter newer markets of products which, in turn, enhance revenue and stock prices. A green image lead consumer to have increased affinity for a company or a specific product, causing brand loyalty to grow for a longer tenure and contribute towards economic growth.

Organizations in Nepal are still in the inception stage for implementation of green marketing. Accordingly, businesses do not seem to be keen on implementing green marketing strategy matrix. There is no doubt that the innovative methods of green marketing can provide an organization with a competitive advantage in the market. However, there is a huge investment for companies that choose to implement green marketing strategies, like including the capital investment risk, regulatory compliance and the potential for consumer backlash. An ability to anticipate and react to the next environmental issue could judge whether maintaining a green reputation or losing status as a green company and potentially much more. As understanding grows about the impact of human activity on the Earth's ecosystems, consumer concern about the environment and its links to health and safety will intensify. The challenge for companies will be to devise business practices and products that are more friendly to the environment at the same time meeting consumer's needs.

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A Conceptual Paper on External Environment Analysis Models

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Abstract

This Research Paper covers few commonly used methods of “External Environment Analysis” which are popular in the Business and Academic world. The “External Environment Analysis” models which are considered in this research paper for the research study are – “Porter’s Five Forces Analysis”, “PEST – Political, Economic, Social, Technological Analysis”, PESTLE – Political, Economic, Social, Technological, Legal, Environmental Analysis”, “ABCD – Advantages, Benefits, Constraints and Disadvantages Analysis”.

The main purpose of this Research Paper is to review the necessary and importance of the “External Environment Analysis” and examine the main features of the few – Four (4), popularly practiced “External Environment Analysis” methods along with their merits and short comings if any.

Keywords: *Strategic Management, Environment Analysis, Industry Analysis, Porter’s Five Force, PEST.*

Purpose of Study:

It’s widely accepted and acknowledged that Strategy Formulation is the Success Mantra

of the Organization in most of the successful Organizations across the world. In Strategy

Formulation for any organization Decision Making plays an important role and while making Strategic Decisions for organization Decision Making becomes even more difficult and vital, looking at the implications of the Strategic Decisions. While making any Strategic decision Organization has to consider various factors which are either internal and/ or external in nature.

Internal Factors are the once which are within the Organization and these factors are under controls of the Organization – E.g.: Finance/Budgeting, Human Resources, Production/Operations, Marketing, Research and Development, etc. External Factors are the once which are outside the purview of the Organization and Organization has no or very limited scope to control or influence these factors – E.g.: Economy, Laws, Market, Competitor, Customer/Buyer, etc. Both Internal factors and External factors together form “Business Environment” (or simply “Environment”) for any Organization.

In Organization all the Internal Factors will be under the direct control of the Organization and are not common across the different Organizations which are in the similar lines of Business in the Industry, hence Internal Factors for an Organization are Organization specific which cannot be generalized across the different Organizations. As the External Factors are outside the Organization and they remain same across the different Organizations which are in the similar lines of Business in the Industry, hence considering the External Factors and making a detailed study of the External Factors before making the Strategic Decisions becomes very critical in anticipating the Impacts/Outcomes of the Strategic Decision. The Systematic study of the External Factors is commonly known as “External Environment Analysis”.

This Research Paper is based on Conceptual Research Articles’ Review related to different Models of the “External Environment Analysis” in the field of Strategic Management.

Research Methodology:

Contemporarily available Literature Review

will be performed as part of this Research Paper and this Research Paper is written based on the knowledge acquired through review of various existing Literatures (Research documents, Journals and Articles) related to the “External Environment Analysis” in the Strategic Management area.

Results:

The Expected outcome of this Research Paper is to study the importance of the “External Environment Analysis” and the above considered Four (4) analysis methods which are popularly practiced as the “External Environment Analysis”. Also, draw attention to the various merits and short comings of the respective models.

Managerial Implications:

This Research paper is a conceptual reference to the “External Environment Analysis” and popularly practiced different models of “External Environment Analysis”. Also this research paper has few below mentioned Managerial Implications which any practicing Manager can apply in the Business world;

- When to perform “External Environment Analysis”
- Why to perform “External Environment Analysis”
- Benefits of “External Environment Analysis”
- Merits and short comings few popularly used methods of “External Environment Analysis”

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Customer Value: Luxury Vs Non-Luxury products

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Purpose of the Study

Reasoning that “classical marketing is the surest way to fail in the luxury business” in an international setting, it is a key challenge for luxury brand managers to understand why consumers buy luxury goods, what they believe luxury is and how their perceptions of luxury value affect their purchase behavior. In an attempt to satisfy the rising demand for luxury in the era of the “democratisation of luxury” or the “luxurification of society” without threatening the uniqueness and exclusivity of luxury brands, a profound understanding of the luxury concept and its deeper values is essential. With the rise in competition and demanding customers, luxury brands are compelled to look for ways to compete on providing superior customer value delivery. Although the basic value components of luxury consumption are stable on a global level, luxury businesses are challenged by the identification and

satisfaction of the common needs and desires because the understanding of luxury may differ between individuals, and is situational contingent and depends on the experience and individual needs of the consumer. Although price and quality are two of the big reasons consumers choose luxury products, they are not their primary concern. Hence this paper is an attempt to identify the customer value of the luxurious vs non luxurious brands.

Research Objectives

1. To measure the overall customer value from luxury products that customers receive as compared to the customer value from the purchase of non-luxury products
2. To measure individual value that one receives from the purchase of luxury products.

Research Methodology

The methodology engaged is primarily quantitative. A survey tool was established

and administered online and offline. The items identified for the study were confirmed with experts from industry and academia. The study was piloted using data which was gathered from a sample of Indian consumers between the ages of 18 to 45 years. To meet with the first objective of the study, Holbrook (1999)'s framework, which reflects three underlying dimensions: Extrinsic value versus Intrinsic value (an offering appreciated for its functional, utilitarian ability to achieve something vs. an offering appreciated as an end-in-itself), Self-oriented value versus Other-oriented value (an offering prized for the effect it has on one self vs. the effect it has on others), Active value versus Reactive value (the customer acts on the object vs. the object acts on the customer) has been adopted. Furthermore, cost aspect which was not included in the typology was given equal importance. Zeithaml (1998) formed groupings of four consumer versions of value-

(a) value is price-related, (b) value is whatever one wants in a product, (c) value is the quality one gets for the price one pays, (d) value is what one gets for what one gives. Gautam Mahajan, 2016 proposed to measure customer value added by- $CVA = \frac{\text{Perceived worth of your offer (luxury products)}}{\text{Perceived worth of other offers (non-luxury products)}}$.

In order to measure individual value that one receives from the purchase of luxury products, a value structure model by Ho Jung Choo, Heekang Moon, Hyunsook Kim, Namhee Yoon, 2012, composed of Utilitarian Value-excellence and functional values, Hedonic Values- aesthetic, pleasure and experiential values, Symbolic Values- self-expression values and Social values has been adopted for theoretical framework. Another conceptual framework by Klaus-Peter Wiedmann, Adine Hennigs, (2007) to analyze the motives that drives the customers for luxury consumption of a specific Brand has also been adopted. Based on these two models the constructs identified for the study are Conspicuous Consumption, Perceived and Quality value, price value, hedonic value and social value.

To measure conspicuous consumption construct, two dimensions were used- The social motivation for consumption (Moschis, 1981) because it shows the "cognitive orientation concerning the importance of conspicuous consumption and self-expression via conspicuous consumption"; and the measure of fashion consciousness (Lumpkin and Darden, 1982). The PERVAL scale (Jillian C Sweeney, Geoffrey N Soutar, 2001) which included four distinct, value dimensions - emotional, social, quality/performance and price/value for money was adopted to measure Perceived and Quality value. The scale to measure price value construct was developed by using the social judgment theory (William Theodore Cummings, Lonnie L. Ostrom, 1982). A Hedonic- Utilitarian scale was developed which included a measure of involvement, sensation seeking, and need for cognition. (Eric R. Spangenberg, Kevin E. Voss, Ayn E. Crowley, 1987) through a pool of adjective pairs. Social values represent desired end states of being or desirable behaviors such as selfrespect, warm relations with others, or excitement. These abstract social cognitions help shape product attitudes and through them guide overt behavior (Ronald E. Goldsmith, Jon Freiden, Kenneth V. Henderson, 1995). The scale used to measure this construct included four main categories: Strategic fit (how well the product meets the needs of the customer needs); Potential purchase outcomes, Cost savings and Economic effects, Risks associated with implementation. The five-point Likert scale was adopted for the study where Strongly Agree was marked as 1 and Strongly Disagree was marked as 5. Therefore, the smaller the mean, the more is the value for the customer.

Results:

As per the responses from the survey, the strength of the customer's relation with a luxury product is very high. Though, for a non-luxury product, it is equally high. Affordability plays a very important role for a customer's intention to buy a luxury product. If affordable, Luxury product over non-luxury

product is dominant. The analysis also states that most customer's feel that luxury products increases their self-worth and is necessary for self-identity and ego satisfaction. It is quite

visible from the customer's response that purchase of luxury products does make them feel that they have made an investment (Refer to table 1).

Table1: CVA: overall customer value for luxury products versus non-luxury products

Value Components	Mostly for Luxury products	More for Luxury products	Mostly for non-luxury products	More for non-luxury products	Both the products	CVA
Relationship with the Product	9.5	13.5	8.1	8.1	60.8	1.09
Ego satisfaction and Self-identity	16.2	31.1	12.2	6.7	33.8	1.54
Relation with Personality	13.5	21.6	14.9	5.4	44.6	1.23
Affordability	21.6	25.7	10.8	6.8	35.1	1.56
Relation between Purchase and Budget Restrains	8.1	10.8	28.4	31.1	21.6	0.49
Dependence of mood	18.9	23	5.4	12.2	40.5	1.42
Connection with friends/family	12.2	24.3	8.1	9.5	45.9	1.29
Relation with trend in Fashion	24.3	24.3	12.2	8.1	31.1	1.55
The atmosphere of the store has an effect on the purchase	18.9	25.7	8.1	8.1	39.2	1.51.
Purchase is an Investment	40.5	24.3	5.4	10.8	18.9	2.38
					CVA Mean	1.41

From Table 2 below, we notice that the customers feel that brand/fashion conscious customers do have a preference of luxury products. On the other hand, customers do not purchase luxury products if they have other requirements that are their priority. The customers do feel that luxury products have a strong relation with one's quality of life. Furthermore, customers have no doubts with the quality value that they receive from luxury products. When compared to either appearance or quantity, luxury products

have an upper hand over other products. Price is one of the main criteria that has a direct effect on purchase decisions regarding luxury products. It is the only criteria that has a CVA of below 1. It can facilitate or obstruct the purchase. Mostly, customers wait for the discount season before the purchase.

Customers disagree to the assumption that the level of risk is high during the purchase of a luxury product. Furthermore, they also state that the brand loyalty towards luxury

products is comparatively high. Customers do carry pride with the possession of luxury products which also makes them feel superior within their peer groups and family.

Table 2: Individual value Assessment

Value Components	Calculated Mean
Conspicuous Consumption Value	2.67
Perceived Quality Value	2.65
Price Value	2.42
Hedonic Value	2.45
Social Value	3.00

Managerial Implications:

In today's economy, companies, both big and small need to make decisions that can respond appropriately to the customer's value model. These findings will help corporates discover value opportunities and create an appropriate market offering. Furthermore, knowing the needs and requirements of customers is not enough to gain a competitive advantage. The know-how of the offerings that will satisfy these needs and requirements are important. This will help bridge the gap between how customers perceive the brand and what are the core values they expect from a product. The key structure to success is longer uncommon. The uniqueness of a company lies on how the companies deliver the value proposition to its customers. These findings will help managers design a customer-centric strategy that is profitable for both the company and the customers. The value a customer gets from a product is very subjective. An organization that is built around the customer's expectations can serve those better who have unifying choices. This analysis of customer value will help the managers to locate their appropriate audience with the sole objective to provide the best services possible.

Communicating to the customers about the offerings is an equally important aspect. This research will help build a brand that knows

exactly how to appeal the customers as they know their perceived impression about the product. In this age of customization and personalization, it is necessary to know the market to build a good brand. One of the most important aspects to know about is the customer aspirations. These aspirations are directly related to one's values. Thus, a knowledge of customer's value will essential for any business to sustain and grow in the hustle of the market dynamics.

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Metaphors and Social Analysis: New Indian Metaphors in Social Analytics

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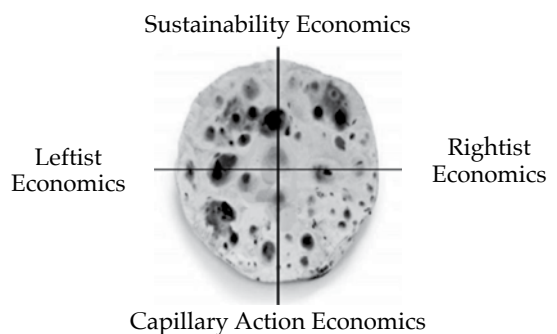
In this paper we present some new metaphors for social analysis. In particular following three Indian metaphors (Western Windows Eastern Doors – WWED and other related writings) provide us some new ways of analyzing contemporary society both Western and Eastern:

- i. Economic Chapati making (WWED, p.56)
- ii. Coconut model of society (New Earth Sastra, p.48)
- iii. Dialectical Chakra (WWED, p.56)

Metaphor I: Economic Chapati Making

Economic chapati making uses the metaphor of chapati making to economic policies and management. It takes us beyond the rightist and leftist approaches to policy making as it suggests the proper allocation of resources for the benefit of the victims of market forces. Science and art of chapati making suggests that in order to make a proper chapati, proper movement in all four directions is needed. It implies both horizontal and vertical movements. Traditional thinking in Political and Economic thought is only

in terms of Rightist and Leftist approaches. These approaches ignore the vertical axis of Capillary action economics and Sustainability economics. Chapati making metaphor suggests to the policy makers a need for a holistic approach taking us beyond the rightist and leftist social discourse in Economics and Society. Fig. 1 presents the idea of economic chapati making in a diagram form. This metaphor also takes us beyond the growth vs equity debate (e.g. debate between Jagdish Bhagwati and Amartya Sen) by incorporating the vertical axis ideas represented by grassroots economics and sustainability and provides us a framework of 'Holistic Economics'.



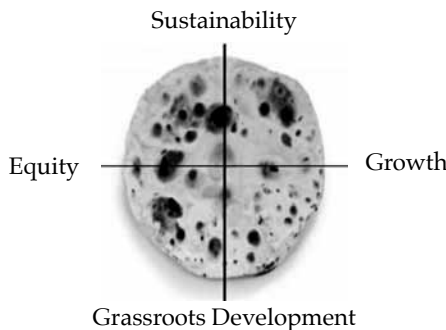


Fig. 1: Economic Chapati Making Metaphor for Holistic Economics

Idea of economic chapati making also has a broader philosophical implication beyond Economics and Politics. It suggests that we need to go beyond the horizontal dialectics of Market (Right) and State (Left) that has dominated the social discourse by incorporating the vertical axis of Soil and Soul, advocated by Gandhi, as part of the social discourse. Fig.2 presents this interpretation of the chapati making metaphor.

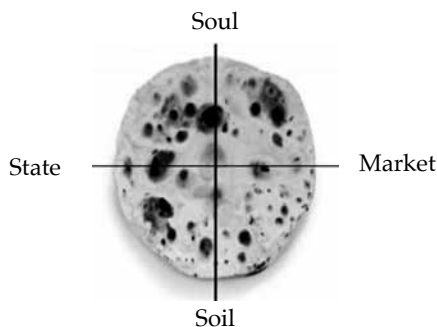
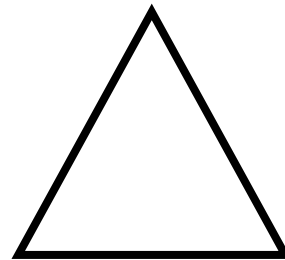


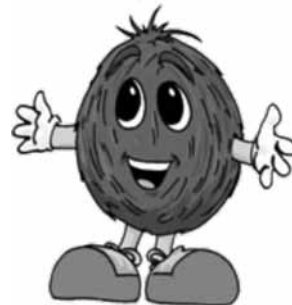
Fig. 2: Chapati making Model of Social Discourse Metaphor II: Coconut Model of Society

Coconut model of society takes us beyond the pyramid and flat models that have been advocated in social analytics. C.K. Prahlad argues for the Bottom of the Pyramid approach for the Corporates and Thomas Friedman suggests that 'World is Flat' because of the cyber revolution. In contrast to these two models, Coconut model recognizes the role of the middle class in shaping the society. This role is also represented by the shape of the coconut that bulges out in the middle.

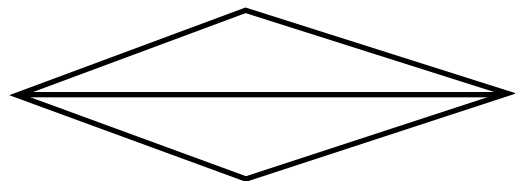
Fig.3 presents these three world view about the nature of society.



World is Pyramid (C.K. Prahlad)



World is Coconut (Subhash Sharma)



World is Flat (Thomas Friedman)

(New Earth Sastra,
Subhash Sharma, 2012, p.48)

Fig. 3: Three Models of Society

Metaphor III: Dialectical Chakras in Society

Dialectical chakra implies a look at the society from the view point of multiple dialectics manifested through caste, class, culture, gender and other factors. Through various intensities of dialectics the 'social chakras' move and lead to 'dialectical spirals' in the society that at times take violent forms in the form of negergy (negative energy) spirals.

'Action- Reaction cycles' arise from 'dialectical tensions' and dialectical intensities in a society. Human history can be seen in terms of an unfolding of 'action – reaction dynamics'

leading to unpredictability in the direction of change. This dynamics creates dialectical chakras and thereby negergy - synergy spirals with unpredictable consequences. Thereby it also facilitates ARIMA (Action – Reaction – Interaction – Mutual Adjustment) process in society. Deterministic models of history are inadequate in explaining these aspects of events in human history. ‘Theory’ of ‘dialectical tensions’ can be captured through the see-saw model of dialectical tensions and dialectical intensities. When dialectical tensions and dialectical intensities between two individuals, communities, nations, go out

of control, it has disastrous consequences. For example, racial riots, communal riots, wars etc. are indicative of dialectical tensions and dialectical intensities going out of control. In such situations, ‘actions and reactions make vectors change directions’. We can also see dialectical tensions and dialectical intensities in many forms in organization context. Role of an enlightened leader is to effectively manage dialectical tensions and dialectical intensities in organizations and society. See saw model of dialectical tensions going out of control is presented in Fig. 4.

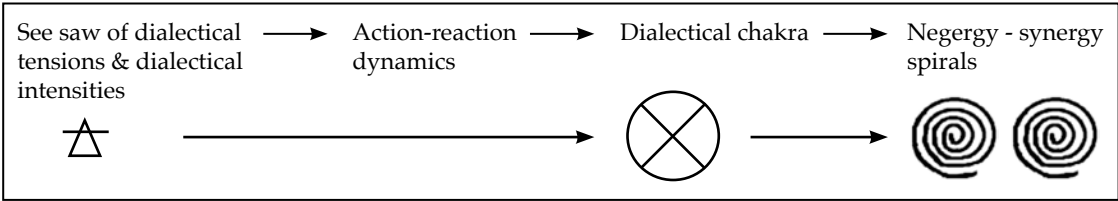


Fig. 4: See-saw Model of Dialectical Tension

In the context of an individual, synergy spirals can create ‘catapulting effect’ to the rise of an individual and negergy spirals lead to the fall. Both rise and fall phenomenon can be observed in case of individuals. Further synergy and negergy spirals also represent ‘whirlpools in the mind’. This has a number of implications for the field of Psychology.

Dialectical chakras in society also arise from dialectical swastikas representing the horizontal and vertical dialectics and ‘dialectical tensions’. As dialectical chakras move fast because of

dialectical intensities, negergy-synergy spirals emerge. Negergy spirals emerge when the dialectical swastika takes an anti-clockwise motion and synergy spiral emerges when swastika moves in clockwise direction. This process presented in Fig. 5 can be referred to as Swastika-Chakra-Spiral (SCS) process leading to economic, political and social changes in society. It may be indicated that because of social media, spirals lead to ‘viral impact’ of the events on the communities, society, nations and the world.

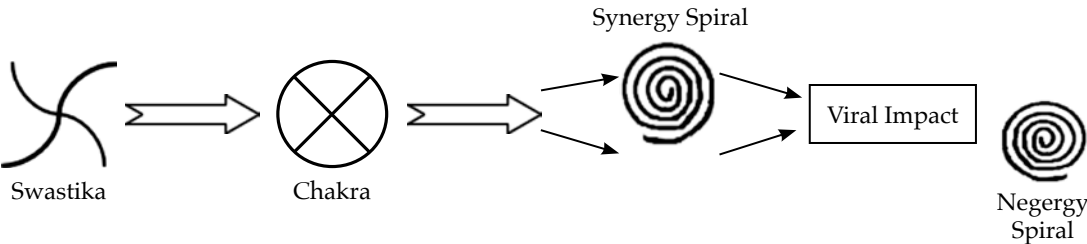


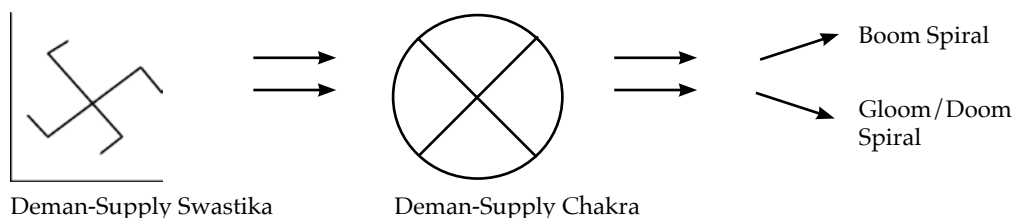
Fig. 5: Swastika-Chakra-Spirals (SCS) Model of Social Change

SCS (Swastika-Chakra-Spiral) model can also be applied to the field of Economics. Demand supply curve is essentially a demand-supply swastika. It creates demand-supply chakra

arising from the high and low (hilo) dynamics representing the intensity of dialectics between demand and supply. This in turn leads to bloom or gloom spiral depending upon the nature of

swastika rotation. Fig. 6 presents this dynamics arising from demand-supply swastika. This dynamics in turn can also set in motion other dialectical chakras in society leading to

non-controllable disorders and thereby new changes in the society. It may be indicated that behavior of stock markets can also be analyzed through 'dialectical chakra' / SCS model.



(Wisdom & Consciousness from the East, Subhash Sharma, 2013, p.166)

Fig. 6: Dialectical Swastika, Dialectical Chakra and Spirals in Market and Society

It may be indicated that SCS (Swastika, Chakra, Spirals) model also helps in explaining emergence of social movements and revolutions in modern society arising from dialectical intensities. Further, human history can also be viewed in terms of unfolding of swastikas and dialectical chakras through negergy (disorder) and synergy (order) spirals that we observe in societies across the world. History is essentially a record of events that created dialectical chakras of immense intensities influencing a society or nation. Thus, 'dialectical chakra' model represents a 'General Theory of Society and Social Sciences' as it has application across various social sciences such as Economics, Political science, Sociology, Psychology as well as History. It also has an equivalence in nature in creation of storms and tornados etc.

Three metaphors presented in above discussion viz. Economic Chapati making, Coconut model of society and Dialectical chakras have EPS (Economic, Political and Social) significance for a nation as well as for the world as they have implications for Economic policies, Political dynamics and Social harmony. In the age of globalization swastikas, chakras and spirals originating in one nation acquire a momentum of their own and influence other nations and the world because of global interconnectivity. Thus

impact of economic, political and social events in one nation can be felt across the globe as the 'dialectical intensities' get enhanced because of interconnectivity of various factors leading to a 'viral impact' across the globe.

Further Readings

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What Lies Beneath: The Untapped Potential of Retail Marketing using Online Platform A Case Study of Goa, India

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Abstract

Purpose of study – The purpose of the study was to investigate customer's perception towards the online shopping in Goa where the entire work is broken in to three main issues, namely, identifying who the customers are, what motivates / influences the customers, and are the customers happy or not.

Research methodology – Data was collected using structured questionnaire from 313 respondents using snowball sampling. Respondents demographic profile was analysed using Chi-Square test. Exploratory Factor Analysis (EFA) was used to identify the factors influencing the online buying behaviour. These influencing factors were subsequently tested along with respondent's demographic characteristics using mean analysis to see if there is any difference exists. Finally, to measure the level of satisfaction of online buyers Importance - Performance Analysis (IPA) was carried out.

Result – The result of Chi-Square test revealed that gender doesn't have any influence across demographic variables while making online shopping. Six factors were identified that influence the purchase intention of online

customers, namely, user friendliness, promptness, risk related, convenience, security related, and trustworthiness. Moreover, for majority of factors there exists significant difference when these are analysed across demographic characteristics. The satisfaction level indicates that 21 variables out of 22 have positive gap and also 19 statements out of 22 are significant. Thus, the overall result of satisfaction level reveals that the customers are happy with the services quality as well as the security features provided by the online retailers.

Managerial implications – The online market (e-commerce) segment of the retail industry in India is going to see a tough competition in the coming years, so the need of the hour is to have well developed strategic plan for maintaining and upgrading the quality by online retailers. To meet the future potential of e-commerce in India, stakeholders should strive for innovative approaches through their value chain by providing custom assortments, targeted marketing, local language content, online-over-offline (OOO) infrastructure, and above all fool-proof security measures for all payments and transaction.

Keywords: *Customer Satisfaction, E-Commerce, Retail Marketing, Risk Perception, Service Quality, Goa.*

1. Introduction

Online shopping or commonly termed as E-commerce is a form of electronic commerce which allows customer to buy goods or services directly from a seller over the internet hosted by various intermediary's portals by using different website, which then will be promptly delivered to the customer's address through authorised courier agents. The development of internet and communication technology has transformed the online shopping drastically and added a new dimension to the traditional mode of retail shopping. The increasing use of internet by younger generation in India is creating large opportunities for online retailers. India (461 million users) is the second largest online market behind China (765 million users) but ahead of US (244 million users), which is expected to increase to 635.8 million during the next two years' time (IAMAI, 2017; Statistica, 2019; Wikipedia, 2019). Companies now prefer E-commerce platform for efficiently marketing their products to the customers.

In the present globalised economy, the internet is primarily a source of Information,

Communication, and Entertainment (may be termed as ICE age 2 which will transform the Indian business), which resulted in various forms of online business transactions. India is fastest growing e-commerce market worldwide and have exponential growth of e-commerce traders as well as e-commerce customers due to absence of e-commerce laws and low entry barriers, which give advantage to the e-commerce customers as they have wide range of choices (PwC 2014a). India can build shared prosperity for its 1.34 billion citizens by transforming the way the economy creates value if corporate India (specially e-commerce traders and government) addresses key societal needs and whole heartedly supporting the vibrant entrepreneurial sector. This all depends on efficient and effective partnership with government for developing new and novel approaches for capturing the untapped potential of e-commerce segment (PwC 2014b).

2. Purpose of the Study

In India, the internet base users are around 566 million, making India the second largest online market after China but ahead of US. It

is estimated that Indian market will reach to 635.8 million internet users by the year 2021 (IAMAI, 2017; Statistica, 2019; Wikipedia, 2019). The annual spending power of Indian consumers have been increasing, it is projected to be more than \$1 trillion by 2022, along with the Indian middle class with increased purchasing power to be the largest segment of the population, with an average age of 29 years with just over 0.4 as the dependency ratio (PwC, 2014a; 2014b; 2015; 2019), which will result in around 70.7% of them becoming internet users and also potential online buyers. This being the case, there are no studies carried out on assessing the service quality assessment of the online customers in India in general and Goa in particular, where the entire work is broken in to three main issues, namely, identifying who the customers are, what motivates / influences the customers, and are the customers happy or not, which makes the present study unique which may fill the research gap that may be useful for various stakeholders, namely, academic institutions, government, retail entrepreneurs, online service providers, and also the general public.

3. Literature Review

3.1 Customer profiling

Demographic characteristics of customers influences the buying behaviour, hence every marketer tries to identify who the customers are as the first and foremost component of their marketing strategy, in other words, the very essence of the Segmentation, Targeting and Positioning (STP) process. Many studies carried out identified which demographic variables influences the buying behaviour of online costumers. The study by Pereira (1998) identified that individual with moderate education will resist to change whereas an individual with advance education will challenge existing norms and show less resistance to change. Studies showed that person who are well educated and belongs to high income household are the early adopters of online shopping (Bellman et al., 1999; Chen et al., 2002). Thus, more the higher

education will lead to greater acceptance of new technologies used for shopping at the electronic malls.

Studies reveled that male prefer online shopping as they find it pleasing and convenient as compared to female (Davis et al., 2012; Basahih, 2013). They also found that person having proficiency in English language will prefer e-shopping. Contradictory to above studies, Park et al. (2009) revealed that compared to males, females search more product information including customer reviews and prefer using an assistant agent more while shopping online and it was supported by the Swilley and Goldsmith (2013) which concluded that there is no difference between male and female customers in terms of shopping online. Both genders are likely to shop online but, women were almost twice more likely to shop than men. Different customers have different mind sets towards the service quality they receive from online shopping, hence it becomes important to study the demographic characteristic of the customers and to check if there exist any variations among customers with respect to their demographic characteristics. For this purpose, following research question (**RQ1**) and related hypothesis has been formulated (**H1**);

RQ1: Is it possible to identify the demographic profile of online shopping customers in state of Goa?

H1: There is no significant difference exists between Male and Female with respect to Location, Age, Education, Marital status, Income and Occupation.

3.2 Factors influencing purchase intension of online customers

Every customer buys products and services based on various factors, technically may be called as motivational factors like quality, price, appearance, delivery, attitude of sales person, and above all safety and security aspect. These same factors influence and molds the perception of customers in favour

or against a product or service, hence the need for identifying these factors which influences the purchase intention of online customers. Belanger et al. (2002) identified that most of respondents do not trust web merchants, hence not in favour of online shopping. This security issue was studied by Limbu et al. (2011) stated online businesses should ensure the security of the transactions, provide a secure server, additional layers of security inbuilt in multiple payment options and guarantee against credit/debit card fraud. The online platform must be user-friendly in such way that the website should allow customer to interact with it to receive tailored information (Kim & Stoel, 2004). Even, Jasur and Haliyana (2015) concluded website quality is not the only determining factors that could increase consumer purchasing intention, but also other qualities like good customer service, efficient product distribution and positive reviews from customers also play an important role.

There are some internal factors which marketers have full control and also external factors where the marketers are finding it difficult to influence or motivate the customers. Benedict and Ruyter (2004) stated that customer's attitudes toward online shopping and their intention to shop online are not only affected by ease of use, usefulness and enjoyment, but also by exogenous factors like consumer traits, situational factors, product characteristics, previous online shopping experiences, and trust in online shopping. Similarly, Kim and Lim (2001) also stated the factors of entertainment, convenience, and information quality and speed plays important role. Reliability with respect to steady performance over time, availability of website for usage, speed and download time, accessibility, consumer privacy, payment, delivery/offline fulfillment also plays an important role in buying behaviour. Since there are many factors which influences the buying behaviour of customer towards online shopping, it is crucial that one must study what are the important factors which influences or motivates the customers buying

behaviour, hence following research questions (**RQ2** and **RQ3**) and related hypothesis (**H2**) has been formulated.

RQ2: What are the factors that influence the online shopping behaviour of the customers?

RQ3: Is there any difference in factors considered by online buyers across demographic profile?

H2: There is no significant difference exists between factors with respect to demographic variables.

3.3 Customer Satisfaction

The ultimate aim of every marketer is to ensure that the needs of the customers are satisfied by providing quality goods and services so as to retain the customer base and creating ultimate customer loyalty. Satisfaction has been interpreted as a process or an outcome where customers compare performance with expectations and decide about confirmation or disconfirmation (Oliver & Desarbo, 1988). When it comes to online business, Kim and Lim (2001) focused on the attributes of the Business-to-Consumer websites and observed that consumer's Internet shopping satisfaction is influenced by information quality, speed, reliability and entertainment. They also recommended that by adding entertainment factor with good information may leads to increase in customer satisfaction. Yang et al. (2003) studied about service quality and revealed that predominant service attributes leading to consumer satisfaction are responsiveness, convenience, credibility, reliability and ease of use.

Cho and Park (2001) even proposed Electronic Commerce User-consumer Satisfaction Index (ECUSI) instrument which reflects consumer satisfaction, user information satisfaction and electronic commerce. ECUSI consists of ten factors i.e. product information, additional information services, delivery time and charge, consumer services, product merchandising, ease of use, purchase result and delivery, site design, payment methods

and purchasing process. All these factors will lead to customer satisfaction. Similarly, McKinney et al. (2002) also identified nine key constructs (relevance, timeliness, reliability, scope, perceived usefulness, access, usability, navigation, interactivity) for analyzing Web-customer satisfaction.

Khan et al. (2015) identified seven factors which will affect customer satisfaction to repurchase intention, namely, three types of risk factors (delivery, product and financial) and four other factors (return policy, convenience, price and product information). In any industry consumer satisfaction is very important, and if customers are not satisfied with the product and services offered by the company, they will shift and company will run into losses. Thus, identifying the particular services customers are not happy with and investing the proper resources to improve them is an urgent need in order to retain the customers. Hence, attempt is made to understand the satisfaction level of online customers. For this purpose, the following research question (RQ4) and related hypothesis (H3) was developed.

RQ4: Is it possible to identify the level of satisfaction of customers who prefer online shopping?

H3: There is no significant difference between what customers perceived and experienced with respect to services offered by online retailers.

4. Methodology

The purpose of the study was to investigate customer's perception towards the online shopping in Goa. The survey was carried out from November 2017 to March 2018 using a structured questionnaire distributed among 350 respondents, using snowball sampling, of which useable questionnaire was only 313 having a response rate of 89%. The questionnaires were divided into three sections, the first section to find out who the customers are, the second section to find out what motivates / influences the customers and the third section deals with satisfaction level of online buyers towards e-shopping.

Five-point Likert scale has been used, where 1 indicated strongly disagree and 5 indicates strongly agree. In order to analyse the result chi-square, Exploratory Factor Analysis (EFA), mean test, t-test, f-test and Importance Performance Analysis (IPA) was used.

5. Data Analysis and Discussion

The following section will try to find the answers for the research questions proposed in earlier sections.

5.1 Who the customers are?

A cross tabulation of customer's demographic variables is performed taking their gender as controlling variable to see if there exists any significant difference among the male and female customers across the state of Goa when it comes to online purchase.

Exhibit 1 shows demographic profile of 313 respondents of which 144 were males and 169 were females. It indicates that majority of the respondents belong to North Goa (84% male and 89.9% female), which is similar to the result identified by Swilley and Goldsmith (2013) where no significant difference was found with respect to gender. In both the cases of male and female, age profile indicates the majority falls under 20-29 years of age (69.4% are Male and 71.6% are Female), which is equal to the average age 29 of Indian population. Majority of the respondents are having college education, of which 55.6% are male and 49.1% are female which is identical with respect to the result identified by Pereira (1998) and Chen et al. (2002). With respect to marital status, majority of respondents are coming under unmarried category, namely 88.9% are male and 87% are female, which also indicates the purchasing power available with the youngsters because of low dependency ratio (Chen et al. 2002). Majority of the respondents falls under the category of middle and lower income category (85.4% are male and 88.2% are female). One of the limitation of the study is that with respect to the occupation, majority of the respondents are students (78.5% are male and 76.9% are female), which may be rectified in the subsequent studies in future.

Exhibit 1: Demographic Profile of Customers (N=313)

Demographic Characteristics		Gender (%)		χ^2 value (p value)
		Male	Female	
Location	North Goa	84.0	89.9	2.439 (0.118)
	South Goa	16.0	10.1	
Age	Up to 20	19.4	20.1	1.932 (0.748)
	20 – 29	69.4	71.6	
	30 – 39	7.6	4.7	
	40 – 49	1.4	2.4	
	50 and Above	2.1	1.2	
Education	Up to 10 th	0.7	2.4	2.248 (0.489)
	Up to 12 th	14.6	17.2	
	Graduation	55.6	49.1	
	Post-Graduation	29.2	31.4	
Marital Status	Married	11.8	13.0	0.265 (0.607)
	Unmarried	88.9	87.0	
Income	Less than Rs.1 Lakh	70.1	67.5	2.466 (0.481)
	Rs.1 Lakh – Rs.3 Lakhs	15.3	20.7	
	Rs.3 Lakhs – Rs.5 Lakhs	7.6	7.7	
	More than Rs.5 Lakhs	6.9	4.1	
Occupation	Student	78.5	76.9	2.309 (0.679)
	Profession	2.1	3.0	
	Service	16.0	16.6	
	Business	3.5	2.4	
	Housewife	0	1.2	

Source: Primary data

* Significant at 0.05

As it can be seen from Exhibit 1, the p-value is greater than 0.05 for all demographic variables, the formulated hypothesis (H1) of RQ1 that “There is no significant difference exists between Male and Female with respect to Location, Age, Education, Marital status, Income and Occupation” is accepted, stating demographic variables of customers do not have any influence while preferring online

shopping, which is a clear indication that technology is easily assessed by everyone making our life simpler than earlier days, due to which irrespective of age, gender, education and income every customer prefer e-shopping which contradicts the earlier studies and provide valuable insight to the e-commerce players which will help them in product marketing and also in product promotion.

5.2 What factors motivates / influences the customers?

To find out various motivational / influential factors, Factor analysis was carried out shown in **Exhibits 2** which reveals that 24 statements are getting reduced in to six (6) factors having

an Eigen value cut off at 1 which explain 57.85% of the total variance. Reliability using Cronbach's alpha gave a satisfactory result ($\alpha = 0.770$), which is acceptable. KMO measure of Sampling Adequacy showed 0.710 which indicates that data is sufficient for exploratory factor analysis.

Exhibit 2: Factor influencing online purchase behavior

Factor Analysis ($\alpha = 0.770$, $n=24$)	F1	F2	F3	F4	F5	F6
F1- User Friendly ($\alpha = 0.855$)						
1. Simplicity of language	0.783					
2. Easy to browse and compare	0.781					
3. Quick confirmation of orders	0.714					
4. Language and information content	0.709					
5. Easy to search the product	0.696					
6. Well- designed webpage	0.678					
7. Quick transaction	0.625					
8. Instruction on website	0.537					
F2 - Promptness ($\alpha = 0.689$)						
9. Exchange system		0.754				
10. Quick restocking of products		0.719				
11. Delivery is on time		0.654				
12. Query replies		0.498				
F3 - Risk Related ($\alpha = 0.710$)						
13. Risky online payment methods			0.773			
14. Delayed delivery			0.723			
15. Fake online shopping sites			0.706			
16. Undisclosed shipping/ delivery charges			0.666			
F4 - Convenience ($\alpha = 0.688$)						
17. Time consuming in processing a transaction				0.780		
18. Complicated website				0.771		
19. Lengthy process in placing an order				0.653		
F5 - Security Factor ($\alpha = 0.520$)						
20. Proper information is not provided					0.743	
21. Lack of security in transaction					0.629	
22. Non-disclosure of exact price					0.552	
F6 - Trustworthiness ($\alpha = 0.425$)						
23. False information about the product						0.740
24. Misuse of personal details						0.633

Source: Author's own compilation based on primary data

Among the 24 variables, most critical variable customers consider as the most influential one is "Simplicity of language" (1st statement of the factor user friendly - F1) with a loading factor of 0.783, which is similar to the result of Kim & Stoel (2004) and Basahih (2013). This may be due to the fact that the language used in online platform / website is simple and easily understood. This may be because of the fact that knowledge of English (read and speak) among the people is in the state of Goa is very high, hence understanding English from the online platforms are easy for the customers. These six (6) identified motivational / influential factors identified are similar to earlier studies, namely, **F1: User Friendly** (Kim and Lim, 2001; Kim & Stoel, 2004; Benedict and Ruyter, 2004), **F2: Promptness** (Jasur and Haliyana, 2015), **F3: Risk related** (Belanger et al., 2002), **F4: Convenience** (Kim and Lim, 2001; Benedict and Ruyter, 2004), **F5: Security Related** (Limbu et al., 2011), and **F6: Trustworthiness** (Kim and Lim, 2001).

5.3 Does the motivational / influencing factors have relation to demography?

From the six (6) motivational / influential factors identified, mean test has been carried out across demographic variables to identify whether there is any significant difference between factors affecting the usage of online shopping across demographic profile of the customers. **Exhibits 3** indicates the result of means test. With respect to **F1: User Friendly**, it can be noted that there is no significant

difference between demographic profile and User friendly factor. In case of **F2: Promptness**, there exists a significant association between the factor and Age. Individuals above 40 years will consider this factor while doing online shopping, which is similar to the result of Bellman et al., 1999. With respect to **F3: Risk Related**, there exists a significant relationship between factor and Income and location. People residing in North Goa having high income are more alert about the risk factor while shopping online, similar to the result of Bellman et al., 1999. In case of **F4: Convenience**, there is a significant difference between factor and occupation. Online shopping saves the time of employed people, hence they prefer online shopping which is also similar to the result of Bellman et al., 1999. With respect to **F5: Security factor**, demographic variables of age, income and occupation found to be significant similar to the result of Pereira, 1998; Bellman et al., 1999; and Chen et al., 2002. And finally in the case of **F6: Trustworthiness**, there exists a significant difference between occupation and location. The more the customers are educated and employed, the more will be their concern for trustworthiness. Hence the formulated hypothesis **H2** for RQ3; There is no significant difference exists between factors with respect to demographic variables; is rejected with an exception of gender, education and marital status. It can be concluded that all the six factors are critical while shopping online, hence e-commerce players must consider upgrading their services in tune with all these factors.

Exhibit 3: Mean Analysis (t-test and F-test – p value of six Factors)

Demographic Variables	F1	F2	F3	F4	F5	F6
Gender	0.84	0.07	0.99	0.83	0.60	0.37
Age	0.98	0.01*	0.07	0.34	0.02*	0.12
Education	0.09	0.62	0.54	0.89	0.19	0.45
Income	0.14	0.51	0.03*	0.09	0.03*	0.61
Occupation	0.29	0.29	0.49	0.00*	0.02*	0.03*
Location	0.24	0.24	0.01*	0.08	0.88	0.02*
Marital Status	0.59	0.34	0.26	0.44	0.86	0.25

Source: Primary data

* Significant at 0.05

5.4. Are the customers happy?

Finally, the customer satisfaction level based on the two dimensions, namely, service quality and the risk perception of online buyers towards online shopping is analysed using IPA, both the original (Martilla & James, 1997) and modified (Abalo et al. 2007 and Chen, 2014) versions. Using 22 variables in the form of statements (14 of them on service quality dimension and 8 of them on risk perception dimension) respondents were asked to rate for the importance they gave before online shopping (expectations) and the performance derived (experiences) after online shopping with respect to the two dimensions. The overall reliability statistics for the service quality and risk perception was found to be within the acceptable limit.

The result of original and modified IPA is shown in **Exhibits 4** in tabular (where variables marked

as 'A' shows unsatisfactory level). Of the total 22 variables, only 1 is in Quadrant A (concentrate here); 11 are in Quadrant B (keep up the good work); 9 in Quadrant C (low priority) and 1 in Quadrant D (potential overkill). This result is a good indicator that service quality and risk perception variables are giving online customers complete satisfaction, except for only one variable 'quality of the product' (4th variable under service quality dimension). This is very critical as physical checking and ensuring of quality in online is not possible. Many a time this problem is resolved by 'ease of return and refund' (12th variable under service quality dimension). Except 'quality of the product' variable, rest all 21 variables are having positive gaps, which clearly indicates that the customers who does online shopping are happy and satisfied with the service quality dimensions and risk perception dimensions.

Exhibit 4: Importance Performance Analysis

Dimension	Variables	Importance (I)	Performance (P)	Gap (P-I)	P - Value	Original	Diagonal
Service Quality	1. Online shopping is Convenient	3.24	3.48	0.24	.003*	C	B
	2. Ease of finding products	3.38	3.94	0.56	.000*	B	A
	3. Trying something new	3.10	3.57	0.47	.000*	C	A
	4. Quality of the product	3.19	3.97	0.78	.000*	A	A
	5. Prices offered	3.49	3.80	0.31	.000*	B	B
	6. Ease of comparison	3.34	3.75	0.41	.000*	B	A
	7. Offers/Discounted prices	3.47	3.70	0.23	.003*	B	B
	8. Products not available offline	3.59	3.82	0.23	.002*	B	B
	9. No need to deal with salesman	3.59	3.84	0.25	.000*	B	B
	10. Known or famous brand name	3.60	3.85	0.25	.001*	B	B
	11. Assurance of on-time delivery	3.42	3.82	0.40	.000*	B	A
	12. Ease of return and refund	3.36	3.74	0.38	.000*	B	A
	13. Customer service	3.33	3.73	0.40	.000*	B	A
Risk Perception	14. Privacy and security	3.45	3.74	0.29	.000*	B	B
	15. Judge quality online	3.22	3.36	0.14	.137	C	B
	16. Misuse of personal information	3.07	3.36	0.29	.001*	C	A
	17. Fear of misuse of credit card	3.08	3.26	0.18	.014*	C	B
	18. Risk of 'Fake Stores'	3.20	3.39	0.19	.035*	C	B
	19. Fear of on time delivery after payment	3.25	3.55	0.30	.000*	C	A
	20. Lack Of Full Cost Disclosure	3.18	3.39	0.21	.007*	C	B
	21. Fake Online Reviews	3.42	3.32	-0.10	.208	D	B
	22. Performance of the product	3.25	3.37	0.12	.143	C	B

Source: Author's own compilation based on primary data

*Significant at 0.05

When it comes to modified IPA result (last column named 'Diagonal' of Exhibit 4), it can be seen that the variables falling under unsatisfactory category is increasing from one (1) to nine (9), which is a clear indication of not so good service quality and risk perception dimension among the online customers. Thus, e-commerce enterprises must put concentrated efforts to improve their online services so that those nine (9) variables will be moving away from the upper region (unsatisfactory) and lower region (satisfactory). When the probability values are considered, of the 22 variables, 19 are statistically significant having p-value is less than 0.05. This led to the conclusion that the formulated hypothesis (H3) of RQ4, "There is no significant difference between what customers perceived and experienced with respect to services offered by online retailers", is rejected, because the performance values are more than the importance values, clearly indicating the customers are satisfied with their online shopping. Though, Customers are satisfied with the services provided by the online retailers, the one variable named 'quality of product' is falling under Quadrant A, proves that since there is absence of personal contact between buyer and seller, seller tends to sell the low quality goods by using online website. Even though customer gets product at lower price, the quality of the product is being compromised. With respect to gap between importance and performance, 'fake online review' variable has negative gap, which clearly indicates that company in order to clear its stock, they tend to promote it by making fake online reviews about the product.

This result of dissatisfaction among customers in the state of Goa with respect to other service industries reveals that there is high level of dissatisfaction among the customers with respect to entertainment industry (Castanha et al, 2017), banking sector (Dsouza, et al, 2018), and also in telecommunication industry (Goankar et al, 2018). But in the present study of e-commerce, the result is a good indication since 21 out of 22 variables are showing

positive gaps, which indicates a good sign of satisfaction level among the online buyers. Even though online buyers are satisfied

with the services but it will be too difficult to retain them if company continues to sell low quality products. Thus, the selfishness behaviour among the entrepreneur need to be curtailed and they should work on improving the quality of services thereby leading to customer satisfaction or else new players will capture all the market share by providing quality services to the existing customers whereby customers derive full satisfaction leading to complete customer loyalty.

6. Conclusion, Implications and Limitations

6.1 Conclusion

Internet technology in India has been growing at very fast speed, due to which many companies started selling their products to customers by using online platforms. India being a largest country of having high customer base it becomes very important to study about the services offered by the online retailers and Goa in particular being a smallest state in India having somewhat similar to western culture, assessing the Goan customer perspective with respect to online shopping and also the satisfaction level of customers make this study special. Even though data is not normally distributed, chi-square test is applied to check the association which indicates all demographic variables are Insignificant with respect to Gender. This can be further studied by normal distribution of sample. Six factors were identified that influence the purchase intention of buyer while shopping online. Moreover, for majority of factors there exists significant difference between all six factors across demographic profile, which states that there exists a significant relationship between each of factor and demographic variables. IPA result showed that customers are happy with the services provided by the online retailers.

6.2 Managerial Implication

The findings of the study have practical implications. Since customers are satisfied

with the services provided by the e-retailers, it will be tough for new and existing local entrepreneurs to cope up with this competition. Hence they must take their business online by creating their own website so that they can promote their product online and also increase their profit. E-retailers must provide language translators on their website so that customer can read the product information and reviews in their own language which will help them to make their purchase decision. In online shopping physical presence of buyer and seller is absence so in such case seller shouldn't try to cheat the customer by selling low quality goods or by promoting their product by using fake online reviews as most of the customers purchase the product after reading the previous reviews. If seller try to adopt these fake marketing techniques then it will be impossible for them to retain their customer as customers are too cautious about the quality of the product, when it comes to offline or online shopping. The online market (e-commerce) segment of the retail industry in India is going to see a tough competition in the coming years, so the need of the hour is to have well developed strategic plan for maintaining and upgrading the quality by online retailers. To meet the future potential of e-commerce in India, stakeholders should strive for innovative approaches through their value chain by providing custom assortments, targeted marketing, local language content, online-over-offline (OOO) infrastructure, and above all fool-proof security measures for all payments and transaction.

6.3 Limitations and Scope for further research

The present study has few limitations which are discussed. The data was collected using snowball sampling technique which is not normally distributed. Thus, use of random sampling may give better and appropriate results which will help in generalization of the study findings. Along with this study, one can also extend the study towards assessing the perception of customers in developed countries, thereby will give insight if e-retailers differentiate its customers and their services

based on the development of the country and its standard of living. Even studying pricing and marketing strategy followed by them will provide good insight. To the best knowledge of the author, no study has been carried out to trace the potential of Retail Marketing using Online platform in Goa, along with studying the satisfaction level of customer using IPA, which make the present study unique. This study provides valuable information to the online retail marketers to increase their services standards, which will help them to retain its customers and also attract the new customers by using proper marketing strategies.

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M-Commerce in transforming rural India - An empirical analysis of rural consumers acceptance behaviour and technological readiness

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Purpose of the Study

M-Commerce is a new trend in the culture of electronic commerce and is a revolution from the traditional manner of purchasing products to save time, save money and buy products with the utmost comfort using applications. The aim of this research is to define factors that influence the rural population's use of mobile smartphone applications. The literature here is rare despite the increasing popularity and usefulness of m-commerce, leaving a gap in the field of studies. This research thus seeks to define factors that affect the intentions of rural people to use shopping applications. It examines the acceptance and implementation of m-commerce in rural Pondicherry areas using the UTAUT2 model. This study investigates the rural consumer's technology adoption toward electronic commerce by testing the UTAUT2 constructs performance expectancy, effort expectancy,

social influence, price value, facilitating conditions, hedonic motivation and habit. The results indicate the future route to the effectiveness of rural mCommerce promotion and can assist rural business mechanisms in optimising their advertising campaigns, taking the features of the rural population that purchases commonly into account. However, no study explored the implementation of mCommerce in the development of rural areas, such as the situation in Pondicherry, in academic literature. This research provided insights into this field by defining a few main variables, often overlooked from the view of developing countries. The rural economy has a significant contribution to GDP, and it is therefore dominant that policymakers address the essential variables identified in this studies (i.e. public incentives, resource capacity and domestic infrastructure). Research into rural m-commerce implementation in Southern

India is also at the infancy level, and this study helps the discussion to move forward.

Research Methodology: The research is survey research and questionnaires were administered to collect data. It seeks to answer questions about the variables to be calculated for acceptance of m-commerce, namely: Effort expectancy, performance expectancy, facilitating conditions, social influence, cost experience hedonic motivation, habit and behavioural intention. A set of scale items in respect of technology acceptance literature and rural e-commerce literature UTAUT, UTAUT2, other studies and related theories were adapted to the specific context of this study on the use of apps by rural people. All model constructs requested participants to indicate their perceptions on five-point Likert-style responses ranging from 1(strongly disagree), through 3(undecided) to 5 (strongly agree). The data analysis was executed using Smart PLS 3 to test the validity and reliability of the measurement instrument.

Results: The study confirms that performance expectancy, effort expectancy, social influence, hedonic motivation, price value, and facilitating conditions were found to be the significant antecedents of behavioural intention. Social influence, price value and facilitating conditions are the uppermost three critical predictors of intention to access commerce through mobile apps. Seeing the vital role of social influence and price value factors it is suggested that the marketers should focus on affiliation marketing approach, which enables them to attach with the customers and should concentrate on offering various cost-efficient deals to save money and make a win-win situation. The above results may provide marketers with helpful insights, as it can help develop and filter innovative technology which can lead to a high level of acceptance of commercial applications among rural citizens given fundamental concepts of technology adoption. This research also supports current literature by providing fresh perspectives on the variables that influence rural people's implementation of applications.

Managerial Implications Of The Study:

The research provides marketers with an understanding of the expectations of rural individuals about applications. Marketers tend to place full emphasis on the quantifiable use of their applications, ignoring all other purposes. One of the consequences is that despite business being hedonic, rural methods are not self-indulgent. Our findings suggest that when customers are confronted with a diverse setting and constantly changing one, the practice of customers in personal technology is significantly impacting and that the target audience must be analysed before the technology platform is set up. To determine how good such partnerships are in other economic prudence we would suggest examining various stages of shopping, like before and during the purchase. It can also be a good idea to concentrate on shopping locations and times in the coming period. The research also offers managerial suggestions through the discovery of rural people's objectives and the significance of altering m-commerce issues.

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A Study on Retail Store Attributes Influence on Consumer Preference of Store Selection in Visakhapatnam City

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Abstract

Indian retail Industry is the second largest among all the industries in our country, accounting for country's 10% GDP and around 8 per cent of employment. The retail business in India has been as one of the most unique and quick paced ventures with a few players entering the market. Be that as it may, every one of them have not yet tasted success in light of the many companies started venturing in to this sector apart from that they need good amount of initial investment which is increasing rivalry among the companies to sustain in this competitive market. The all out idea and thought of shopping has experienced a consideration attracting change terms of organization and customer purchasing conduct, introducing a transformation in shopping, in India. Present day retailing is under phenomenal growth with rapid increase in number of supermarkets, departmental stores and hypermarkets in the country. Modern retail in India is seen through clamoring strip malls, multi celebrated shopping centers and tremendous complex that offer shopping, amusement and nourishment all under one roof.

Indian retail sector is one of the fast paced industries. When compared to global consumer spending India is attracting Global retail giants to invest in our country. The entry of global giants in the retail sector is changing the retail landscape in India, regarding organization structure, shopper purchasing behaviors, Investment and foundation, apart from that this is having a great impact even on increasing the consumer expectations over the services offered by the stores; this would be the biggest challenge to the domestic and traditional players. Consequently, the endurance of the retailers has been based on their understanding the changing needs, preferences and buying behavior of the consumers.

In these consequences this paper aims to study the attributes influence on consumer in the process of preferring a retail store for satisfying their needs in city of Visakhapatnam as the city is a fast growing city in terms of population and diversified culture and even nominated a smart city by the government of India.

An exploratory (empirical) research, based on questionnaire survey research design, was conducted for identification of factors. Questionnaire design was done through exploratory (secondary) research. Data was collected from 100 respondents by using purposive sampling technique to collect the data and the same was analyzed by adopting appropriate technique's by using SPSS Package.

Key Words: Retail Store, Store Attributes, Consumer Behavior and Store Choice.

Introduction

The Indian retail experience has gone beyond the customary physical store and various innovative styles of retailing such as online retailing, social networking and other forms of retailing are creating an impact on the buying behavior of consumers. Adding to the changing retail format even changing financial elements, differing decisions in items and administrations, various shopping positions and unmatched access to data has enabled clients to expect more from their retail experience.

Earlier our country is considered to be a country of shopkeepers. Though there are various retail format accounted for more than 33 million people, but it is dominated by convenience stores out of which food and grocery constitute huge market share of Indian house hold consumption. All these are changing with the increasing economic globalization and advancement

of telecommunication networks brought changes in the life-styles, values and cultures of the consumer.

Retailing in India

Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the total employment. According to the Investment commission of India, the retail sector in India is the world's fifth largest destination globally². According to the report given by the Boston Consulting Group and Retailers Association of India, India's retail market is expected to nearly double to US\$1 trillion by 2020 from US\$600 billion in 2015, registering a CAGR of 16.7 per cent over 2015-16, driven by income growth, urbanization and attitudinal shifts. Another report given by Indian brand equity foundation (IBEF) Indian retail industry is expected to grow to USD1.3

trillion by 2020, enrolling a CAGR of 10.5 percent between 2006-2020.

The market size and growth rate of retailing has been shown in the following figure. It exhibits that the value of market and size growth rate of retailing industry during the period of 2006 to 2020E. Indian retailing has been come across auxiliary changes in past two decades. The Indian retail showcase is confronting high measure of rivalry inside the country by organized retailing and unorganized retailing in addition to global giant retailers.

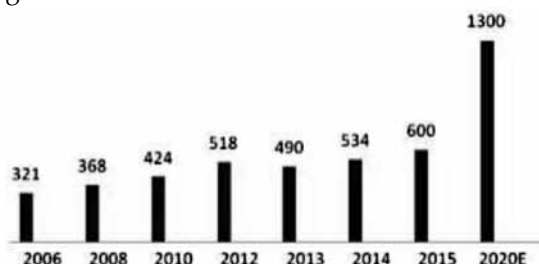


Figure: Market size and growth rate of retailing in India (USD billion)

(Source: BCG Retail 2020, Ernst & Young, Deloitte, www.Indiaretailing.com)

Objectives of the study

1. To study the demographic profile for analyzing the buying behaviour of consumers.
2. To study the availability of retail store information and its influence on consumer buying preferences.
3. To examine and analyze the perception of consumer buying preferences while choosing a retail outlet.

Need of the Study

The purpose of this study is to dissect consumer buying behavior towards retail outlets which incorporate an extensive examination of purchasing aim, purchasing propensities, purchasing dispositions and post-buy conduct of shoppers concerning a locale of Visakhapatnam Market. Among the different perspectives which help in building the affinity with the clients, understanding the purchasing conduct is significantly more

significant than some other specialized or item quality. Subsequently, the result of the present investigation will be of colossal assistance to the retailers in drawing out the different viewpoints worried about the buyer purchasing conduct which would encourage them to work outfitting advertising techniques and improving their business execution. In this manner, the present paper is intended to dissect the purchasing conduct of the clients towards conventional and current retail locations in Visakhapatnam Market.

Review of Literature

Rama Venkatachalam and Arwah Madan (2012) in their have featured on level of costs, nature of groceries & availability of exotic fruits and vegetables, display & cleanliness and hygiene, home delivery & credit facility provided by both the organized and unorganized retailer. Change in client inclination has been seen while shopping new staple from disorderly or sorted out retailers. The creator has likewise referenced that sorted out retailing is doing the correct things to continue, endure and grow.

Lakshmi Narayana K., Ajata Shathru Samal and P. Nagaraja Rao (2013) in their investigation unorganized retailers in the region of composed retailers are intensely influenced regarding benefit and volume. The variables which are drawing in the clients towards disorderly retailers are area comfort, altruism, credit office, haggling, free things, helpful timings, and home conveyance.

Sivaraman P. (2010) in his paper has the effect of unorganized retailing on organized retailed has been focussed. As per the author there are hardly any significant components which are estimated by clients while shopping from any retail outlet like arrangement of the items shop nearness, brand decisions, value, store atmosphere, credit accessibility, store picture, and supplements.

M. Hameedunissa (2013) in his paper consumer psychology research towards grocery stores has concentrated how individuals' considerations, convictions and

discernment impact purchaser conduct. The role of consumer psychology research has been talked about in this paper how it influences a shopper towards purchasing from any outlet.

Mitul Deliya, Bhavesh Parmar and Dr. K.K. Patel (2012) has focused in their study titled impact of organized retailers on unorganized retailers, the finding suggest that there is a decrease in no. Of footfalls of the customer visiting unorganized retail due to emergence of more organized retailers. Another finding of the paper suggest that majority of middle class is buying from unorganized retailers.

R.K. Srivastava (2013) retail in India and retail in South Africa has been compared in the study. The finding suggests that branding of the retail store is actively followed in South Africa but in India retailers perceives it as a part of business. Security system on purchase & prevention of theft is good in South Africa than Indian system and it has to be developed as a prime concern. The segmentation strategy for both the countries retailers are somewhat matching which are on the basis of income and age.

Dr. Sangeeta Mohanty (2012) in their study drivers of retail shopping has focused more on consumer attitude towards big bazaar and shopping malls, has also studied the age wise preference to the said stores. The study is also putting some light on store choice behavior based on product offered and locational conveniences on gender basis.

R. Sathya and Dr. S. Sheela Rani (2012) have done their exploration on private names (retailer's own image). Staple and nourishment retailers can advance their private marks brands, which have pulled in buyers and have made unmistakable fascination for settling on buy choice of these brands. Private name brand is developing because of the development of composed retailers.

Nisha Rathore in her paper has demonstrated a retailing development from Kirana stores to general stores. She has additionally referenced that how the move has occurred from kirana to

general stores development. The examination has been accomplished for reading shopper conduct for both Kirana stores and rising retail organizes. Disorderly retailers close to sorted out retailers have been antagonistically influenced as far as their volume of business and benefit. Chaotic retail has kept up business levels maybe in view of aggressive reaction.

Statement of the Problem

The India retail is approached as one of the most unique and quick paced ventures. It offers massive possibility; a consumer disbursement over retail products has been expanding which would be the most alluring variable for the worldwide businessmen. Worldwide retail monsters are putting resources into retail showcase in India. The passage of worldwide monsters in retail part is changing the retail scene in India, as far as association structure, customer purchasing behaviors, Investment and framework. It additionally builds the purchaser desires over the administrations offered by the stores; this would be the greatest test to the residential and conventional players. It is regularly considered as a complex to the residential players to plan systems to contend with these changes.

Thus, the endurance of the retailers has been basic on the investigation of the evolving needs, comprehend the inclinations and purchasing conduct of the buyers.

Along these lines, this exploration venture is started to think about the purchaser purchasing practices and choice factors influencing their inclinations in both organized and unorganised retail sectors.

Research Methodology

Research Design

The study carried out with both primary and secondary data. The primary data was collected through structured questionnaire from samples of 100 respondents from the specified area.

The samples have been considered by using non-probability technique (convenient

sampling method) was validated and took it for further analysis. Secondary data is also being collected from articles, journals etc. The tool used to analyse the data is factors analysis.

Research Model

The research design clearly examines the impact of digital marketing in the customer buying decision. The study mainly focused to examine retail store attributes influence consumer preference of store selection in the Visakhapatnam city.

Area of the Study

The area selected for the present study is the Visakhapatnam city of Andhra Pradesh. The area has been selected on the basis of convenient sampling method.

Research Approach

For this study, survey method is used for collecting data, respondents are requested to fill the questionnaire by self after explaining the various aspects mentioned in it. It contained both open and closed ended questions in a structured format.

Sources of data

For the present study researchers use both primary and secondary data. Primary data is collected through the questionnaire. Such secondary sources are drawn from the published articles, research papers, census survey, published general reports, sources through related websites etc.

Sampling Technique and Sample Size

The sample size of 100 was taken for the purpose of conducting study to find the retail store attributes influence on consumer preference of store selection.

Data Usage

Reliability of the data is pre-requisite for applying any test. There are several tests to check the reliability of the data. In this study KMO and Bartlett's test was used. Factor analysis was applied to remove the irrelevant variables from the data and reduce the number of variables of the study into a definite number of dimensions. Factor analysis was done

using SPSS. Principal components extraction method was used.

Research Instrument

Data was collected through structured questionnaire by using non comparative scaling technique likerts scaling is used in the questionnaire. It has been classified into two parts explain the socio-economic profile of the respondents and to study the v retail store attributes influence on consumer preference of store selection through analysing the collected data. Secondary data were collected Journal, Case Studies, web sites, E-book, etc.

Analysis

Reliability Test: KMO and Bartlett's test for Factors influencing purchase decision in retail formats.

Table-1: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	458.799
	df	78
	Sig.	.000

Table-1 shows the result of KMO and Bartlett's test. From the table it is observed that the value of KMO measure of sample adequacy is 0.756 and which is more than threshold value of 0.5. it indicates no error in the 0.756% of sample. Bartlett's test of Sphericity value is 458.799 and it is significant at 1% level. Finally, it can be conclude that the data collected to study the factors affecting purchase decision in retail formats are suitable to apply factor analysis

Factor Analysis on factors influencing purchase decisions in retail formats.

Table-2: Eigen Values and variance of extracted Factors			
Factor	Eigen Values	% of Total Variance	Cumulative %
Customer Preference	4.232	32.553	32.553
Ambience	1.689	12.994	45.547
Return Policy	1.248	9.597	55.145

Total 13 variables were considered in the study. Out of these 13 variables 2 variables were removed and reduced to 3 factor dimensions. Table-3: shows Eigen values, total and cumulative variance. Three factors explained 55.145% of overall variance. These three factors are labelled as Customer preferences, Ambience and Return Policy.

Table-3: Factors Score Matrix: Factors influencing purchase decision in retail formats

Factor	Items covered	Factor Loading
Customer preference	Convenient store location	0.755
	Availability of good quality Products	0.680
	Offering personalized services	0.614
	Parking facilities	0.598
	Friendliness of sales personnel	0.596
	Convenient operating hours	0.566
	Fast checkout lines and prompt Service	0.552
	Convenient accessibility	0.547
Ambience	Store design and layout	0.687
	Store ambience and cleanliness	0.549
Return Policy	Easy return purchase policy	0.603

The factor scores matrix of factors influencing purchase decision in retail format shows the associated variables in all the three factors and their respective factor loads are shown in table-3. From the above table three identified factors are explained as follows:

Factor-1: Customer Preference is the first factor formed with an Eigen value of 4.232 and variance of 32.553% and eight variables. Factor loading value of associated variables are Convenient store location (0.755), Availability of good quality of products (0.680), Offering personalised Services (0.614), Parking facilities (0.598), Friendliness of sales personnel (0.596), Convenient operating hours (0.566), Fast checkout lines and prompt service (0.552) and convenient accessibility (0.547).

Factor-2: Ambience is the second factor formed with an Eigen value of 1.689 and variance of 12.994% and two variables. Factor loading values of associated variables are Store design and layout (0.687), Store ambience and cleanliness (0.549).

Factor-3: Return purchase policy is the third factor formed with an Eigen Value of 1.248 and variance of 9.597% and one variable. Factor loading value of associated variable is Easy Return Policy (0.603).

Conclusion

The study examines the buying behaviour of Retail consumers in India particularly in the area of Visakhapatnam city in the state of Andhra Pradesh. The study has been focused on demographic factors of consumers and their preferences towards store selection, while purchasing of retail products in Retail outlets.

The present findings of the Study established to understand consumer behaviour towards choice of retail store to purchase the items based customer preference on location and operations of retail store of , ambience of the retail store, and return policy of the retail store with the support of academic literature review.

The retail consumers have no objection to purchase either from organized or from unorganized retail stores, based on situation demand, convenience of store location and the product choice and its features. It means that the retail consumer have cross shopping experience in the research area.

While purchasing, the first choice of the consumer is store format and then move to a particular store when they can save money, time, effort and others. Retail consumers are so particular about the money how much there are spending and value of return.

Reference:

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Dark Side of Business Innovations: A Legal and Philosophical Perspective

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Abstract

Innovation is the process of human mind to create new ideas which could provide a platform to an organization to defeat its competitors in the market and become a market-king after implementing those ideas upon a particular product or service. Innovation becomes a boon when it renders benefits to the nature, mankind etc. and the same becomes a curse when it becomes violative of morals, ethics and the law of the land. In this era of technological advancement often companies in the wake of becoming the market king very seldom adopt or engage in such activities which are either violative of law or morally not acceptable in the society. Such shortcuts or intention of the organization leads that organization to adopt unethical code of conduct like commission of Socio- economic, political, legal crimes like frauds, misappropriation of funds, food adulteration, corruption, Drug adulteration, white collar crimes and other crimes etc. Through this paper an effort has been made to portray the legal & philosophical dimensions of Negative Innovation which not only slanders the goodwill of an organization but also makes it fall prey before the law and the society. The positive aspect of innovation has been dealt in a soft manner as it already provides a win-win situation to the organizations. Thus, in such situations (to come out from the ideology of Negative Innovation) "Sudarshan Chakra model of innovation & leadership" with the metaphor of "Dharma" acts as a weapon or an instrument of change for the organizations which provides one stalk solution through creation by defeating the competitors & gain autonomy in the market & become a market-king with the people participation and acceptability.

Modern Conceptions

The term innovation in marketing is a much broader concept than it sounds when heard or written. The very concept of innovation in marketing or innovative marketing has been formed with the fusion of two words i.e. innovation and marketing where the latter expounds the basic or fundamental objective of the Company or an organization i.e. “to become market- king” by developing a **USP (Ultimate Solution Prototype)** which could provide the competitive edge to a company or organization over its competitors in terms of profits, both in the present & the future. Whereas, innovation is a creative activity or a process of human brain which involves an incessant flow of new ideas to a particular product or service with an intention to create a positive impact over the same so that it could render competitive edge to the company over other competitors or potential competitors strategically.

Innovation in Marketing is a Deceiving Concept

Innovation in marketing is a very deceiving concept because it covers enormous amount of human behavior. Different people possess different nature and accordingly differ in the mode of thinking also. Although, as a part of company's strategy the sole intention of an innovator after conducting the marketing research by exploring new markets is to create a positive impact on a particular product or service or with a view or organization's motive point of view to be differentiated from its competitors in terms of product quality or service etc., maximize profits & incremental rise in sales by outclassing the competitors, yet sometimes in this wake of defeating the competitors or winning the rivalry of creating a better **USP (Ultimate Solution Prototype)** for a product or service, the companies often land up with Negative innovation which is sometimes unintentional or sometimes intentional and commit such acts which are immoral and forbidden by law. For a better understanding, the concept of innovation has been delineated under Figure-1 as under:

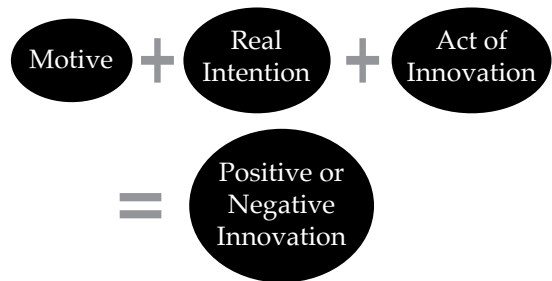


Fig.1- Innovation Equation

The innovation equation “**I (Positive or Negative) =M+I+A**” may further be elaborated as under:

1. **Motive or Objective** - Determination of a reason or reasons for committing a certain act is called an objective or motive. Motive or an objective may be good or bad. Motive implies motivation i.e. what drives a person to do or refrain from doing something. In other words, “motive alludes to the ulterior cause that induces a person or an organization to do or abstain from doing a certain act”. For example if the motive of any organization is to earn a greater market share than its competitors, then it is a good motive
2. **Real Intention** - The real intention arises after the motive or objective of an organization has become clear. The plain will or the plan of an individual or an organization describes its intention. In finer words, the purpose of doing something is called intention. The real intention may be direct or indirect. It means that if an idea is generated or created by an individual person's personal intent without any outsider's involvement, then it may be called a direct intention, whereas if an idea is generated or created by an individual or group of individuals who have been entrusted with a job by an organization, group of individuals etc to create any distinct idea with regard to a certain product, service or strategy, then such an idea would be termed as indirect intention.
3. **An Act** - An act is a constant process of the human brain which induces him to

come up with different ideas which are in consonance with the motive and real intention of the organization. This process or conduct of thinking by an individual or group of individuals in order to create new and different ideas with respect to the product, service or any strategy of an organization with the aim of attainment of common objectives of an organization with real intention which should be unique from the competitors is called an 'act of innovation or idea creation'. Mere objective and intention without the positive act of individuals would render an innovation process to be incomplete. Therefore, an objective and real intention must be furthered by an act for an innovative idea to come into existence. [1]

4. **Positive & Negative Innovation** - Human brain is very much capable of thinking the even unthought-of things or the things which are beyond imagination. It consists of an incessant flow of ideas. Sometimes, the ideas are positive, if they are generated with a Positive intention or for the real benefit & betterment of the society, nature or mankind & the same ideas become Negative when they are generated or created with a Negative intention or objective for the betterment of "Self" & treating the others or Outsiders (society, nature or mankind and stakeholders) as "Kaafirs" & thereby putting the society or mankind or nature at stake. In other words, it can be said that Innovation consists of two aspects i.e. Positive aspect & the Negative aspect. Innovation is also based on the real intention which may be direct or indirect & also the objective of an individual or group of individuals who are entrusted with a job of creating new ideas as a part of company's strategy to be a market leader. These ideas are generated & given final shape with the help of a thinking process which is called an Act.

Impact of Innovative Marketing

A new idea whether positive or negative becomes a revolution when it is accepted

by the members of the society and the society becomes use to or dependent upon it & especially in conditions when the same infallible idea is hit upon an individual or society as a whole with an objective & intention by any organization either through its product or service or through addition of any new feature in the existing product or service which is closely associated with either the basic needs i.e Roti, Kapda, Makaan, Shiksha, Vaahan (FOOD, CLOTHING, HOUSING, EDUCATION, TRANSPORTATION) or making an individual or the society at large completely dependent upon a particular product or service by making them to adopt the particular product (s) or service (s) which are non-essential for the human survival. The best illustration in this regard can be given by observing the consumption level of tobacco or liquor by the consumer in his/her day today life. Although, everyone knows that the said products are injurious to health, yet they are being produced & marketed into the market and that too with different brand extensions, labeling, packaging etc. by various players just in order to reap up the sales and have incremental market share. The most interesting fact in a country like India is that even the Central and State governments know about the ill-effects of tobacco products and liquor, yet it allows the sale of such products because ultimately these products become the reason for incremental hike in the volume of exchequers in the form of revenue to the State Government or Central Government. "According to Tobacco Institute of India, Tobacco & Tobacco Products are a large contributor to the Government's Tax Revenue. The total tax revenue collected from tobacco products is more than Rs.43,000 crores annually" [2].

Innovation in Marketing- One of the Factor of White Collar Crime

Attainment & fulfillment of basic needs by an individual or every member of a society is a fact & this fact is an abstract i.e. to say that an individual would pay any amount to fulfill the above stated basic needs of his & his

family members at any cost. This zeal of an individual to satisfy his basic needs provides an opportunity to the various organizations or companies to develop or create new ideas every now & then to satisfy the demands of the consumer or create a new demand for a product or service through identification of customer's need by conducting market research & thereby either launching a new product or service or by adding new features to the existing product or service. This also provides an opportunity to the various players in the market to explore even those markets which remain untouched & maximize their market share by defeating their competitors. But in doing so, sometimes there also arise the situation when some organizations engage into unethical & illegal activities & commit White-Collar Crimes or other miscellaneous criminal acts with a sole objective & intention to extract & run away with the money accumulated by breaching the trust of consumers, committing fraud, & conducting scams by exploiting the situation & circumstances of innocent public. In the current scenario there have occurred many incidences where the private & public enterprises have betrayed the nation through various scam, frauds or by breaching the trust of public. There are certain White Collar offences which are mentioned under CHAPTER XIII i.e. Offences Relating to Weights & Measures (Section 264-267), CHAPTER XIV i.e. Offences Affecting Public Health, Safety, Convenience, Decency & Morals (Section 268-294 A) of Indian Penal Code, 1860 with other various offences & also the offences under other Special or Local Acts such as Prevention of Food Adulteration Act, 1954; Drugs Act, 1940; Consumer Protection Act, 1986; Prevention of illicit traffic in Narcotics, Drugs & Psychotropic Substances Act, 1988, Cyber Crimes under Information Technology Act, 2000[3] etc which warranties & provide penal provisions for the ones who commit the offences falling under the category of offences stated above or contravenes other laws. Such Negative Innovation not only impacts the common masses & the nation but also degrades the goodwill of the organization which consequently becomes null & void.

Innovative Marketing- A Socio-Economic, Legal & Political Process

Innovation in marketing is a constant process which keeps changing as per the changes in the tastes & preferences of the consumer, buying capacity of consumers; changes in the forces of market i.e. demand & supply, the inflation rate, changes in the Political structure & laws of States etc. In other words, innovation in marketing in relation to a particular product or service of an organization is bound to change with the changes in the socio- economic, legal & political structures of any nation or State. It is solely dependent on the societal changes, economic capacity of the consumers, the prevailing laws of the land & the political will of the prevailing government either at the Centre or a State in a federal structure. But when the organizations in the wake of beating the competitors in order to gain a healthy market share, engage in unethical ,immoral and illegal trade or mal- practices & commits an act which is against the society & socially harmful & as such forbidden by the law of the land in the form of punishment, then such organizations not only impact the society at large with its Negative innovation & such abominable acts on the part of the company also gives rise to other traditional crimes like dacoity, murder, juvenile delinquencies, smuggling etc., because the marketing, production and distribution of certain products such as liquor or tobacco by various companies make an individual so much addicted of such products that the satisfaction of their temptation could lead him to indulge into any act no matter how illegal and immoral it may be, in order to satisfy his/her non-essential needs it may lead to some other criminal activities which resultantly degrades not only the goodwill of the organization rather it also adversely affects the image of an individual or group of individuals in the society. Such, offences are called the Socio-Economic offences because the motive behind commission of such offences is the greed for money.

“Socio-economic offences may be defined

as those crimes which either affect the health and material welfare of the community as a whole or the country's economy and by and large are committed not by low class people but invariably the middle class and the elite of the community, most often during the course of their occupation i.e. trade, profession, commerce or business".^[4]

The negative innovation of a product or service or even the product or service marketed among the common masses by the organization through its knowledgeable and skilled executives knowing it likely to be hazardous to the lives of common masses or against the environment etc. joggles the particular organization or its personnel into an abominable act against the society, environment, mankind, morals and law. Few illustrations of such abominable acts of negative innovation committed by various public and private undertakings for the satisfaction of their own "Self" in India may be stated as under:

Year 2018

• **Bank of Baroda Vs. Rotomac Global Pvt. Ltd. & others**

On February 18, 2018 it was stated in a CBI FIR that Rotomac had cheated a consortium of seven banks by siphoning off bank loans of Rs2,919 crore. Including interest, the amount comes to Rs 3,695 crore. The agency FIR added that Rotomac had diverted the sanctioned loans to another "fake company", from where the money was routed back to Rotomac.

Year 2017

• **King of Good Times Arrested (Vijay Mallya)**

On 3 October 2017, **Mallya** was arrested as part of a money-laundering case in London and was released on bail. An appeal to

extradite him from Britain was filed on charges of bank fraud estimated at Rs. 9,000 crore.^[5]

Year 2015

• **Nestle Maggi Controversy-** The Centre filed a class action suit against the company in 2015 in an unprecedented move seeking Rs 640 crore by way of compensation for allegedly selling noodles containing excessive lead and flavor enhancer MSG to consumers.^[6]

• **Lalit Modi money laundering case**

Lalit Modi ex-Indian Premier League (IPL) commissioner is accused of bid rigging, awarding contracts to his friends, accepting kickbacks on a broadcast deal, selling franchises to members of his family, betting and money laundering. He has absconded from India even as Enforcement Directorate is investigating the cases.

Year 2014

• **Vyapam Scam** - India's biggest medical education scam unearthed in Madhya Pradesh. Subsequently, many BJP Govt. leaders were arrested.

Year 2013

• **Indian Premier League spot-fixing and betting case-** Sreesanth, Ajit Chandila and Ankeet Chavan were banned for life from cricket.

Year 2012

• **Ultra Mega Power Projects Scam** - Central government lost 290.33 billion (US\$4.4 billion) due to undue favors to Anil Ambani-led Reliance Power.^[7]

Classes of Socio-Economic, Legal & Political Offences Due to Greed of Money & Negative Innovation

• **Evasion & Avoidance of Lawfully Imposed Taxes**

^[5]https://en.wikipedia.org/wiki/Vijay_Mallya#:~:text=On%203%20October%202017%2C%20Mallya,estimated%20at%20Rs.%209%2C000%20crore.

^[6]<https://economictimes.indiatimes.com/industry/cons-products/food/supreme-court-revives-governments-case-in-ncdr-against-nestle-india/articleshow/67363564.cms?from=mdr>

^[7]https://en.wikipedia.org/wiki/list_ofscandals_in_India#2018.

- Adulteration of Food Stuff, Drugs & Cosmetics
- Racketeering, Profiteering, Black-Marketing & Hoarding
- Bootlegging & Violations of Anti- Narcotic Legislation
- Smuggling & Other Violations of Foreign Exchange Regulations
- Violations of Standards Weights & Measure
- Violation of Rationing & Guest Control Orders
- Trafficking In Licenses, Permit & Quotas
- Embezzlement, Misappropriation & Frauds & Other Malpractices Including Share Pushing, Monopolistic Controls In The Administration of Corporate & Other Bodies
- Bribery, Corruption Favoritism & Nepotism in Public Services & By Persons In High Authority
- Violation of Specifications in Public Property
- Professional Misconducts &
- Other Miscellaneous offences committed to prevent or obstruct the economic development of the country & endanger its economic health. ^[8]

Supreme Court of India's Noticeable Observation on Socio- Economic Crimes Arisen Due To Innovation

1. In **Central Bureau of Investigation v. Jagjit Singh** the Supreme Court observed that such offences are great social wrongs & they have immense social impact, the ultimate victim being the society as collective. It was said such offences not only creates a hazard in the financial interest of the society but also creates a deep dent in the economic spine of the nation.
2. In **CBI v Maninder Singh** Hon'ble apex court highlighted that the developments in science & technology in addition to means

of communication, have led to enormous increase in economic crimes for example phishing, ATM frauds etc. involving huge sums of public or government money committed by intelligent individuals. These are actually public wrongs or crimes committed against the society and the magnitude and gravity attached to these offences is concentrated at public. ^[9]

Sudarshan Chakra Model of Innovation & Leadership



Fig.2. Sudarshan Chakra Model of Innovation

Sudarshan Chakra is a spinning disc like divine weapon having 108 serrated edges held and used by Lord Vishu^[10] or his Avataar (incarnation) Lord Krishna. It is a symbol of tremendous spiritual power, strong will power & positive energy. The word Sudarshan is of Sanskrit origin and involves the combination of two words viz; Su (Auspicious or good) and Darshan (Vision) which means "Auspicious Vision" when joined together. Therefore, Sudarshan Chakra means "Disc of Auspicious Vision". The word Chakra is derived from the word "Chruhu" which means "movement" and the word "Kruhu" "which means "to do"^[11]. Sudarshan Chakra Model of innovation as represented above in Fig.2 can well be adopted by the organizations in order to market, produce or distribute its

^[10][https://en.wikipedia.org/wiki/Sudarshana_Chakra#:~:text=The%20Sudarshana%20Chakra%20\(%E0%A4%B8%E0%A5%81%E0%A4%A6%E0%A4%B0%E0%A5%8D%E0%A4%B6%E0%A4%A8%20%E0%A4%9A%E0%A4%95%E0%A5%8D%E0%A4%B0,by%20the%20Hindu%20god%20Vishnu.&text=In%20Tamil%2C%20the%20Sudarshana%20Chakra,Ring%2FCirclet%20of%20God\).](https://en.wikipedia.org/wiki/Sudarshana_Chakra#:~:text=The%20Sudarshana%20Chakra%20(%E0%A4%B8%E0%A5%81%E0%A4%A6%E0%A4%B0%E0%A5%8D%E0%A4%B6%E0%A4%A8%20%E0%A4%9A%E0%A4%95%E0%A5%8D%E0%A4%B0,by%20the%20Hindu%20god%20Vishnu.&text=In%20Tamil%2C%20the%20Sudarshana%20Chakra,Ring%2FCirclet%20of%20God).)

^[11] <https://www.speakingtree.in/allslides/the-divine-weapon-of-krishna-sudarshan-chakra>

^[8] Mahesh Chandra Socio-Economic Crimes, P. 76.

^[9] http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001608/P001739/M022067/ET/1504173849Etext.pdf

product or service among its target audience successfully in a profitable manner in the market. It teaches the organizations to innovate or create an idea continuously keeping in view the performance of their "Dharma" (duty) in a righteous, moral or legal manner for the benefit of the society, mankind and later on for the benefit of "self". The movement of disc or chakra also represents that it may be launched by an organization in the form of any strategy, a totally different idea or a product or service any time, and if the organization is engaged in the performance of its dharma in a righteous and positive manner, its products or services etc. would automatically become popular not only among its existing customers but would also turn the prospective buyers into regular customers.

The people participation with the organization will then strengthen the position of the organization in the market. The 108 serrated edges of Sudarshan Chakra represents the amplification of the speed of the "Chakra" or positive collective efforts of individuals or group of individuals for the attainment of common objective of the organization by destruction of enemy phalanx or gaining "competitive edge" by an organization over its competitors by outclassing them in every department of market rivalry thereby maintaining honesty, courage, dedication and perseverance in a righteous manner. 360 degree destruction of phalanx of rivals from the market provides an organization an "auspicious vision" to control the market, not to get engaged into negative innovation or shortcuts and at the same time enhance the synergies of the organization so that prospective threats of competitors may be mitigated. Sudarshan Chakra Model here also implies a "disc of time or kalchakra" which means that in order to survive longer in the fierce competitive market the organizations should always have an inflow of strong will power and positivity in its internal environment because if there lies negativity (Negative energy) in organization's system, dissatisfaction among employees or where

the organization's motive & real intention lies in performing acts such as ravaging the money of the customers through fraudulent & corrupt activities, playing with the lives of the people through their product or service, misrepresentation etc. then that organization's will power would become weak and brittle which would bring downfall in the market share of the organization. All other innovation strategies such as Product differentiation, Business process re-engineering, forward engineering etc revolves around the movement of Sudarshan Chakra as it provides the luxury to an organization to apply such strategies in a positive, righteous and effective manner and come up with an **Ultimate Solution Prototype (USP)** in relation to a particular product or service.

Conclusion

There are two facets of innovation which have been discussed above i.e. the positive and the negative. The fruit of innovation whether positive or negative depends upon the Motive, intention and Act of an organization. These may also be called the basic elements of an Innovation. If companies adopt the strategies with the only motive and intention to become market leaders and gain healthy market share without following the ethical, legal and moral standards, then it might get success in a shorter run but sooner or later it is bound to fall prey before the law and the society. Its goodwill whatever it created and could have given a leap to with its positive motive and intent in the future gets slandered completely and such organizations because of their negative innovative strategies get thrown out from the market completely.

Sudarshan Chakra model in this regard provides an instrument to the organizations to dismantle or destroy the existing and prospective competitors from the market and establish its "Dharma" with a new world of creation and innovation. In nutshell, Sudarshan Chakra reflects the "**DHARMA**" of any organization which is established after the destruction of all the rivals because destruction also leads to creation. Thus, Dharma implies

the destruction of competitors strategically and initiates a new era for an organization as a new emerging market giant. The word Dharma may further be elaborated as under:-

D- 'D' stands for Dedication or devotion of an individual or group of individuals of an organization who have been entrusted with the liability to create or generate fresh and unique ideas on a continuous basis which could render fruitful results by the attainment of common objectives of an organization with a real positive intent.

H- 'H' represents the honesty of an organization in every aspect of business rivalry which makes it distinct from its arch rivals and enables it to climb the ladder of success and ultimately become a market- king.

'A' stands for 'an act of alacrity or the promptness' of an organization with which it moulds itself or its strategies with regard to a product or service according to various factors which are of variable nature such as the changes in the taste, income, preferences of the consumer, creation of new strategies in order to combat the existing and prospective competition in the market, exploration of new markets etc. Alacrity provides a cushion to the company to solve the grievances of the consumers in a prompt and effective manner with which the consumer feels satisfied.

'R'- The word **'R'** represents the "righteousness". This means that an organization should perform its dharma or duty through the righteous act or conduct and this righteous act is called the 'Karma' of an organization. It implies that in order to become a market leader the dharma and karma of an organization should not only be in confluence with each other rather the same should also be in confluence with the law of the land. Further, it should also have a metaphor of truth & righteousness, no matter how fierce the competition may be but an organization should never derail from the pathway of righteousness and truth if it has to survive in a longer run.

'M'- The word **'M'** implies the "motive" of an organization. It is generally an auspicious vision of an organization and is achieved by collective efforts of the employees of an organization over a period of time. These collective efforts of the employees or people associated for the attainment of common objectives of an organization manifests the mission of an organization.

'A'- The word **'A'** here reveals the complete "autonomy" of an organization which is attained by an organization by performing its dharma and karma in a righteous manner. This means wide acceptability of an organization's ideas by the public at large and induces more public participation and faith in the motive or vision of an organization as they feel happy and satisfied with the innovative ideas of a particular organization. This provides complete authority to the organization to dictate its terms in the market because it gains autonomy after demolishing its rivals.

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A Study of the Marketing Innovation Practices in Select Higher Education Institutions in Bangalore

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Abstract

In this present competitive era, higher education is considered as a flourishing and significantly contributing sector to the Indian economy. Karnataka has been in the forefront in the field of higher education, particularly, Bangalore wherein students throng from the various parts of the world due to the presence of numerous well renowned educational institutions and high quality teaching practices. Bangalore, with its strong intellectual capital base and as a prominent knowledge center in India enjoys a humongous student base from all over the globe paving the way towards cut throat competition among the higher educational institutions. Hence, the higher education institutions (HEIS) need to become market oriented and bring innovation to their education and marketing practices, delivery methods and student support services which are instrumental in becoming market leaders. Higher education institutions are constantly challenged by global forces that necessitate innovative research, innovative pedagogies, and innovative organizational structures. Therefore, in order to become a hot favorite among the prospective students, the higher educational institutions need to imbibe innovation in their marketing practices.

Key words: *higher education institutions (HEIS), higher education marketing practices, marketing innovation, artificial intelligence (AI), outcome based learning (OBE), e-learning.*

I. Introduction

Higher education sector is one of the most promising and profitable sectors behind the economic development of any country and in India, it has witnessed a tremendous increase in the number of universities/university level institutions & colleges since independence. In India, the city of Bangalore in Karnataka is considered to be a prominent educational and technological hub and we experience a bunch of prospective students making their shift to the silicon valley every year. Hence, in order to survive the presence of stiff competition among the educational institutions, it has become a mandate for the HEIS to gain competitive advantages and it is possible with the help of practicing innovative marketing strategies in the field of education. Population Exploration fuelled by various educational policies of government for inclusive growth intensified competition in the education sector. These changes have an effect on how higher education institutions operate nowadays and they are seen as the driving forces for the marketization of higher education. Therefore, marketing of higher education has become increasingly important as more colleges and universities compete for students. Many colleges and universities are rethinking their strategies, as the specific strategies used in the marketing of higher education are critical for success. therefore, it becomes imperative for the HEIS to consider innovation in their marketing practices and in addition, proper implementation of such strategies is also crucial to success. this paper attempts to study the various innovative marketing practices adopted by the select HEIS in Bangalore and their contribution towards the success of HEIS.

II. Objectives of the study

- To study the current scenario of higher education system in Bangalore

- To identify the marketing innovation strategies implemented in the Higher Education Institutions (HEIS) in Bangalore
- To find out the effect of innovative marketing practices adopted by select HEIS in Bangalore

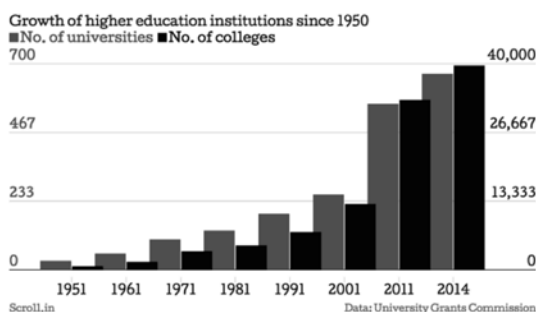
III. Theoretical framework

a. Concept of higher education

Higher education refers to the education provided by universities and other institutions that award academic degrees, such as university colleges and institutions. Higher education comprises all post-secondary education, training and research guidance at education institutions such as universities that are authorized as institutions of higher education by state authorities. HEIS encompasses various disciplines including management, engineering and allied disciplines etc. Higher education institutions most prominently universities - have three functions in total. In addition to education, these are research and contributing to society. The research and education functions are two sides of a coin; research makes a higher level of education possible and education, in turn, develops the human resources to do research. Recently, contributions to society have increasingly been demanded of higher education institutions. This means the higher education institutions need to have activities to ensure that accumulated knowledge is circulated directly back to society and that they do not become "ivory towers." All three functions are intimately connected and none can be separated out when considering higher education.

Higher education system plays an important role for the country's overall development which includes industrial, social, economic etc. along with the shift in the education paradigm, Significant transformations have

been taking place in education as the notion of the knowledge society cannot be separated from the notion of the learning society. Knowledge is becoming the main driving force for development in all areas of human activity. Within the model of the learning society, innovations in education are changing human thinking, the understanding of values and erasing the boundaries between the formal and informal education. Since independence, higher education institutions have been gaining momentum and has established and increased in numbers throughout the years across India. Here is the graphical representation of the same.

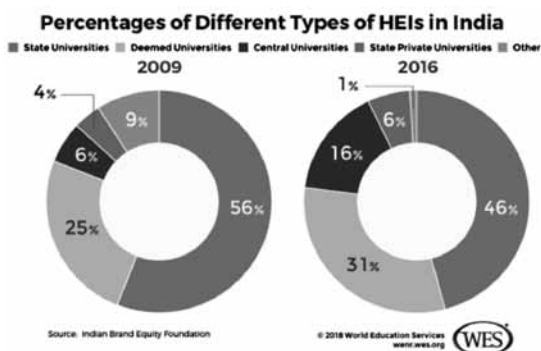


Source: University Grants Commission (UGC)

b. Higher education in India

Next to china and United States, India has the third largest higher education system in the world in terms of size and its diversity and largest in the world in terms of number of educational institutions. After independence Indian higher education attain a massive growth. In the Indian system, higher (tertiary) education starts after the 10+2 (i.e. ten years of primary and secondary education flowered by two years of senior secondary education). Framework of higher education in India is very complex. It includes various type of institutions like universities, colleges, institutes of national importance, polytechnics etc. Universities are also of different types like central universities which are formed by government of India, by an act of parliament which are responsible for arranging and distributing resources required by university grant commission(ugc), state universities,

deemed universities (aided and unaided) and private universities. India has a federal set-up and the Indian constitution places education as a concurrent Responsibility of both the centre and state. While the centre co-ordinates and fixed standards in higher and technical education, school education is the responsibility of state. Under the department of higher education there are several regulatory bodies and research councils which are responsible for the higher education in India.



Source: India brand equity foundation

c. Higher education in Karnataka

As per the state wise data, Karnataka has the third highest number of colleges among the states of the Indian union, after up and Maharashtra. These three are followed by Rajasthan, Andhra Pradesh, Tamilnadu, Gujarat and Madhya Pradesh. These are the top eight states in India which have more than the national average of 28 colleges per lakh population. In up, there are a total of 6,922 colleges, 28 colleges for every one lakh population.

Maharashtra comes second with a total of 4,314 colleges, which is 33 colleges per lakh population. Karnataka comes at third position with a total of 3,593 colleges, at 51 colleges per lakh population; whereas Rajasthan is at the fourth position with a total 2,957 colleges with 33 colleges per lakh population.

d. Higher education in Bangalore

For the third year in a row, the Bengaluru urban district has topped the all India survey

on higher education (AISHE) list with the most number of higher education institutions/colleges. The AISHE survey was released by the union ministry for human resource department (MHRD) for the academic year 2017-18 on July 31. As per the survey report, Bengaluru urban district tops the country with a total of 893 colleges which is the highest in India followed by Jaipur with 558, Hyderabad 472, Pune 442 colleges. This data of colleges offering higher education includes government-run colleges, universities, private colleges, stand-alone institutions and even colleges offering professional courses. The survey was conducted online by appointing nodal officers to upload the data on a portal dedicated for aishe.

It is no surprise that Bengaluru, being the IT capital of the country, also has a booming education sector. Experts often point out that the two are inseparable from the other. Bengaluru's fame as an education hub, drawing students from far and wide, was recently cemented when it ranked top among Indian cities in the latest qs rankings, outshining Mumbai and Delhi for the top spot with a worldwide ranking of 81.

IV. Literature Review

Nowadays, the issues concerning the ability of the institutions of higher education to be innovative are discussed more than before. The contemporary institutions of higher education have to devise ways to adapt to the reality of knowledge creation, which is essentially different from the traditional way of knowledge creation and its implementation at the corresponding institutional level.

The essence of sustainable higher education is to ensure individual's ability to adapt to the conditions of the changing environment, to prepare people for professional activity in the information society and to create opportunities for everyone to develop himself/herself creatively and to change one's standard experience of life activity (Grabovska, 2012).

i. Basics of marketing innovation

In today's dynamic and changing environment

leading to an increase in the competition of globalization and the emergence of new technologies, the innovation is a way of development and achievement of high performance and survival in the global economy.

A marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing. Innovation can be considered in different types including innovation in product, process technology, marketing and non-technological affairs organization (Evangelista & Vezzani, 2014).

The management research has cited the importance of innovation and there are different definitions of this concept in the literature. Thompson (1956) has defined the innovation: "the creation, acceptance and using of new ideas, processes, products or new services." Linder et al. (2003) has defined marketing innovation as the use of new idea creating the value. In more recent research, the innovation is called by creation of and using the products, services and new goods or improving existing methods, which aims to increase the company's competitive advantage (foreman, 2015).

ii. Marketing innovation in higher education

The market environment, as well as businesses, companies or consumers are evolving constantly and form themselves, resulting in a change in understanding marketing and its constant need for innovation. Due to this the interest grows at present in innovative forms of marketing solutions that are different from traditional, commercially used marketing techniques. The inability of classical marketers to respond to the market needs is the main reason for its transformation. Marketing innovation is based on the market expansion by the fact that it discovers new customer needs, new possibilities of how to use the products, a new group of consumers, new situations in which the product could be utilized, which in the initial market definition

has not been taken into account. This means that our original product must be significantly altered (Kotler, ph., Trias de bes, f., 2004).

Cumminset al. (2000) found that the innovative marketing practices in higher education includes all marketing activities striving towards excellence. The innovative marketing is considered as “doing something new with new ideas, new products or new technology and refining these ideas in response to the market demand, according to a new method.” Kindle et al. (1996) showed the innovation may include the new product development or the innovative developments in various aspects of marketing (Cummins et al., 2000). This innovation is a part of the constantly environmental assessment of a dynamic market that to ensure business growth in the competitive environment and the fight against the threats driven by the substitute products and services, it is necessary to increase the potential of newcomers and the bargaining power of suppliers.

Innovative marketing is used when all the other possibilities of traditional vertical marketing are exhausted. Innovative marketing significantly transforms a product that later satisfies the needs, may be used for other purposes, in other situations or address other target customer groups that would not be reached without the particular changes in the product (Kotler, ph., Trias de bes, f., 2004).

The principle of innovative marketing requires a company, a business or an organization to constantly search for the real improvements of their products and marketing. The society that overlooks new and better ways of operation will lose their customers in favor of their competition who discovers the better ways (Kotler, ph., Wong, v., Saunders, j., Armstrong, g., 2007). Similarly, the techniques and principles of innovative marketing may be applied also to the university environment when a study or a degree course becomes a product designed for a certain target group we try to address. By the means of innovative approach, it is possible to design the product

in the form of an offered course so that it becomes also an effective tool for building a positive image of a higher education institution and enhancing competitiveness of its graduates.

iii. Elements of marketing innovation practices in higher education

In this world of globalization, where competition is fierce among the educational institutions to attract the highly intellectual and talented prospective students, it is very essential for the HEIS to include innovation in their marketing strategies. In the education industry, while the established universities are able to have a physical presence overseas, the smaller ones need to really stand out if they are to attract top talent worldwide starting with the right technology and a high level of personalization. The universities and educational institutions that meet this demand are ultimately the ones that will see a boost in enrollment in the years to come. Today’s empowered young adults simultaneously use a wide array of online and social media tools such as Facebook, twitter, blogs and email to share their thoughts, opinions and experiences. They are looking forward to more of a practical demonstration of the current issues while learning which can be met with highly engaging and interactive classroom environment. Therefore, it is imperative for the HEIS as well to resort to innovative marketing practices to fetch prospective students. Let us discuss some of the innovative marketing strategies applied by the higher education institutions.

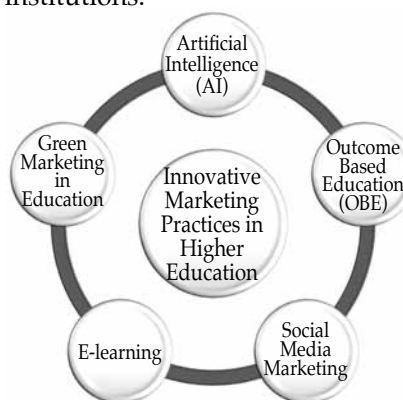


Fig 1.1:
innovative
marketing
practices
in higher
education

a. Artificial intelligence in higher education

Artificial Intelligence (AI) is an area of computer science that emphasizes the creation of intelligent machines that work and react like humans. Artificial intelligence (AI) has officially entered the higher education realm, both hypothetically and in early practice. According to a survey, artificial intelligence market in the US education sector, will grow at a compound annual rate of 47.7 percent from 2018 to 2022 and in India as well it is gaining momentum.

Personalized learning is one of the most important area of education that has used artificial intelligence. In personalized learning, AI helps in finding the best course material for the students based on their identity, interests and their way of learning. Artificial intelligence replaced the old- fashioned classroom study with a more personalized and student-centered approach. Artificial intelligence can monitor overall performance by identifying the strength and weakness of a learner. It can rank learners based on their performance and give real-time suggestions to improve the overall performance of their studies. Artificial intelligence is very important so as to keep track, report and monitor the performance of the learners. According to enrollment management Report, AI has the potential to bring significant change to colleges and universities of all types and sizes. AI gives higher education institutions the ability to anticipate enrollment trends, optimize recruitment efforts, and elevate academic performance.

b. Outcome based education as innovative marketing strategy

Outcome-based education (OBE) is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience, each student should have achieved the goal. There is no single specified style of teaching or assessment in OBE; instead, classes, opportunities, and assessments should all help students achieve the specified outcomes. The role of the faculty adapts into instructor,

trainer, facilitator, and/or mentor based on the outcomes targeted.

India has started implementing OBE in higher technical education like diploma and undergraduate programs. The national board of accreditation, a body for promoting international quality standards for technical education in India has started accrediting only the programs running with OBE from 2013. The national board of accreditation mandates establishing a culture of outcomes-based education in institutions that offer engineering, pharmacy, management programs. Outcomes analysis and using the analytical reports to find gaps and carry out continuous improvement is essential cultural shift from how the above programs are run when OBE culture is not embraced.

Outcomes analysis requires huge amount of data to be churned and made available at anytime, anywhere. Such an access to scalable, accurate, automated and real-time data analysis is possible only if the institute adopts either excel sheet based measurement system or some kind of home- grown or commercial software system. There are products like in pods which are available in India for implementing a culture of outcomes based education for engineering, pharmacy, management programs.

c. Social media marketing in higher education

Social media marketing refers to the use of social media platforms and websites to promote a product or service. Although the terms e-marketing and digital marketing are still dominant in academia, social media marketing is becoming more popular for both practitioners and researchers.

As per a survey conducted by PWC, 90% of college students in India use social networks. Technology has shown a rapid development by introducing small communication devices and we can use these small communication devices for accessing social networks any time anywhere, as these gadgets include pocket computers, laptops, Ipads and even simple

mobile phones (which Support internet) etc. For the purpose of education social media has been used as an innovative way.

Social media has increased the quality and rate of collaboration for students. With the help of social media students can easily communicate or share information quickly with each other through various social sites like Facebook, twitter, Snapchat, LinkedIn and Instagram etc. It is also important for students to do some practical work instead of doing paper work. They can also write blogs for teachers as well as for themselves to enhance their knowledge skills. Social networking sites also conduct online examination which plays an important role to enhance the students' knowledge.

d. E-learning in higher education

A learning system based on formalized teaching but with the help of electronic resources is known as e-learning. E-learning can also be termed as a network enabled transfer of skills and knowledge, and the delivery of education is made to a large number of recipients at the same or different times. E-learning may also be referred to as learning utilizing electronic technologies to access educational curriculum outside of a traditional classroom. In most cases, it refers to a course, program or degree delivered completely online. One of the essential tools for e-learning education is a learning management system.

A learning management system is a software that is used to deliver courses or training programs for students. It helps to manage the courses efficiently. By using a custom e-learning development, anybody can create, change and assign courses for students.

Using a learning management system, it is easier for the students to get customized courses suitable to their requirements. It will help the HEIS to identify the weakness and strengths of the student, and create customized courses that will help students to concentrate more on their weakest part to improve it.

e. Green marketing practices in education

Green marketing is the marketing of

products and services that are presumed to be environmentally safe. The term green marketing came into prominence in the late 1980s and early 1990s. It incorporates a broad range of activities, including product modification, changes to the production process, sustainable packaging, as well as modifying advertising. Other similar terms used for green marketing are environmental marketing and ecological marketing.

Green marketing practices in education are part of the new marketing approaches which do not just refocus, adjust or enhance existing marketing thinking and practice, but also seek to challenge those approaches and provide a substantially different perspective in the realm of higher education. In more detail green marketing practices belong to the group of approaches which seek to address the lack of fit between marketing as it is currently practiced in the ecological and social realities of the wider marketing environment.

Green marketing practices in the education domain strive to transform education with the help of green technologies. Computer and information technologies are already considered as green technologies due to their contribution to a clean environment as these technologies are widely used in the educational domain. Environmental benefits and sustainability are two characteristics of green marketing practices. Education institutions are also working towards achieving green and eco-friendly environments. Academicians, administrators, students need to incorporate awareness and adoption of environmentally friendly practices in the learning process. The culture of conservation has to be an integral part of the curriculum. The tools and techniques along with eco-friendly building and equipment have to be used in the teaching-learning process.

V. Research methodology

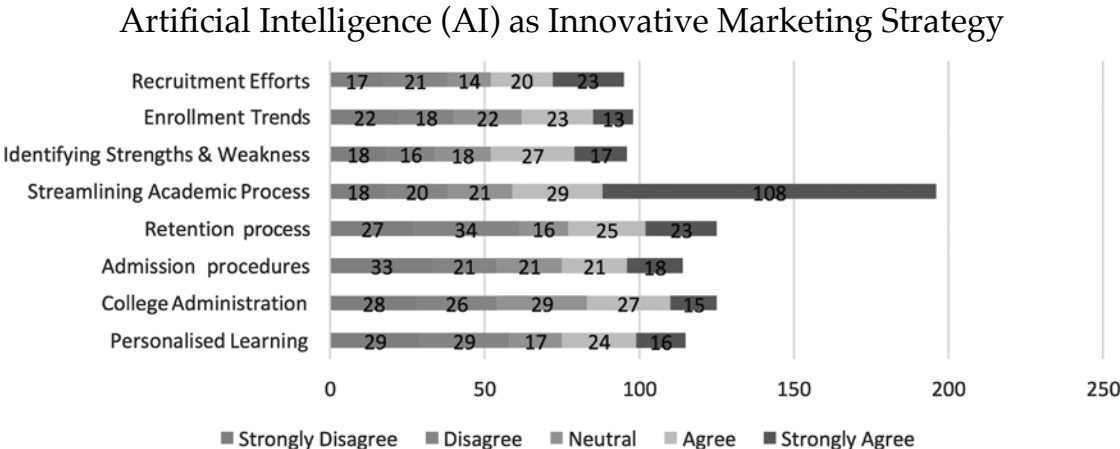
The research study is exploratory and descriptive in nature, including both primary and secondary data. The present study is descriptive in nature in the sense that it tries

to gather the perception of the respective respondents regarding the various innovative marketing practices implemented in HEIS and also the study is exploratory in nature as the study involves in-depth exploration of the various innovative marketing practices adopted by HEIS and their impact. This research focused on identifying the common innovative marketing practices followed by the HEIS and the research is conducted in 7 HEIS which includes colleges, universities and other educational institutions in Bangalore. The sample comprised of 130-150 respondents consisting of academic administrators, academic managers, students, faculty and other stake holders. The surveys were administered for data collection. The study has several contributions to the literature- all the three dimensions of market orientation, significantly and positively influenced innovation in higher education institutions.

VI. Data analysis and results

The data for this research is collected through personal visits to the higher educational institutions such as college, universities and other affiliated academic institutions providing higher education. The data is taken from both primary and secondary sources and is collected with the help of questionnaires and interviews. Also data is collected from the focus groups as well. the questionnaires were filled with the college administrators, academic heads of the institutions and As well as from the respective faculty and students. The questionnaire was distributed among the select higher education institutions in Bangalore and the respondents were almost 250 in number. The questions used in this research were closed ended. The sample was collected with the help of stratified sampling in order to suit the nature of this particular research.

Table 1: the use of artificial intelligence (AI) Implemented by HEIS as innovative marketing strategy



In this research, we analyzed the effectiveness of artificial intelligence (AI) as an innovative marketing practice in higher education. In the research, we gathered responses from the students as well as from the teaching and the academic staff and presented the combined result. Most of the responses 'strongly agree' to the use of artificial intelligence (AI) as an innovative marketing practice. Table 1 states that ai has been accepted and implemented in most of the colleges as the

responses are more in all the parameters stated in the table indicating towards implementation of AI in education system such as recruitment efforts, enrolment trends, identifying strengths and weaknesses, streamlining academic process, retention process, admission procedures, college administration and personalized learning. From the above table it is depicted that ai is best responsible for streamlining the academic process in most of the HEIS.

OBE as Innovative Marketing Strategy

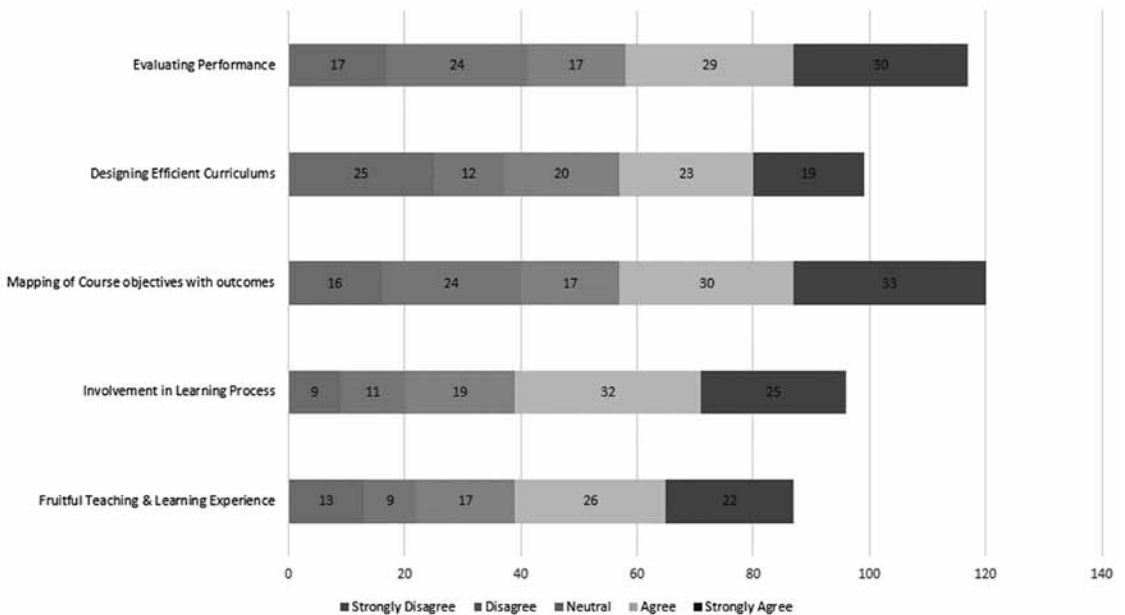


Table 2: Outcome Based Education (OBE) used in HEIS as a mode for innovation in education

According to the responses collected for outcome based education (OBE) as a useful innovative marketing practice in higher education, it is found out that most of the colleges are yet to implement it in their education system. This analysis asserts that OBE is useful in evaluating student-teacher performance, designing effective curriculums,

mapping of the course objective with outcomes for which highest response was received, involvement in learning process and in fruitful teaching and learning experience. However, from table 2, it is concluded that obe is yet to gain momentum as it is not practiced widely but can be a very useful tool in marketing higher education.

Social Media Marketing as Innovative Marketing Strategy

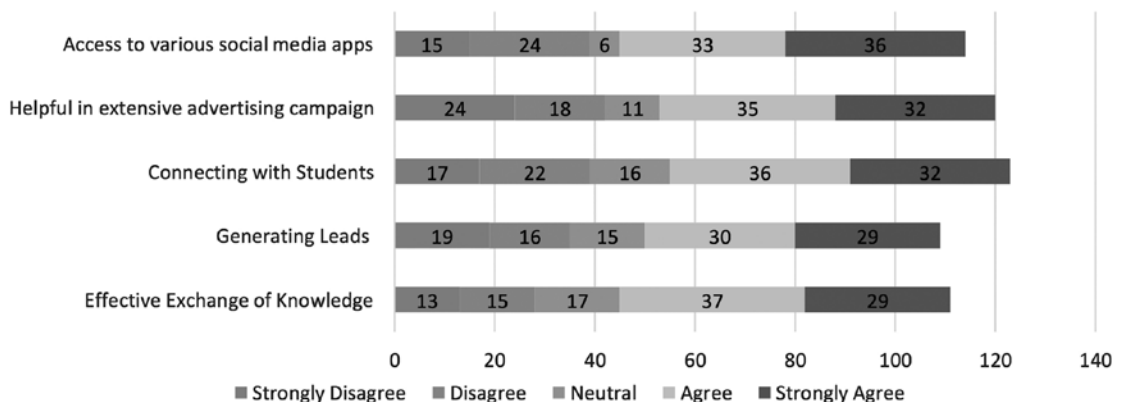
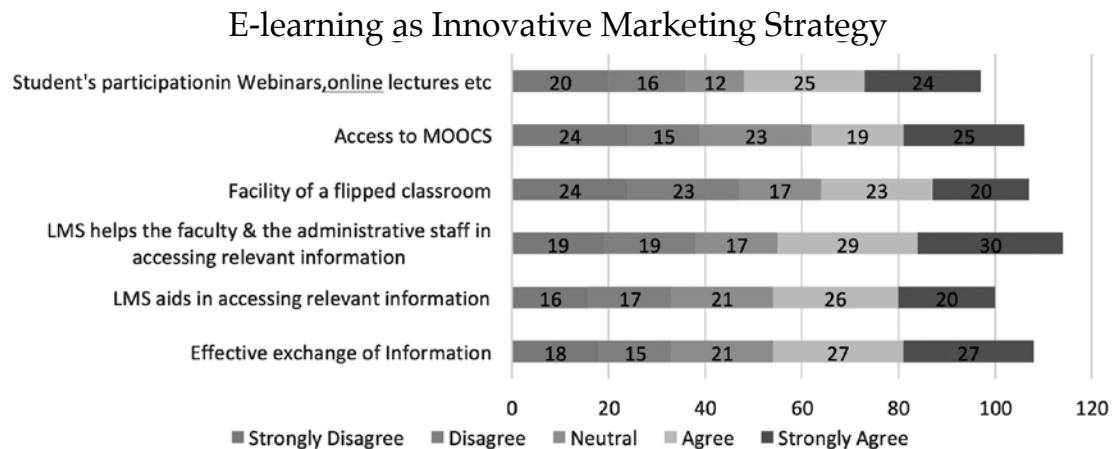


Table 3: The influence of social media marketing in bringing innovation education marketing

The responses collected above indicates that social media marketing is a very important innovative marketing practice in higher education. All the parameters considered under social media marketing received overwhelming

response. From table 3,it is concluded that social media marketing is used extensively across all the selected HEIS under study and it plays an important role in attracting prospective students across the globe.

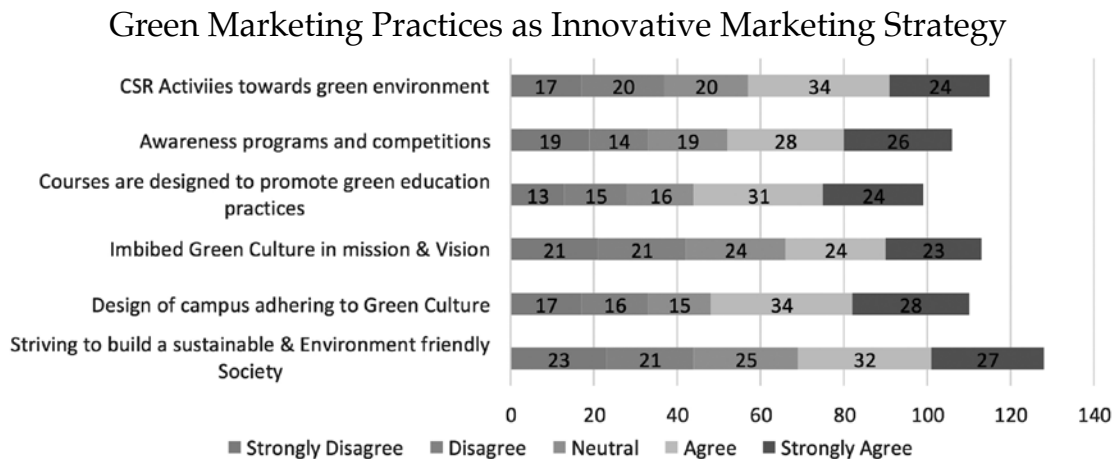
Table 4: the usage of e-learning platform in bringing innovation in education marketing



According to the responses collected for e-learning as a useful innovative marketing practice in higher education, it is found out that most of the colleges under study have implemented this .the highest number of responses was received for the parameters such

as access to online courses, aiding the faculty and the administrative staff and effective exchange of information. Hence, it can be concluded e-learning can be implemented as an effective innovative marketing practice in HEIS.

Table 5: green marketing practices as a source of innovative marketing strategy



The responses collected above indicates that green marketing practices can be considered as an important factor and can be practiced as an innovative marketing tool in higher education institutions. Design of campus adhering to

green culture, striving to build a sustainable & environment friendly society are helpful in attracting protective students. However, from the above analysis, it is also found that most of the education institutions under study

are yet to understand the significance and implications of green marketing practices as an effecting innovative marketing strategy.

VII. Conclusion

The empirical study was aimed at studying the current scenario in higher education in Bangalore and also to provide insights into the various innovative marketing practices implemented by HEIS. The analysis covers the impact of the following five innovative marketing strategies in higher education marketing such as: 1) artificial intelligence (ai), 2) outcome based education, 3) social media marketing, 4) e-learning and, 5) green marketing practices. The research is supported by a questionnaire based on the likert scale. The respondents had to give in their responses on the basis of their experience against all the five parameters concerning the innovating marketing practices. The theoretical insights and empirical study in this paper may be useful for the students, teachers, administrative staff and all the stakeholders revolving around the higher education system. The main aim of this research paper is to identify the innovative marketing practices implemented in HEIS and its impact on imparting quality education which is market- oriented too. Implications are also considered from the viewpoint of the education marketing practitioners, education managers and policy makers. This paper should be of interest to marketing programme managers, and also to marketing module coordinators as a basis on which to consider the future development of their educational practices.

Based on the results of this study, it is found on average that artificial intelligence, social media marketing and e-learning has gathered higher responses as compared to outcome based education and green marketing practices as innovative marketing strategies. This research paper paves the way for further investigation in the field of innovative marketing strategies and their implication in various other fields.

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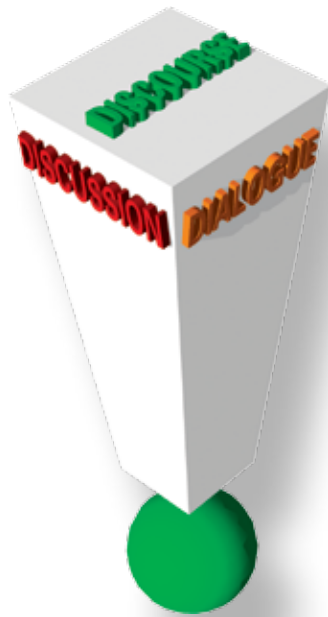
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