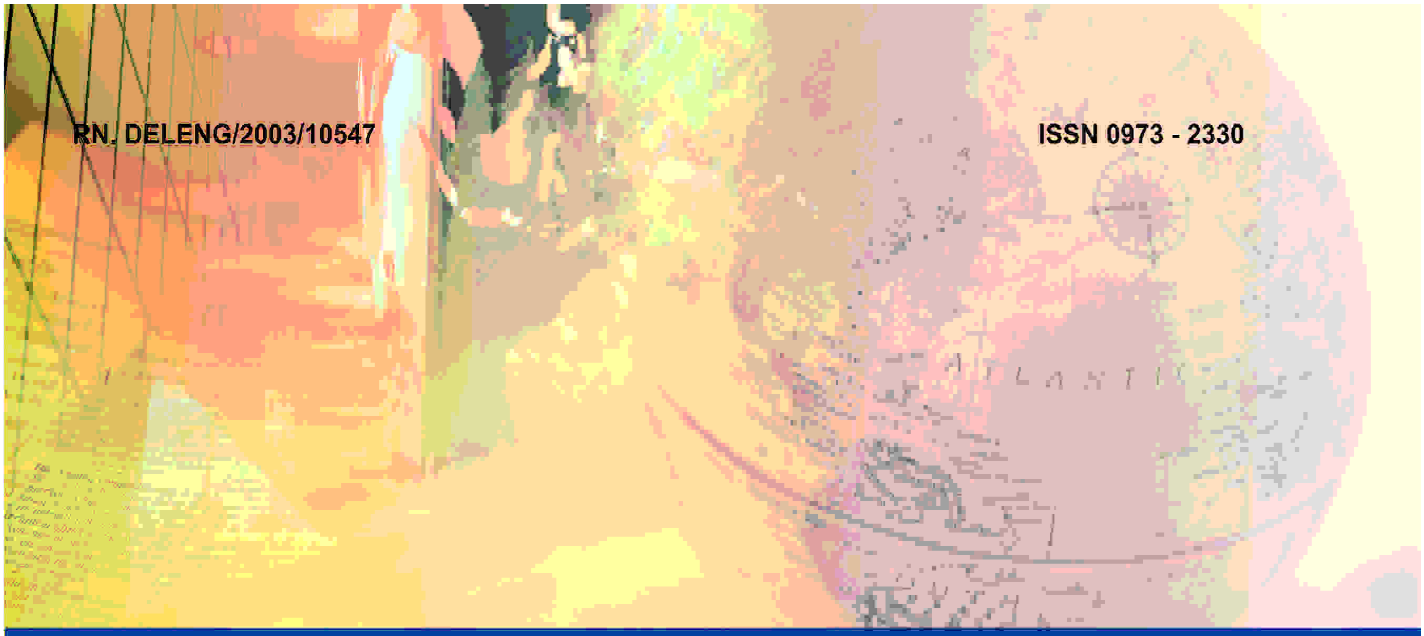

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The Journal for Thought Leaders and Change Drivers

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OBJECTIVES OF THE JOURNAL

The Journal of Marketing and Communication is published tri-annually by the NIILM Center for Management Studies and the views expressed in this journal are those of the authors. The objective is to provide a platform to teachers, research scholars and practitioners of marketing and communication to highlight new forms of knowledge, innovations, technology and latest tools of research in the areas of marketing and communication. Its focus is on applied research and to provide a bridge between academicians and practitioners. Academic theories will join hands with industries practitioners. Article selection, refereeing, editing, proofing and production shall follow international benchmarks as per the latest methodology. It advisory board provides policy guidelines for publications in the journal.

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JOURNAL OF

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The Journal for Thought Leaders and Change Drivers

03-14 Evangelism Marketing: The Evolution of Consumer Fidelity
Nitin Singh

15-28 Marketing Strategies Efficiently Used by Small Scale Industries (A Case of Uttrakhand)
Dr. Gajendra Singh and Nishant Kumar

29-45 A Study on Strategic Dimension of Employer Branding in HR Practices
Dr. R Kasilingam and Dr. B Rajeswari entitled

46-60 Technological Reforms and Mobile Banking in India
Dr. Amita Charan and Dr. Manisha Jaishwal

61-65 Growth of Indian mutual fund Industry in the past decade
Dr. Umarani.M.B

66-68 Has FDI Played a Role in Indian Industrial Growth
Dr. Roli Raghuvanshi

69-79 Study of the Process of Formal Mentoring in Information Technology Industry in India
Dr.(Prof.) N.U Khan and Vijayalaxmi Rajendran

From the Editor

Journal of Marketing and Communication has completed ten years of success. It has been our constant endeavor over the years to provide a forum for exchange of information related to Marketing, Communication and Management. JMC is committed to advance the study of management by publishing research article in the area of management. We take this opportunity to thanks our esteemed and eminent academicians of our advisory board who have helped us to maintain the highest quality of this publication with their continued participation. We also thank all our contributors who have chosen JMC as a platform for publishing their research articles and contributed to the advancement of the practice of management.

The current issue is a compilation of research articles from different areas of management. There are articles from Marketing & Communication, Human Resource Management and International Business.

The article entitled, 'Evangelism Marketing: The Evolution of Consumer Fidelity' by Nitin Singh understands the phenomenon of evangelism marketing and the dimensions that are involved in a consumer becoming a brand evangelist.They act as communicators and as defenders in times of need.

The article entitled, 'Marketing Strategies Efficiently Used by Small Scale Industries (A Case of Uttrakhand)' by Dr.Gajendra Singh and Nishant Kumar examines the effect of characteristics and the marketing practices adopted by the firm on the entrepreneurial development of SSI in Uttrakhand and their effect on the success of small scale entrepreneur.

The article by Dr. R Kasilingam and Dr. B Rajeswari entitled, 'A Study on Strategic Dimension of Employer Branding in HR Practices' studies the factors that increase the brand value of the employer. The overall job satisfaction is related to factors like team work, culture, interpersonal relationships and rewards. It is recommended that the ultimate aim of the employer brand should be to make a company the most opted place to work.

The article entitled, 'Technological Reforms and Mobile Banking in India' by Dr. Amita Charan and Dr. Manisha Jaishwal discusses the mobile banking in India. The article presents an overview of the practices followed here and the future prospects along with the advantages and challenges faced it.

The article entitled, 'Growth of Indian mutual fund Industry in the past decade' by Dr Umarani attempts to assess the growth of funds and suggests certain steps that need to be initiated by all players of the industry in a concerted manner to create an atmosphere that will take the Indian mutual fund industry to its next level of growth.

The article entitled, 'Has FDI Played a Role in Indian Industrial Growth' by Dr. Roli Raghuvanshi strives to study the impact of FDI on IIP(Index of Industrial Production) in pre and post liberalized era.

The article entitled, 'Study of the Process of Formal Mentoring in Information Technology Industry in India' by Dr. N.U Khan and Vijayalaxmi Rajendran tries to examine the process of mentoring as it happens in the IT industry. The study also tries to identify the factors and the learning goals that determine the success of mentoring program.

Editor

Evangelism Marketing: The Evolution of Consumer Fidelity

Nitin Singh*

ABSTRACT

While internet and social networking media wrest control of brand messages from product producers, marketers and brand managers, Customer Culture Theory and Service-Dominant Logic rise in importance. These frameworks can describe why unpaid armies of Brand Enthusiasts, Brand Community members, Consumer Tribes, Brand Cult members and Customer Evangelists engage in unpaid, unsupervised brand activity and comment online and offline. When you have evangelists for your product or service, you have the best possible kind of customer. Your evangelists are passionate, loyal, and thrilled to recommend you. They are communicators - when it matters. They are your public defenders when times are difficult. The objective of this paper is to better understand the phenomenon of evangelism marketing and the dimensions that are involved in a consumer becoming a brand evangelist.

Keywords: Evangelism Marketing, Brand Equity, Word of Mouth, Advertising, Consumer Behaviour.

INTRODUCTION

Perhaps the most well-known evangelist in Early Christian history is Paul of Tarsus, arabbinical scholar, government administrator and educated Roman citizen. Born Jewish, Paul had a conversion experience. He then spent the rest of his life preaching and writing about his conversion and supporting the growing Christian movement. This was one of myriad versions of Christianity then, and mixed Hebrew theology and Greek philosophy with the tenats of the new religion. Transformed through his revelation, Paul transformed Christianity through his evangelistic writings and actions.

Paul's story resonates with the modern marketer. Yanked from the early church context, Paul's qualities resemble those of the aptly named Customer Evangelist. A Customer Evangelist spreads the "good news" about a brand or product using his own knowledge, skills and resources. Customer Evangelists work independently of, and are unpaid by, any central source or corporate body while attempting to influence other's consumption behavior. This behavior goes beyond the word-of-mouth communication as it is often unprompted, generally positive, and has the intention of "converting" an individual to consume the brand. Brand evangelism historically has occurred more when there is a strong product differentiation in the marketplace distinguishing a brand from competitors. For example, an automobile purchase is not just about the functionality of the car but the features and symbolism associated with the particular brand.Every day, smart, state-of-the-art products are created and released onto store shelves. Unfortunately, millions of customers either won't know or just won't care. This is because there's an industry-wide failure of marketing among companies that is causing billions of sales

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rupees to be left on the table. The product might be first-rate, but if everything from the ad language to the packaging is wrong, success with mainstream consumers is nearly impossible.

In Evangelist Marketing: What Apple, Amazon, and Netflix Understand About Their Customers (That Your Company Probably Doesn't), Alex L. Goldfayn argues that technology companies succeed in spite of their marketing, not because of it; He breaks down what more than 98 percent of consumer electronics companies get wrong over and over again: everything from overly technical advertising to poor press releases to horrific product manuals. Then, Goldfayn lays out a step-by-step system for creating intensely loyal brand evangelists, so that companies large and small can maximize the potential of their products.As social media increasingly becomes a medium through which companies communicate with their customers, small businesses can use evangelist marketing to assist in creating a loyal community. While this can also be applied offline, it may be easier to gather customer evangelists together in one virtual space. Small businesses can also use evangelist marketing to gather feedback from customers. While evangelists are those that are extremely fond of the product that you have to offer, no one can tell you more about your product than those that have actually used it. Once a community of customer has been created a relationship based on trust is forged between the organisation and evangelists, which enables the company to tap into the knowledge of the community. Having a strong community allows the company to ask deeper, more involved questions, such as what would you change about this product? Or what do you hear others saying about this product? Brand evangelists are committed customers who have a positive emotional connection with the brand. These consumers have moved beyond just being a consumer of the brand but have a connection of identifying with the brand while having the propensity to share the positive attributes of the brand with others. The direct characteristics of identifying with the brand, having a top-of-mind awareness of the brand, trusting the brand, and being an opinion leader all aid in the development of a consumer becoming a brand evangelist.Customers are those who just buy your things but brand evangelists are the ones who preach the things that they have bought. These highly satisfied customers, who just can't wait to sing your praises from the tops of mountains, are what we mean when we say Brand Evangelist. These people go beyond the "customer" role of just buying your product and make sure that everyone they know knows your product is the best. The best part about that? It won't cost you a single penny!

DEMARCATIONS OF TRADITIONAL MARKETING

The major change in the market that should be mentioned first is the ever increasing supply of communication channels. If there was still a fairly manageable number of media in the 1960s (TV, radio, magazine, newspaper), by the end of the 1990s the Internet and mobile communications had emerged as editional media competing for the attention of the consumer. In addition, for years there has been an increasing fragmentation within the various communication channels. Since consumers' media addiction has not kept pace with this rise, however, the perception of communication and advertising messages within the individual channels has decreased dramatically. This development is also fostered by the fact that advertising messages are sent through communication channels that are now used by the corresponding target audiences to only a reduced extent. For example, advertising companies still use television as central medium of communication, whereas consumers – particularly the most sought-after target group between the ages of 14 and 49 – are increasingly using the Internet. As a result, companies are faced by steadily growing mainstream media pressure, which frequently ends in consumers being inundated by a plethora of advertising.

According to eMarketer, advertising spending worldwide currently exceeds € 500 billion per year. Consumers are now being bombarded daily by up to 6,000 promotional messages. This concretely means that a consumer (subtracting eight hours for sleep) encounters directly or indirectly advertising of one form or another a trademark (a brand name, slogan, logo or jingle) approximately every ten seconds. This is a particularly

critical finding in view of the fact that in the 1980s the surplus of information already stood at 98 per cent. In addition to the growing range of communication channels and increasing mainstream media pressure, the homogenisation of the offered services in particular has had a negative impact on the existing communication model. Thus, the consumer is confronted more and more by homogeneous standard products, which considerably complicate his buying decisions. Especially in markets where brand profiling through product differentiation or innovation is barely possible any longer, it often comes to intensely competitive advertising amongst individual providers with the aim of achieving unique communication proposition (UCP), to obtaining strategic advantage. Moreover, the increasing globalisation of products from abroad and the many nameless products that, along with traditional brands, have steadily expanded the range of products, foster the efficiency problem of classical marketing. A further factor is the increasing complexity of products and the resultant need for explanation. Neither the bewildering range of products nor the growing need for explanation can be satisfactorily dealt with by traditional marketing communication. As a result, traditional marketing messages are increasingly faced by credibility issues because of the commercial background and the frequently observed communication of faulty sales-related characteristics to the consumer. The commodification of products results in lower customer loyalty and so an increased propensity to switch products. Companies therefore labour under the constant necessity of acquiring new customers.

The lack of customer dialogue and the below par customer relationship become clearly apparent for the first time under these new conditions. This in turn brings about a considerable increase of marketing communication and advertising pressure, resulting in a vicious circle of problems. From this development we may infer that the classical sales approach has become more and more unpopular with consumers. They often feel harassed by the many advertising messages and read this flood of information either selectively or not at all. In addition, consumers no longer have the time or the interest to deal with the different messages and increasingly ignore them. In a countermove, they again give interpersonal communication a high priority and rely on their purchasing decisions more and more on recommendations from their social environment and from strangers on the Internet. In this way, evangelism marketing is experiencing a 're-naissance'.

CUSTOMER EVANGELISM AS THE MOST EFFICIENT FORM OF WORD-OF-MOUTH MARKETING

According to Ben McConnell, evangelism marketing has established itself as the most efficient form of marketing communication as a means of word-of-mouth marketing, says Ben McConnell. Along with Jackie Huba, McConnell is co-author of Creating Customer Evangelists, a book documenting how companies such as Southwest Airlines and Build- A-Bear Workshop have used evangelism to increase sales. Whereas means such as buzz-marketing or viral-marketing primarily emphasize various actions, and promote word-of-mouth advertising, evangelism marketing focuses completely on the product, the brand or the company to be promoted. The word 'evangelist' comes from the Greek word euangelos, meaning 'bringer of good news'. Evangelism marketing means creating a mission and brand experience that are so inspiring to consumers that they become committed to a company – and share their enthusiasm with others. What makes evangelism so powerful today is how it weds the oldest form of persuasion, word of mouth, with the newest, social networking and Web 2.0. The aim of evangelism marketing is to tie the company, systematically and on a long-term basis, to the cycle consisting of positive word-of-mouth advertising, successful brand management, the emergence of a loyal customer relationship and the promoters developing from engagement with ambassadors of the company and the brand, and thereby to achieve a permanent acquisition of new customers and sales increase. Many people, including marketing-managers, believe Guy Kawasaki, the former chief evangelist of Apple Computer, to be the father of evangelism marketing and one of the key people responsible for marketing the Macintosh in 1984. In his books How to

Drive Your Competition Crazy (1995) and The Art of the Start (2004), Kawasaki states that the driving force behind evangelism marketing is the fact that individuals simply want to make the world a better place. Evangelism, he says, is about selling your dream so that other people believe in it as much as you do. Those people, in turn, get even more people to believe – just as Jesus was an evangelist who recruited twelve more evangelists. Evangelism marketing can be implemented only through the identification of a broad network of appropriate disseminators that are in a position to take a leading role in the active distribution of positive word of mouth. By targeted engagement of the selected disseminators, they can be trained as so-called 'customer evangelists'. They are characterized, among other qualities, by loyalty, voluntary recommending and feedback, and consequently ensure a continuous reference program. If word of mouth is the skeleton, then customer evangelism is the soul.

CLASSIFICATION OF BRAND EVANGELIST

1) ***Mainstream consumers:*** Surrounded by a network of other mainstream consumers, brand evangelists are the people you want backing (and buying) your product.
2) ***Passionate customers:*** Evangelists think and talk about your products with a level of energy that rivals that of die-hard sports fans.
3) ***News hunters:*** Evangelists seek out information about your new product releases. They discuss the various features of your products with friends, family, colleagues, retail clerks, and strangers they encounter using your product.
4) ***Communicators:*** They talk to people about how wonderful your products are, and they are the foundation of your word-of- mouth buzz efforts.
5) ***Trusting buyers:*** If you say it is so, your evangelists tend to believe you.
6) ***Forgiving consumers:*** Product errors? Embarrassing public relations? Security risks? No problem. Your evangelists perceive these issues as accidents, occurring unintentionally. The good always outweighs the drawbacks for evangelists.

And, most importantly:

7) ***Hyper-repeat customers*:** Some people read every book their favorite author writes. Evangelists buy as many of your products as possible. If you make it, they will buy it.

THE 4PS ARE OUT, THE 4ES ARE IN

Many of us grew up with the Four Ps of Marketing: Product, Place, Price and Promotion. Do you know when the Four Ps of Marketing were invented? In 1960, by Jerome McCarthy. They were made leading-edge by Philip Kotler in his book Principles of Marketing in 1967. The Four Ps thrived in a different world. It was a wonderful fantasy world. Marketers were king. Product differences lasted. Big, obedient audiences could be reached with big, efficient media.

But what is the world of marketing today? The consumer has seized control. Audiences have shattered into fragments and slices. Product differences can last minutes, not years. The new ecosystem is millions and billions of unstructured one-to-one and peer-to-peer conversations. Marketing is in the hot seat. So many of the tools and assumptions we grew up with are no longer valid. Many marketing leaders around the world got promoted into their jobs because they did two great product launches and three great TV campaigns, and figured out how to work with a few major retailers. According to a recent study by Spencer Stuart, the average tenure of a CMO is less than 24 months. And only 14 percent of CMOs have been in their positions with the same company for more than three years. A CMO Council 2007 report concludes that only one-third of board members are satisfied that their marketing leaders can explain the ROI of marketing. We need a new framework and a new tool kit. For starters, we need to throw away the Four Ps and embrace the Four Es:

From Product to Experience
From Place to Everyplace
From Price to Exchange
From Promotion to Evangelism

FROM PRODUCT TO EXPERIENCE

Classical marketing instructed us to look at "prod-

uct" features, find a single consumer benefit, and promote this over and over again to our target audience. But in a world where most product advantages last less than six months, this strategy is losing relevance. A six-month, product-based advantage is a huge luxury. In financial services, an advantage may last a few weeks. On eBay, you may be special for a few seconds.

So, stop thinking just about your product and start thinking about the full experience. And the first step is to discover the Customer Journey. Do you know how customers shop for your category? Do you know who influences their purchases, and where and when their purchases happen? Do you know what happens after they buy? If you don't, you cannot understand the end-to-end customer experience. And you cannot know where to focus your precious marketing effort. When you think about the experience, not just the product or the advertising, you can do amazing things.

Take an example of Hershey's, an iconic U.S. chocolate company, asked us to put up a billboard ad in New York City's Times Square. But instead of thinking about products and advertising, we imagined a brand experience and created an entire Hershey's store for customers who visit Times Square. The retail space is playful and full of childhood memories, inviting people in for a real-life experience with Hershey's and its full range of products. The store is a huge hit. It's a focal point in Times Square, as well as a retail store with one of the highest sales figures per square foot in America.

FROM PLACE TO EVERYPLACE

It used to be that retail was a "place," but now consumers create their own paths. Marketers need to understand the full range of possibilities in reaching people. Instead of interrupting people, today we want to "intercept" them and make contact when they are most receptive to engaging with us as they go about their day. Taking a leap further Ogilvy world's renowned advertising company their team invented a virtual personal assistant who lives on a mobile phone and helps the customers of a liquor brand in Asia enjoy life to the fullest. She tells them about upcoming entertainment promotions, and helps them get reservations and VIP access. She even has a webcam feature to show them which bar is hot and which bar is not. It's no longer only about interrupting to grab attention when people are watching television, reading a magazine or visiting a retail location. Today we have to intercept consumers on their turf and on their terms, and that could be anyplace or everyplace.

FROM PRICE TO EXCHANGE

"Price" used to be very simple: I give you a product, you give me money and I put it in the cash register. For many marketers, the focus was on the cost side of the equation: keep costs down so we can keep prices competitive. Marketing leaders were highly aware of the cost of marketing inputs commercial production, agency compensation, TV airtime and print production. But as Oscar Wilde said, "The cynic knows the price of everything and the value of nothing."

Today's marketing leader needs to be aware of the value of things. In particular, you need to know what it takes for a consumer to give you precious things like their attention, their engagement and their permission. Like the concept of exchange to life in a campaign for an organization called Orange Babies, which supports African mothers and children who are HIV positive. To raise money at a big trade show, they offered a simple exchange. People who donated money saw the effect immediately - in exchange for their donation, they got a big smile. And Orange Babies earned thousands and thousands of dollars for a great cause. So, do you understand exchange? Do you know the value of your customers - what they really bring to you in revenue and profit over their lifetime? What are you willing to offer your consumers in exchange for their attention, their engagement and their permission? The marketer needs to take the first step.

FROM PROMOTION TO EVANGELISM

Through much of marketing's history, "promotion" was sufficient. A single-minded product benefit, creatively and persistently promoted, would often be a winning approach. But increasingly, we are seeing a new and more powerful approach - evangelism. By this I mean creating a mission and brand experience that are so in-

spiring to consumers that they engage with you and share their enthusiasm with others. What makes evangelism so powerful today is how it marries the oldest form of persuasion, word of mouth and the newest social networking and Web 2.0. Marketing in a fragmented, multichannel world needs a powerful heart. The key ingredients are emotion and passion. As a marketing leader of the future, you must know how to find the energy and passion in what you are selling.

The Dove brand is over 50 years old. Its heritage was in selling simple and honest beauty products to women. It was successful, but we all believed there was more potential. It was when we linked together the brand's best self with a cultural truth about women and beauty that the business really took off. It started with a research insight: after decades of stereotyping by the fashion and beauty industries, global research revealed that only two percent of women believe they are beautiful. The leaders of Dove took a different view women's beauty today is much more diverse in age and size and color. Real beauty is what matters. And so Dove's Big Ideal was articulated as: "Dove believes the world would be a better place if women were allowed to feel good about themselves."

Rather than just tell women its theory, Dove decided to engage women around the world in a debate. And so the Campaign for Real Beauty was born. It started with a website and a public relations campaign. Women were invited to join the debate, and millions did. One Dove viral video, Evolution, achieved such astonishing consumer sharing and free media support that it has been seen by an estimated 500 million viewers. And the Campaign for Real Beauty has helped drive Dove sales to record levels.

SIMPLE THUMB RULES TO HELP INCREASE YOUR BRAND LOYALTY

1) Customer Feedback and Service are Gold Mines For Potential Evangelists

Talking to, and more importantly listening to, your customers are the best ways to ensure that your customer will become a brand evangelist. Customer feedback is essential in learning what your audience sees as the best and the worst aspects of your product. They will tell you why your product is better than everyone else's already, and what you need to do to make your product better than the rest of the competition. Taking this feedback to heart and doing something with it will show your customers that you care about them, and their needs. In a study done by McKinsey and Company they found that 70% of purchase experiences are based on how your customers feel that they are being treated.

If they feel that you actually do something with their feedback, they will be eager to spread the fuzzy good feelings with everyone they know! This is especially true in cases where you have provided a solution to a customer who is none too happy with you or your product. Remember that customers who have nothing but amazing things to say about your product are probably already your brand evangelists. Customers with problems, or concerns, provide a huge opportunity for conversion to brand evangelism if you can sooth their fears quickly and effectively. Doing this will certainly help them choose your brand over your competitors'.

2) Your Brand vs. Their Brand

Brand evangelists will only become so if they feel that they are using the crème de la crème of products! Always remember to include in your market research what people are saying about your competitors. This is becoming easier and easier in today's highly digitalized world and the advent of Social Media, namely Facebook and Twitter. Use these valuable tools to study the most common reasons for people choosing another product over your product, and then use this feedback like it was your customers submitting it.

Once you've implemented changes based on customer feedback, don't stay quiet and shy about it! Put it out through all your channels, again Facebook and Twitter being the biggest ones, but Google+, LinkedIn, Youtube, and Instagram can also be amazing channels with which to connect to your potential brand evangelists.

3) Social Media Is Only A Vessel, Give Them Something To Fill It

To get customers talking about your product, and then preaching it as a brand evangelist, you first have to give them something to talk about. No one is going to

want to be your brand evangelist if they think you or your product is unnecessary, unreliable or conforms to your competitors too closely. You must be unique, innovative, and show that you are different! You can do this in a number of ways, the easiest way is to make yourself available in a non-intrusive fashion through social media. This is especially true in cases of complaints on social media. A study from Maritz and Evolve found that 83% of the customers whose complaints received a response from the company liked or loved the fact that the company took the time to respond.

The more you interact positively with your customers on social media, the higher the chances are that their friends or followers will get involved in the discussion. According to a study done by Hubspot, 71% of people are more likely to purchase something based on social media referrals and one done by Sprout-Social says 74% of consumers rely on social networks to guide purchase decisions.

If you can get their friends and followers involved in the discussion, you can make your original contact a brand evangelist because their friends are there, too! Another way of becoming less like your competitors, and increasing the amount of time someone may spend on your website, is to use a tactic called gamification. That is, using things like "Bug Catcher Awards" and badges for completing tasks likes watching tutorials, or commenting on them to increase your customer's interest, and often their loyalty.

4) In the Digital Age, Convenience Can Have Huge Pay Offs

If you want people to share your content, make it as simple and streamlined as possible for them to do so. This can be in the form of a "Share to Social Media" button on your tutorials, or articles, or email blasts that include relevant information and easy access to important features so that they can press one button and then bam! The item will be shared with their entire contact list.In this world of technology that we have created for ourselves, we have also created the expectation that things on the Internet should be easy, easy to find, easy to read, easy to share. If someone has to dig around your website for something that on your competitor's website is upfront and readily available, they're going to go to your competitor simply for the ease that they find there. Simplifying processes like signing up, learning about you and your product, and getting help can have a huge impact on customers becoming brand evangelists, purely because of the convenience factor! There isn't anything more convenient than quick, easy and friendly service, both relative to sales and customer or technical support. Your employees interact with your customers every day, and this can hugely influence your customers' conversion to brand evangelism.

5) Never Forget, Happy Employees Make Customers into Brand Evangelists

Employees are the core of any business. They are the ones who interact with customers on an every day basis. This means that they have a huge impact on the level of satisfaction your customers will have with your product. Employees and their happiness should therefore always be one of the top priorities of your business plan. If a customer who is unhappy interacts positively with an employee of the company that they are dissatisfied with, they will turn their view around, and quickly. Brand evangelism stems out of the feeling of being cared about, and listened to. It is this feeling that will cause your customers to go to all of their friends and tell them exactly how awesome your product is, simply because their interaction with your employees made their perspective spin a full 180 degrees.

This also ties back into the study by McKinsey that we mentioned earlier. Customers purchase products because of the way they feel when they decide to buy it. You can tell when an employee of a company is unhappy, it shows and there is no hiding it, but you can help mitigate that by keeping open lines of communication throughout your chain of command. You can also offer benefits in line with what your employees want, such as as discounted movie tickets, company picnics, or a free lunch every now and then.

WHY NEED A CHIEF EVANGELIST?

So, if evangelism marketing is one of the purest and most effective forms of promotion, how can you create brand evangelists to go out and spread the good word about your business' products and services? The very

first step is to break the ice and see the broader spectrum of evangelism marketing. Today, marketer's role has become much more complex amidst the cacophony from social networks, the proliferations of mobile devices, and changing TV viewer habits.

To manage this, technology evangelism has to evolve beyond its current definition. A technology evangelist is a person who builds up support for a given technology, and then establishes it as a standard in the given industry. Whether a company appoints a single "Chief Evangelist" or fulfils the role with functional equivalents from across a marketing team, there are five core jobs the role comprises:

1. Create a transparent story

The Chief Evangelist needs to be able to create stories that inspire passion. And to do this, transparency is important. One notable early Chief Evangelist in the tech industry was Guy Kawasaki, who perhaps coined the term itself when he spent his career at Apple.

Kawasaki described his role at Apple as "to protect and preserve the Macintosh cult by doing whatever I had to do." He galvanized the company image and its fans at a time when it was seriously flagging. One of his best achievements was the success of EvangeList, a mailing list that was a rally cry to all Apple fans around the World to come together to support and strongly defend its products and brand image. At that time, it was unheard of in marketing and was a complete switch in how organizations handled PR and communication. Guy took the concepts of transparency and open information and gave it back to the fans who in turn became consumer evangelists themselves. And we all know how hard they defend the company when it's criticized.

Corporate and product marketing has traditionally been about one-way messaging. But to perform well in new channels, it must become two-way. An honest, transparent conversation about one's business allows authentic connections with customers. It draws out their own issues and successes, and in turn can turn them into evangelists with the message that comes from the story itself. It's not a one-off conversation. It's a lifelong relationship, because the stories change as they unfold over time.

2. Create a real, inspiring story

An evangelist must have the charisma to inspire. Robert Scoble is another example of an early evangelist. Scoble became well known at Microsoft for his frank conversations about the tech industry. He commanded respect because he was always honest, even when it came to his own company's shortcomings. More recently, Scoble moved to a role at Rackspace (he calls himself their 'StartupLiason Officer'), where he holds conversations with innovative companies and shares his learnings both publicly and internally with his company. It's his thought leadership, and the association of that with Rackspace, that catapults the company to the front of clients' minds. But this is also seen as an inspiration internally. Again, it's the open sharing of that information that is the key. There is too much noise in the marketplace for a story to succeed without inspiring people both internally and externally. A message has to inspire in order to galvanize both employees and clients into action. Kawasaki championed the masses and listened to what the fans were saying, Scoble inspired and informed from the inside out, so that Rackspace employees are a part of the overall picture.

3. Adapt constantly

According to a survey 97% of CMOs think marketing must do things it hasn't done ever before to be successful and that two-thirds find it very difficult to keep up with the changes. No longer do marketers have a limited number of channels or devices to target. They constantly need new skills, to manage the proliferation of smart devices and channels through which people communicate (mobile apps and web, social networking, etc). Delivering the brand message requires all kinds of customization, depending on the medium. And that will keep changing. Even the marketing must-haves keep changing: Awareness of how the brand is perceived in the market, knowledge of the technology behind the product and how it is differentiated, and relationships with customers.

4. Be opinionated

Opinions matter, even if they're controversial, because they help a marketer to evangelize. Without an opinion, there's very little passion. Both clients and

employees will see right through this and having a thesis forces early confrontation with the reality of a changing marketplace. The evangelist is someone who can stay ahead of trends and feed that back to the organization.. It's not about shouting with a megaphone when a new trend breaks. It's about analyzing trends and picking the right message to draw from its impact, and retaining authenticity.

5. Connect the dots

And lastly, it's about taking those stories and using them to connect the various departments within the organization itself. This allows marketing to connect better with pre-sales efforts to deliver a more consistent and concise message. That message feeds back into the product roadmap, allowing for consistent improvement and adaptation to market needs.You can't draw your company's proposition on the back of a napkin, there's something wrong with your brand identity. Imagine a client trying to understand your company and product if you can't. While it seems that this approach may not be very cost-effective as a business, but here's the scoop on the savings you could benefit from by turning customers into brand evangelists!

CONCLUSION

Key challenge for companies in the future is to procure authenticity, openness and credibility through individual customer dialogue. The modern communication mix can no longer be imagined without word-of-mouth marketing, which is now regarded as a decisive factor in the success of an enterprise. Through tight integration into the corporate communications concept, word-of-mouth marketing can optimally develop its positive effect, providing companies with a long term positive image and emotional customer loyalty while enabling the methodical recruitment of brand messages. Because of its methodical approach and long-term perspective, evangelism marketing is the most effective means of word-of mouth marketing and will play a crucial role in companies' future marketing mix. This of course assumes that there is network of appropriate disseminators that are in a position to take a leading role in the active distribution of positive word of mouth.Companies have focused on differentiating their brands from competitors. As this continues, companies will diverge within product categories rather than converge. Each company is striving to be unique and irreplaceable while building a "special relationship" between the consumer and the brand. This relationship is understood when it is seen that the consumers are co-creators of the brand itself. Brand evangelists assist in the co-creation of the overall brand image as they actively engage others in the attributes of the brands. Including volunteered consumers in the co-creation process "from the bottom up rather than from the top down" to rethink the brand process. Brands are ever-changing shared cultural property and not just the ownership of the company. Although the brand evangelists, and co-creators, may not necessarily change the overall message, some evangelists have become unpaid designers of actual advertising and promotional activities for their brands.This research paper has helped establish the dimensions of what leads into being a brand evangelist. Additionally, these dimensions assist in garnering a better appreciation and understanding to those individuals who communicate information, ideas, and feelings concerning a specific brand freely, and at times fervently, to others in a desire to influence consumption behaviour.

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MARKETING STRATEGIES EFFICIENTLY USED BY SMALL SCALE INDUSTRIES. (A CASE OF UTTARAKHAND)

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Abstract:

Over the years entrepreneurial development is considered as the priority area in the development policy in many countries, especially in India. Small scale Entrepreneurs are engaged in varied form of enterprises ranging from paper to electronics, engineering to electrical, textile to metal and pipe industry, construction to food processing, education to handicrafts. Small enterprises play a vital role in economic development as they can provide the economy with efficiency, innovation, competition and employment. Entrepreneurs are responsible for triumph of their businesses and have to face up with variety of challenges in doing so. This research paper has examined the effect of characteristics and the marketing practices adopted by the firm on the entrepreneurial development of SSI in Uttarakhand. The characteristic of firm & business practice is found to be a significant factor for small scale entrepreneurial success in Uttarakhand.

Keywords: Business practice, Firm characteristics, Entrepreneurial success, SSI.

INTRODUCTION

Marketing is a very important firm activity and brings a new dimension to creating competi tive advantage on the market. Marketing is referred to as one of the functional areas of a business, distinct from finance and operations. Marketing can also be thought as one of the activities that, along with product design, manufacturing, and transportation logistics, constitutes a firm's value chain. Decisions at every stage, from idea conception to after-sale support, should be assessed in terms of their ability to create value for the customer. Historically, marketing was considered just another link in the chain. Today, however, many organizations are emphasizing the effective coordination of marketing with other functional areas. Competitive pressures have prompted many firms to involve marketing in design, manufacturing and other value-related decision from the start. Entrepreneurial spirit creates employment. Private business sector is the biggest employer in the economy. Millions of jobs are provided by factories, service industry, agricultural enterprises and numerous other businesses ***(Mayasari, Maharani, Wiadi, 2009[1]).*** The entrepreneurial revolution has taken hold across the globe and has undeniably impacted the world of business. ***Greenberger & Sexton (1988[2])*** discussed why the entrepreneur wants to start an enterprise. There were four reasons. First, they would like to take a chance in the market. Second, they believe their managerial skills are more efficient than those of other people. Third, they believe that their specialty could be developed into an enterprise. Fourth, they have already developed a product or service and they believe that can find a niche in the market. Entrepreneurship might be regarded as a strategic orientation ***(Venkatraman, 1989[3]),*** which is related to the interpretation of strategy as perspective

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(Mintzberg, 1987[4]). Entrepreneurship process includes innovation in creating new products/services, processes, market and strategy ***(Crane, 2010[5]).*** So, this process is considered as a way to create sustainable advantage in market which allows identifying new needs and demand of costumer and meet their satisfaction ***(Martin, 2009[6]).*** On the other hand, marketing is an organizational function and a set of processes to create, communicate and deliver value to customer and manage relationship with them in order to achieve profitability and value for organization and its stakeholders ***(Fillis, 2000[7])***. Marketing can be considered on several distinct organisational levels: cultural, strategic and tactical ***(Webster, 1995[8]).*** First, at the cultural and strategic level, marketing has been proposed as 'business philosophy' that guides strategic decision making. The marketing concept of customer orientation represents a way of doing business, with the needs of the customer held as central tenant of an enterprise that ought to be considered at every level. The process of entrepreneurship can also be considered as an over- arching imperative that is central to the philosophy that guides all the activities of an enterprise ***(Kirby, 2003[9]).*** In this sense, 'entrepreneurial marketing' does differ from the classical marketing concept in that entrepreneurs tend to understand customer needs by intuition, and if they get it wrong then by trial and error. Marketing text books promote the cause of formalised methods, including marketing information systems and research, as a more rigorous way of staying in touch with the market ***(Kotler, 2003[10])***. (***Morris et al.,2002[11])*** provided a definition of Entrepreneurial Marketing as, "an integrative construct for conceptualising marketing in an era of change, complexity, chaos, contradiction, and diminishing resources, and one that will manifest itself differently as companies age and grow. It fuses key aspects of recent developments in marketing thought and practice with those in the entrepreneurship area into one comprehensive construct". The historical development of entrepreneurial and innovative marketing has evolved over three decades ***(Collinson & Shaw, 2001[12]).*** One aspect of the interface between marketing and entrepreneurship involves studying ways in which marketing concepts and principles can be made more relevant in entrepreneurial contexts. The ideas presented here follow this theme of 'putting entrepreneurship into marketing' ***(Day, 1998[13]):*** key aspects of marketing are examined in the context of entrepreneurial ventures to see how accepted marketing theory fits with successful entrepreneurial practice. An implication from this for entrepreneurial market and innovative market is social networking and relationships with customers and other stakeholders as the foundation. It is often the capability that allows entrepreneurial market and innovative market firms to gain advantage ***(Hills et al., 2008[14]).***

REVIEW OF LITERATURE

Entrepreneurship refers to the pursuit of creative or novel solutions to challenges confronting the firm, including the development or enhancement of products and services, as well as new administrative techniques and technologies for performing organizational functions ***(Knight, 1997[15]). (Stevenson et al. 1989[16])*** defined entrepreneurship as "the process of creating value by bringing together a unique package of resources to exploit an opportunity". ***(Swenson,J. ,Rhoads,K., Whitlark,2012[17])*** they examined that recognizing market opportunities and then developing responsive marketing strategies and tactics are critical for any enterprise. Entrepreneurs, in particular, continually search for and seek to develop opportunities in the marketplace. They presented a framework for opportunity recognition and marketing strategy development, designed to integrate marketing theory and practice***.(Kolabi, Hosseini, Mehrabi, 2011[18])*** they identified and examined the main elements of entrepreneurial marketing mix in entrepreneurial enterprises. They aim to identify how enterprises use their previous knowledge and experience to extract elements of marketing mix, which are adjusted in entrepreneurial marketing. One common aspect between entrepreneurship and marketing is the study of methods through which marketing concepts and principles could be applied in the field of entrepreneurship. This issue has been repeatedly acknowledged that the marketing techniques used by entrepreneurs are somehow different from the concepts presented in the literature and traditional mar-

keting contracts.***(Stokes David,2000[19]),***considers how marketing can be made more appropriate in entrepreneurial contexts by proposing a conceptual model of the processes of marketing as undertaken by entrepreneurs. Entrepreneurship studies can be divided into two broad categories (i) personality studies of individuals that seek to identify common psychological and social traits amongst entrepreneurs compared to non-entrepreneurs; and (ii) behavioural investigations into what entrepreneurs do and the processes used to carry out activities. Owner-managers themselves usually spend a considerable part of their day in contact with customers. This allows them to interact with their customer base in a way which large firms, even with the latest technological advances, struggle to match.***(Maritz, Waal, Verhoeven,2011[20])*** have focussed on the entrepreneurial marketing and innovative marketing. The purpose of this study is to investigate the concepts of entrepreneurial and innovative marketing. The relatively recent developments of entrepreneurial and innovative marketing theory has generated a substantial body of literature surrounding the interface between marketing, entrepreneurship and innovation, albeit fragmented and no integrated analysis or comprehensive theory is in existence.***(Rezvani, khazaei,2013[21])*** they focused on entrepreneurial marketing, proactiveness, Opportunity focus, value creation, entropy, and higher education. They said proactiveness, Opportunity Focus, Calculated Risk Taking, Innovativeness is the dimensions of entrepreneurial marketing.(***Kurgun, Bagiran, Ozeren, 2011[22]***) This study identifies major dimensions of entrepreneurial marketing concept in boutique and hotels and determines as to what extent current marketing approaches in boutique hotels seem to be consistent with the entrepreneurial marketing approaches. The major motivation of this research stemmed from the fact that the empirical examination of the notion of entrepreneurial marketing from the viewpoint of boutique hotels has received scant attention in the relevant literature.

OBJECTIVES

The broad objectives of study are as follows:

1. To identify the relationship between nature of business & the marketing practices adopted by SSI.
2. To study the impact of form of organisation on marketing practices of SSI.
3. To study the impact of business location on SSI performance.

HYPOTHESIS:

H_0: There is no significant relationship between nature of business and marketing practices adopted by SSI.

H_0: There is no impact of form of organisation on marketing practices of SSI.

H_0: There is no impact of business location on SSI performance.

RESEARCH METHODOLOGY

The study is based on both primary and secondary data. The primary data was collected on the basis of questionnaires administered to various Small Scale Industries in the state of Uttarakhand. Two schedules were prepared and pre-tested before administering these on the small scale units. The information was sought from the entrepreneur of Small Scale Industry regarding their background, marketing practices and opinions on Marketing infrastructure, institutions and problems etc.

The secondary data was collected from published and unpublished records and reports of the central Government and Government of Uttarakhand. For this purpose, personal visits were made to several organizations of which the following are important:

Uttarakhand Small Industries and Export Corporation, Uttarakhand State Industrial Development Corporation, Labor Commission Uttarakhand, Economics and Statistical Organization Uttarakhand, Director of Industries Uttarakhand, Uttarakhand Small Industries and Export Corporate, Uttarakhand Small Industries Corporation and Economics and Statistical Organization Uttarakhand.

Sample Frame

The units have been selected by using the stratified random Sampling technique. The sample of study is 100 small scale units in Uttarakhand.

The purpose is to highlight the similarities and dissimilarities in the use of Marketing Practices and to identify the pattern of variation there in.

Tool of Analysis

The data has been analyzed keeping the objective of the study in view. The analysis is finally based on data on several aspects in tabulated form, besides making use of simple descriptive tools of statistics, possible relationship have been brought out through cross sectional analysis where ever necessary and feasible. These relationships have been highlighted by computing the Chi-square & correlation.

ANALYSIS& INTERPRETATION

Marketing practices serve as the fundamental underpinning of marketing plans designed to fill market needs and reach marketing objectives. Plans and objectives are generally tested for measurable results. Commonly, marketing practices are used to develop as multi-year plans, with a tactical plan detailing specific actions to be accomplished in the year. Time horizons covered by the marketing plan vary by company, by industry, and by nation, however, time horizons are becoming shorter as the speed of change in the environment increasing. Marketing strategies are dynamic and interactive. They are partially planned and partially unplanned. Marketing practices are demanding greater attention not only from industrialists especially of the small scale sector but also from our planners and economists. The strength of the small scale industry sector lies in its improved ability to compete with quality products in the world market which in turn depends on the health of the industry in India. Marketing practices are often mentioned as leading constraint on the development of the small industries. Marketing of the small industry products are very important. This is the only way to create a brand image in the competitive market. There are various approaches for marketing of small industries products. Foremost, there is need of an entrepreneur to take initiative in this industry. The imperfections of the market and the advantages that large firms enjoy due to their wider marketing network and relatively greater brand loyalty put the small scale industries under a severe pressure. ***(Miles & Darroch, 2000[23])***, relate entrepreneurial and innovative marketing to entrepreneurs, innovators and corporatism as a process rather than function as well as encompassing the orientation of entrepreneurial and innovative activities ***(Morris et al., 2002[24];Collinson & Shaw, 2001[25]).*** Entrepreneurial marketing entrepreneurs tend to be innovation-oriented (that is driven by ideas and intuition) rather than customer-oriented (driven by assessments of market needs) and tend to use informal networking rather than formalized research and intelligence systems ***(Morrish,2011[26]).*** A contemporary definition that meets the present scope is that of ***(Morris et al. ,2002[27])*** in which entrepreneurial marketing is defined as: "the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation."

Out of 100 respondents, 19(19.0%) strongly agree that they have problems in marketing of products, among them 12(32.4%) are from inside town, 7(11.1%) are from industrial estate. Out of 100 respondents, 27(27.0%) respondents agree that they have problems in marketing of products among them 11(29.7%) are from inside town, 16(25.4%) are from industrial estate. Out of 100 respondents, 19(19.0%) neither agree or disagree that they have problems in marketing of products, among them 0(0.0%) are from inside town, 7(11.1%) are from industrial estate. Out of 100 respondents, 24(24.0%) disagree that they have problems in marketing of products, among them 8(21.6%) are from inside town, 16(25.4%) are from industrial estate. Out of 100 respondents, 23(23.0%) strongly disagree that they have problems in marketing of products, among them 6(16.2%) are from inside town, 17(27.0%) are from industrial estate. The calculated value of chi square is 11.164 and tabulated value of chi-square for degree of freedom 4 at 5% level of significance is 9.48. Since calculated value of chi-square is more than tabulated value therefore the null hypothesis is rejected. It means the variable "Location of unit" & the variable "Problems in marketing of products" is dependent the value of correlation is .241. There is a positive co-relation between the variable "location of unit" & the variable "Problems in marketing of products".

Out of 100 respondents, 35(35.0%) are whole sellers, among them 4(10.8%) are from inside town, 31(49.2%) are from industrial estate. Out of 100 respondents, 14(14.0%) are retailers, among them 6(16.2%)

			Problems in marketing of products					Total	Chi Square	Correlation
			Strongly agree	Agree	Neutral	Disagre	Strongly disagree			
Location of unit	Inside town	Count	12	11	0	8	6	37	11.164	.241
		% within location of unit	32.4%	29.7%	.0%	21.6%	16.2%	100.0%		
		% of Total	12.0%	11.0%	.0%	8.0%	6.0%	37.0%		
	Industrial estate	Count	7	16	7	16	17	63		
		% within location of unit	11.1%	25.4%	11.1%	25.4%	27.0%	100.0%		
		% of Total	7.0%	16.0%	7.0%	16.0%	17.0%	63.0%		
Total		Count	19	27	7	24	23	100		
		% within location of unit	19.0%	27.0%	7.0%	24.0%	23.0%	100.0%		
		% of Total	19.0%	27.0%	7.0%	24.0%	23.0%	100.0%		

			Channel of distribution					Total	Chi Square	Correlation
			Whole sellers	Retailers	Other produce	Parent units	Direct customer			
Location of unit	Inside town	Count	4	6	0	0	27	37	70.093	-.600.
		% within location of unit	10.8%	16.2%	.0%	.0%	73.0%	100.0%		
		% of Total	4.0%	6.0%	.0%	.0%	27.0%	37.0%		
	Industrial estate	Count	31	8	12	12	0	63		
		% within location of unit	49.2%	12.7%	19.0%	19.0%	.0%	100.0%		
		% of Total	31.0%	8.0%	12.0%	12.0%	.0%	63.0%		
Total		Count	35	14	12	12	27	100		
		% within location of unit	35.0%	14.0%	12.0%	12.0%	27.0%	100.0%		
		% of Total	35.0%	14.0%	12.0%	12.0%	27.0%	100.0%		

			Do you adopt sales promotion technique		Total	Chi Square	Correlation
			yes	No			
Location of unit	Inside town	Count	4	17	37	.358	-.060
		% within location of unit	10.8%	45.9%	100.0%		
		% of Total	4.0%	17.0%	37.0%		
	Industrial estate	Count	22	25	63		
		% within location of unit	34.9%	39.7%	100.0%		
		% of Total	22.0%	25.0%	63.0%		
Total		Count	25	75	100		
		% within location of unit	25.0%	75.0%	100.0%		
		% of Total	25.0%	75.0%	100.0%		

			Problems in marketing of products					Total	Chi Square	Correlation
			Strongly agree	Agree	Neutral	Disagre	Strongly disagree			
Form of organization	Sole proprietorships	Count	15	14	4	13	11	57	28.482	.143
		% within form of organization	26.3%	24.6%	7.0%	22.8%	19.3%	100.0%		
		% of Total	15.0%	14.0%	4.0%	13.0%	11.0%	57.0%		
	Partnership	Count	4	8	3	8	12	35		
		% within form of organization	11.4%	22.9%	8.6%	22.9%	34.3%	100.0%		
		% of Total	4.0%	8.0%	3.0%	8.0%	12.0%	35.0%		
	Private limited	Count	0	2	0	0	0	2		
		% within form of organization	.0%	100.0%	.0%	.0%	.0%	100.0%		
		% of Total	.0%	2.0%	.0%	.0%	.0%	2.0%		
	Public limited	Count	0	3	0	0	0	3		
		% within form of organization	.0%	100.0%	.0%	.0%	.0%	100.0%		
		% of Total	.0%	3.0%	.0%	.0%	.0%	3.0%		
	Co-operative society	Count	0	0	0	3	0	3		
		% within form of organization	.0%	.0%	.0%	100.0%	.0%	100.0%		
		% of Total	.0%	.0%	.0%	3.0%	.0%	3.0%		
Total		Count	19	27	7	24	23	100		
		% within form of organization	19.0%	27.0%	7.0%	24.0%	23.0%	100.0%		
		% of Total	19.0%	27.0%	7.0%	24.0%	23.0%	100.0%		

			Channel of distribution					Total	Chi Square	Correlation
			Whole sellers	Retailers	Other produc	Parent units	Direct customer			
Form of organization	Sole proprietorships	Count	23	24	4	2	4	57	41.137	.286
		% within form of organization	40.4%	42.1%	7.0%	3.5%	7.0%	100.0%		
		% of Total	23.0%	24.0%	4.0%	2.0%	4.0%	57.0%		
	Partnership	Count	5	11	9	2	8	35		
		% within form of organization	14.3%	31.4%	25.7%	5.7%	22.9%	100.0%		
		% of Total	5.0%	11.0%	9.0%	2.0%	8.0%	35.0%		
	Private limited	Count	0	2	0	0	0	2		
		% within form of organization	.0%	100.0%	.0%	.0%	.0%	100.0%		
		% of Total	.0%	2.0%	.0%	.0%	.0%	2.0%		
	Public limited	Count	0	0	3	0	0	3		
		% within form of organization	.0%	.0%	100.0%	.0%	.0%	100.0%		
		% of Total	.0%	.0%	3.0%	.0%	.0%	3.0%		
	Co-operative society	Count	3	0	0	0	0	3		
		% within form of organization	100.0%	.0%	.0%	.0%	.0%	100.0%		
		% of Total	3.0%	.0%	.0%	.0%	.0%	3.0%		
Total		Count	3	0	0	0	0	3		
		% within form of organization	100.0%	.0%	.0%	.0%	.0%	100.0%		
		% of Total	3.0%	.0%	.0%	.0%	.0%	3.0%		

			Do you adopt sales promotion technique		Total	Chi Square	Correlation
			yes	no			
Form of organization	Sole proprietorships	Count	15	42	57	22.157	-.052
		% within form of organization	26.3%	73.7%	100.0%		
		% of Total	15.0%	42.0%	57.0%		
	Partnership	Count	4	31	35		
		% within form of organization	11.4%	88.6%	100.0%		
		% of Total	4.0%	31.0%	35.0%		
	Private limited	Count	0	2	2		
		% within form of organization	.0%	100.0%	100.0%		
		% of Total	.0%	2.0%	2.0%		
	Public limited	Count	3	0	3		
		% within form of organization	100.0%	.0%	100.0%		
		% of Total	3.0%	.0%	3.0%		
	Co-operative society	Count	3	0	3		
		% within form of organization	100.0%	.0%	100.0%		
		% of Total	3.0%	.0%	3.0%		
Total		Count	25	75	100		
		% within form of organization	25.0%	75.0%	100.0%		
		% of Total	25.0%	75.0%	100.0%		

			Problems in marketing of products					Total	Chi Square	Correlation
			Strongly agree	Agree	Neutral	Disagre	Strongly disagree			
Nature of business industry	Service	Count	10	9	0	6	6	31	34.578	.085
		% within nature of business industry	32.3%	29.0%	.0%	19.4%	19.4%	100.0%		
		% of Total	10.0%	9.0%	.0%	6.0%	6.0%	31.0%		
	Manufacturing	Count	5	16	5	15	17	58		
		% within nature of business industry	8.6%	27.6%	8.6%	25.9%	29.3%	100.0%		
		% of Total	5.0%	16.0%	5.0%	15.0%	17.0%	58.0%		
	Food	Count	4	2	0	0	0	6		
		% within nature of business industry	66.7%	33.3%	.0%	.0%	.0%	100.0%		
		% of Total	4.0%	2.0%	.0%	.0%	.0%	6.0%		
	Other	Count	0	0	2	3	0	5		
		% within nature of business industry	.0%	.0%	40.0%	60.0%	.0%	100.0%		
		% of Total	.0%	.0%	2.0%	3.0%	.0%	5.0%		
Total		Count	19	27	7	24	23	100		
		% within nature of business industry	19.0%	27.0%	7.0%	24.0%	23.0%	100.0%		
		% of Total	19.0%	27.0%	7.0%	24.0%	23.0%	100.0%		

are from inside town, 8(12.7%) are from industrial estate Out of 100 respondents, 12(12.0%) are other producers, among them 0(0.0%) are from inside town, 12(19.0%) are from industrial estate. Out of 100 respondents 12(12.0%) are parent units, among them 0(0.0%) are from inside town, 12(19.0%) are from industrial estate. Out of 100 respondents, 27(27.0%) are direct customers among them 27(73.0%) are from inside town, 0(0.0%) are from industrial estate. The calculated value of chi square is 70.093 and tabulated value of chi-square for degree of freedom 4 at 5% level of significance is 9.48 Since calculated value of chi-square is more than tabulated value therefore the null hypothesis is rejected. It means the variable "Location of unit" & the variable "channel of distribution" is dependent The value of correlation is -.600. There is a negative co-relation between the variable "location of unit" & the variable "channel of distribution"

			Channel of distribution					Total	Chi Square	Correlation
			Whole sellers	Retailers	Other produc	Parent units	Direct customer			
Nature of business industry	Service	Count	0	6	0	0	25	31	90.644	-.607
		% within nature of business industry	.0%	19.4%	.0%	.0%	80.6%	100.0%		
		% of Total	.0%	6.0%	.0%	.0%	25.0%	31.0%		
	Manufacturing	Count	30	4	12	12	0	58		
		% within nature of business industry	51.7%	6.9%	20.7%	20.7%	.0%	100.0%		
		% of Total	30.0%	4.0%	12.0%	12.0%	.0%	58.0%		
	Food	Count	2	2	0	0	2	6		
		% within nature of business industry	33.3%	33.3%	.0%	.0%	33.3%	100.0%		
		% of Total	2.0%	2.0%	.0%	.0%	2.0%	6.0%		
	Other	Count	3	2	0	0	0	5		
		% within nature of business industry	60.0%	40.0%	.0%	.0%	.0%	100.0%		
		% of Total	3.0%	2.0%	.0%	.0%	.0%	5.0%		
Total		Count	35	14	12	12	27	100		
		% within nature of business industry	35.0%	14.0%	12.0%	12.0%	27.0%	100.0%		
		% of Total	35.0%	14.0%	12.0%	12.0%	27.0%	100.0%		

			Do you adopt sales promotion technique		Total	Chi Square	Correlation
			yes	No			
Nature of business industry	Service	Count	8	23	31	5.300	-.006
		% within nature of business industry	25.8%	74.2%	100.0%		
		% of Total	8.0%	23.0%	31.0%		
	Manufacturing	Count	14	44	58		
		% within nature of business industry	24.1%	75.9%	100.0%		
		% of Total	14.0%	44.0%	58.0%		
	Food	Count	0	6	6		
		% within nature of business industry	.0%	100.0%	100.0%		
		% of Total	.0%	6.0%	6.0%		
	Other	Count	3	2	5		
		% within nature of business industry	60.0%	40.0%	100.0%		
		% of Total	3.0%	2.0%	5.0%		
Total		Count	25	75	100		
		% within nature of business industry	25.0%	75.0%	100.0%		
		% of Total	25.0%	75.0%	100.0%		

Out of 100 students, 25(25.0%) are agree they adopt sales promotion techniques, among them, 8(21.6%) are from inside town, 17(27.0%) are from industrial estate. Out of 100 respondents, 75(75.0%) disagree they adopt sales promotion techniques, among them, 29(78.4%) are from inside town, 46(73.0%) are from industrial estate. The calculated value of chi square is .358 and tabulated value of chi-square for degree of freedom 1 at 5% level of significance is 3.84 Since calculated value of chi-square is less than tabulated value therefore the null hypothesis is accepted. It means the variable "Location of unit" & the variable "Do you adopt sales promotion technique" is independent. The value of correlation is -.060. There is a negative co-relation between the variable "location of unit" & the variable "Do you adopt sales promotion technique"

Out of 100 respondents, 19(19.0%) strongly agree that they face problem in marketing of products, among them 15(26.3%) are from sole proprietorship, 4(11.4%) are from partnership based organization, 0(0.0%) are

from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society. Out of 100 respondents, 27(27.0%) agree that they face problem in marketing of products, among them 14(24.6%) are from sole proprietorship, 8(22.9%) are from partnership based organization, 2(100.0%) are from private limited, 3(100.0%) are from public limited and 0(0.0%) are from co-operative society. . Out of 100 respondents, 7(7.0%) neither agree or disagree that they face problem in marketing of products, among them 4(7.0%) are from sole proprietorship, 3(8.6%) are from partnership based organization, 0(0.0%) are from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society. Out of 100 respondents, 24(24.0%) disagree that they face problem in marketing of products, among them 13(22.8%) are from sole proprietorship, 8(22.9%) are from partnership based organization, 0(0.0%) are from private limited, 0(0.0%) are from public limited and 3(100.0%) are from co-operative society. Out of 100 respondents, 23(23.0%) strongly disagree that they face problem in marketing of products, among them 11(19.3%) are from sole proprietorship, 12(34.3%) are from partnership based organization, 0(0.0%) are from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society. The calculated value of chi square is 28.482 and tabulated value of chi-square for degree of freedom 16 at 5% level of significance is 26.29. Since calculated value of chi-square is more than tabulated value therefore the null hypothesis is rejected. It means the variable "Form of organization" & the variable "Problems in marketing of products" are dependent. The value of correlation is .143. There is a positive co-relation between the variable "form of organization" & the variable "Problems in marketing of products"

Out of 100 respondents, 35(35.0%) are whole sellers, among them 17(29.8%) are from sole proprietorship, 12(34.3%) are from partnership based organization, 0(0.0%) are from private limited, 3(100.0%) are from public limited and 3(100.0%) are from co-operative society. Out of 100 respondents, 14(14.0%) are retailers, among them 8(14.0%) are from sole proprietorship, 4(11.4%) are from partnership based organization, 2(100.0%) are from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society.. Out of 100 respondents, 12(12.0%) are other producers, among them 9(15.8%) are from sole proprietorship, 3(8.6%) are from partnership based organization, 0(0.0%) are from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society. Out of 100 respondents 12(12.0%) are parent units among them among them 7(12.3%) are from sole proprietorship, 5(14.3%) are from partnership based organization, 0(0.0%) are from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society.. Out of 100 respondents, 27(27.0%) are direct customers among them 16(28.1%) are from sole proprietorship, 11(31.4%) are from partnership based organization, 0(0.0%) are from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society. The calculated value of chi square is 25.495 and tabulated value of chi-square for degree of freedom 16 at 5% level of significance is 26.29. Since calculated value of chi-square is less than tabulated value therefore the null hypothesis is accepted. It means the variable "Form of organization" & the variable "Channel of distribution" are independent. The value of correlation is -.152. There is a negative co-relation between the variable "form of organization" & the variable "Channel of distribution"

Out of 100 respondents, 25(25.0%) agree that they adopt sales promotion technique, among them 15(26.3%) are from sole proprietorship, 4(11.4%) are from partnership based organization, 0(0.0%) are from private limited, 3(100.0%) are from public limited and 3(100.0%) are from co-operative society. Out of 100 respondents, 75(75.0%) do not agree that they adopt sales promotion technique, among them 42(73.7%) are from sole proprietorship, 31(88.6%) are from partnership based organization, 2(100.0%) are from private limited, 0(0.0%) are from public limited and 0(0.0%) are from co-operative society. The calculated value of chi square is 22.157 and tabulated value of chi-square for degree of freedom 4 at 5% level of significance is 9.48. Since calculated value of chi-square is more than tabulated value therefore the null hypothesis is rejected. It means the variable "Form

of organization" & the variable "Do you adopt sales promotion technique" are dependent. The value of correlation is -.052. There is a negative co-relation between the variable "form of organization" & the variable "Do you adopt sales promotion technique"

Out of 100 respondents 19(19.0%) strongly agree with the statement that they have problem in marketing of products, among them 10(32.3%) are from service industry, 5(8.6%) are from manufacturing industry, 4(66.7%) are from food industry and 0(0.0%) are from other industries. Out of 100 respondents 27(27.0%) agree with the statement, among them 9(29.0%) are from service industry, 16(27.6%) are from manufacturing industry, 2(33.3%) are from food industry, and 0(0.0%) are from other industries. Out of 100 respondents 7(7.0%) neither agree or disagree with the statement, among them 0(0.0%) are from service industry, 5(8.6%) are from manufacturing industry, 0(0.0%) are from food industry, and 2(40.0%) are from the other industries. Out 100 respondents 24(24.0%) respondents disagree with the statement that they have problems in marketing of products, among them 6(19.4%) are from service industry, 15(25.9%) are from manufacturing industry,0(0.0%) are from food industry and 3(60.0%) are from other industries. Out of 100 respondents 23(23.0%) are strongly disagree with the statement that they have a problem in marketing of products, among them 6(19.4%) are from service industry, 17(29.3%) from manufacturing industry, 0(0.0%) are from food industry and 0(0.0%) are from other industries. The calculated value of chi square is 34.578 and tabulated value of chi-square for degree of freedom 12 at 5% level of significance is 21.02. Since calculated value of chi-square is more than tabulated value therefore the null hypothesis is rejected. It means the variable "nature of business industry" & the variable "Channel of distribution" are dependent The value of correlation is .085. There is a positive co-relation between the variable "nature of business industry" & the variable "problems in marketing of products"

Out of 100 respondents, 35(35.0%) are whole sellers, out of them 0(0.0%) are from service industry, 30(51.7%) are from manufacturing industry,2(33.3%) are from food industry and 3(60.0%) are from other industries. Out of 100 respondents, 14(14.0%) are retailers, among them 6(19.4.3%) from service industry, 4(6.9%) are from manufacturing industry,2(33.3%) are from food industry and 2(40.0%) are from other industries. Out of 100 respondents, 12(12.0%) are other producers, among them 0(0.0%) are. from service industry, 12(20.7%) are from manufacturing industry ,0(0.0%) are from food industry and 0(0.0%) are from other industries Out of 100 respondents 12(12.0%) are parent units among them 0(0.0%) are. from service industry, 12(20.7%) are from manufacturing industry ,0(0.0%) are from food industry and 0(0.0%) are from other industries. Out of 100 respondents, 27(27.0%) are direct customers among them 25(80.6%) are from service industry, 0(0.0%) are from manufacturing industry, 2(33.3%) are from food industry and 0(0.0%) are from other industries. The calculated value of chi square is 90.644 and tabulated value of chi-square for degree of freedom 12 at 5% level of significance is 21.02. Since calculated value of chi-square is more than tabulated value therefore the null hypothesis is rejected. It means the variable "Nature of business industry" & the variable "Channel of distribution" is dependent The value of correlation is -.607. There is a negative co-relation between the variable "nature of business industry" & the variable "Channel of distribution"

Out of 100 respondents, 25(25.0%) agree with the statement that they adopt sales promotion technique, among them 8(25.8%) are from service industry, 14(24.1%) are from manufacturing industry, 0(0.0%) are from food industry and 3(60.0%) are from other industries. Out of 100 respondents 75(75.0%) do not agree with the statement that they adopt sales promotion technique among them 23(74.2%) are from service industry, 44(75.9%) are from manufacturing industry, 6(100.0%) are from food industry and 2(40.0%) are from other industries. The calculated value of chi square is 5.300 and tabulated value of chi-square for degree of freedom 3 at 5% level of significance is 7.81. Since calculated value of chi-square is less than tabulated value therefore the null hypothesis is accepted. It means the variable "Nature of business industry" & the variable "Do you adopt sales promotion technique" are dependent. The value of

correlation is -.006. There is a negative co-relation between the variable "nature of business industry" & the variable "Do you adopt sales promotion technique"

CONCLUSION & RECOMMENDATION

Marketing is a dynamic process as it is highly situational. It is concerned with the activities involved in the flow of goods and services from producer to consumer. As the dimension of marketing activities has undergone a radical change with the change in environmental conditions of business, the concept of marketing practices too has undergone a metamorphosis. Efficiency and productivity of marketing are directly linked with the growth and development of the economy as a whole. Marketing, when effectively performed, contributes to the higher living standards, greater national prosperity and industrial expansion. Marketing is an essential input for the success of small scale industries which produce a wide range of products. Small industries have to move from traditional marketing to modern marketing practices. Some of the factors which contribute to the marketing problems of the small scale industry in recent days have been identified. Like Increasing competition from within the small scale sector as well as from large industries with established brand names and marketing setup; Consumer awareness, even in rural and semi urban areas, for quality goods, The need to set up distribution networks for reaching out to widely dispersed markets and Inability of the SSI units to exploit the export markets. A marketing strategy serves as the base of a marketing plan. A marketing plan contains a list of specific actions required to successfully implement a specific marketing strategy. Without a sound marketing strategy, a marketing plan has no foundation. Marketing strategies serve as the fundamental foundation of marketing plans designed to reach marketing objectives. Environmental factors include the marketing mix, plus performance analysis and strategic constraints. External environmental factors include customer analysis, competitor analysis, target market analysis, as well as evaluation of elements of the technological, economic, cultural or political/legal environment likely to impact success. A key component of marketing strategy is often to keep marketing in line with a company's overarching mission statement. Further, the SSI's need to be very careful about promotional decision because of highly competitive environment. Product should be offered at highly competitive promotional technique after doing comparative market analysis. The finding of the study shows that small scale industries highly agree on their product's promotion and distribution method. Small scale industries are not satisfied with their distribution channels or place so small industries need to improve their distribution channel for maxi mum coverage of the buyer. For maximum coverage of the market latest technology e -marketing or web marketing may help the small manufacturer to place the product to large number of buyers. Recognition and pursuit of opportunities are marketing actions critical to SSI's success. Market potential is generally evaluated by degree of fit relative to the capabilities and resources of the firm. It is the ability of the firm to select the "right" opportunity that determines success. Entrepreneurial marketing entrepreneurs tend to be innovation-oriented (that is driven by ideas and intuition) rather than customer-oriented (driven by assessments of market needs) and tend to use informal networking rather than formalized research and intelligence systems. Based on the business information Nature of business industry i.e service, manufacturing, food, clothing and others are dependent on marketing practices like problems in marketing of products, channel of distribution and is independent of adoption of sales promotion technique for proper business functioning. Based on the business information Form of organisation i.e sole proprietorship, partnership, private limited company and public limited company are dependent on marketing practices like problems in marketing of products,adoption of sales promotion and is independent of technique channel of distribution for proper business functioning. Based on the business information Location of Unit i.e inside town and industrial estate depends on channel of distribution,problems in marketing of products and is independent of adoption of sales promotion.On the note of marketing practices there is need for focusing on cus-

tomer satisfaction and marketing research so that the entrepreneurs should have better customer orientation and customer retention.

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A STUDY ON STRATEGIC DIMENSION OF EMPLOYER BRANDING IN HR PRACTICES

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Abstract

Globalization has brought in several challenges for industries in general and particularly more challenges to industries depending on human resource like the hospitality industry such as hotel, airline and tourism industries. As job opportunities are changing, hospitality industry has to tailor its HR strategies to align with global changes. The study on employer branding will help organizations to know the factors that increase the brand value of the employer. The study is conducted among the internal and prospective employees of one selected hotel in Chennai. Most of the employees have opted to work in this company due to career development. The length of service has significant relationship with company's growth, company's concern towards welfare of employees, overall satisfaction. The overall job satisfaction is related to factors like team work, culture, interpersonal relationship and rewards. Happy employees tend to be committed towards the organization and will also refer the organization as career opportunity. The ultimate aim of employer brand should be to make company the most opted place to work, by the internal employees as well as the prospective employees.

Key words: Employer Branding, Preference of prospective employees, Segmentation of employees

INTRODUCTION

Getting skilled people and retaining such people have become great a challenges for the HR man agers. For this purpose the company has to establish brand for itself. Employer branding is the image of the organization as a 'great place to work' in the minds of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders. The company should make employees satisfied and happy to work in the organization. They should feel proud to identify themselves as the employees of the company. Not only existing employees but also prospective employees should aspire to work in the organization. This has made employer branding and employee engagement become buzz words in the HR circle. The purpose of this study is to analyze the perception of current and prospective employees towards HR practices of one particular company in Chennai so as to know to what extent it is successful in creating brand of its own.

REVIEW OF LITERATURE

Gallup survey (2002) reported that less than a quarter of American workers are fully "engaged" in their work, costing the US economy $300bn (and £50bn in the UK) per year. Gallup surveys in Great Britain, France and Singapore revealed similar findings in 2003. The surveys revealed that more than 80 percent of British workers lack any real commitment to their jobs, with a quarter of those being "actively disengaged," or truly disaffected with their workplaces.

Claudius Konig (2008) **has stated that Employer Branding** Companies need to ask themselves whether

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their employer branding strategy is sending the right signals to stimulate a sustainable business performance. If it is used correctly, employer branding could potentially help to cure the cultural and economic crises.

Liana Cafolla (2008) has done a study on "**How to build an effective employer brand".** In her quest to be an employer of choice, many organizations are recognizing the potential of employer branding as a concept. She has stated that despite the success of employer branding, many companies still fail to accurately measure current performance in recruitment and retention in order to prove brand effectiveness and demonstrate return-on-investment. By measuring the success of employer brand, the HR community can really add value to their businesses.

Thomas, Ramona (2008) has done a research on "Employer Branding for Consultancies". The idea of this research is, that as the characteristics of employees cannot be determined in advance, it is important to initiate a pre-selection by communicating a certain industry-image that functions as a signal of expectations the company has. This signalling via external positioning makes it easier for the prospective employee to select a job that fits to his/her identity and reduces hopefully the number of applications the companies get without decreasing the overall quality.

Vijt Chaturvedi (2007) has written article on "Employer Branding: A Ripple Effect for organizational effectiveness" in which he has stated that employer branding has become prime factor which determines an organization success and future employer brand has overshadowed all other factors such as customers, relationship, PR, networking, two way Communication. This article is aimed to explain the need, importance, process, applicability, and outcome of employer branding.

Robin Jeffrey Katoen Andreas (2007) has done a study to investigate the internal and external determinants, which form an employer brand. The second objective is to gain a deeper understanding of the prioritization of different Talent-Relationship-Management instruments, which are important to build a long-term relationship with talented candidates. Four semi-structured interviews with exceptionally successful companies in the field of Employer Branding have been conducted. The results also indicate that there has rarely been any experience with any of the TRM instruments, while there is a clear opinion in favour of an extension of the concept.

Mr. Harish Bijoor, CEO of Harish Bijoor Consults Inc, has stated that internal branding is all about activation of solutions that can be seen, touched, felt and literally smelt by the employee every single day. Branding from the external perspective is all about top-down branding. Internal branding is a very bottom-up process." Mr. Bijoor works with six companies in this space and says the demand has been increasing over the years. "These are not hit-and-run operations; instead they are activities that are completely on-going (Business line, 2006)

Emma Melin (2005) has done research with the objective to examine the existence of similarities and differences between external and internal employer brand images. The research conducted quantitative surveys about the opinions of students and young professionals regarding recruitment and lifestyle issues. The information collected from their surveys concerning students and young professional was served as reflection of the external employer brand images.

OBJECTIVE OF THE STUDY

- To analyse the perception of current employees' and the prospective employees' towards the organisation.
- To identify the factors that increase job satisfaction of the employees and to analyse the overall satisfaction of the employees with factors related to work and HR activities.

RESEARCH METHODOLOGY

Descriptive research design is used in this study to establish priorities in studying the complete explanation of employer branding and its variables. In this study, primary data is collected by using two sets of well designed questionnaire and these questions are designed in such a way, that they can be calibrated on a likert's five point scale. In this research, statements are used to

measure satisfaction level towards the HR practices, rating of the job factors and the opinion towards the company and work. To measure the reliability of instrument Cronbach alpha is calculated using SPSS. For this set of instrument the alpha value is 0.8235, which means the instrument is reliable. All the employees from Sheraton Park, Chennai were taken as unit and the convenience sampling technique was adopted based on their availability of them. Apart from this the population for the second set of questionnaire is considered as those who are not employed at Sheraton Park, but are looking out for job in the same industry (prospective employees of Sheraton Park). They mostly comprise of the employees of similar industry and the hotel management students. In spite of all persuasion and reminders, the researcher was able to collect only 220 filled in questionnaires out of 230. The scrutiny of questionnaire revealed that 20 questionnaires were not usable as they were not filled completely and hence rejected for further analysis. Finally 100 questionnaires were taken from each set for analysis.

PREFERENCE OF PROSPECTIVE EMPLOYEES

The prospective employees are the people who had applied and were interested to join Park Sheraton. The analysis of data collected from prospective employees reveal the following results.

From the table 1 it is found that 46 percent of the respondents are currently not planning to go for further studies or higher studies. This means that they are surely looking out for job either now or later. This shows that more number of people are interested in taking up a job. The company should target such group of people in promoting their brand, rather than targeting the 37 percent who would be going for further studies. Apart from this the company should focus on the 17 percent who say they will definitely not go for higher studies, and they could form part of the loyal employees. The data in the table 1 also explains that 56 percent of the respondents were looking out for a full time job. It is also seen that 27 percent of the respondents would be taking up their job for full time at the end of the course. These are the two groups the organization should target in order to improve the brand value.

From table 2 it can be inferred that 80 percent of the employees are willing to work in an organization rather than starting their business. This shows the less entrepreneurial qualities of the respondents. It also signifies that company should show enough concern on retaining such group of employees through various attractive offers. Table 2 reveals that 53 percent of the respondents are currently looking out for a job. This is a considerably large number and it shows that there is a need for employment opportunity. This opportunity must be utilized and the brand value of the company can be improved by extending various employment prospects.

From table 3 it is found that 78 percent of the respondents do not have any previous work experience. Whereas 13 percent have 1-2 years experience and 9 percent have more than 2 years experience. This tells that around 22 percent of the respondents have experience of working with different employers. Therefore company should provide attractive offers in order to out beat their previous employers. Similarly satisfaction of the fresher joining the company is also very important.

II: INTERNAL EMPLOYEES' SATISFACTION AND COMMITMENT TOWARDS ORGANIZATION

In order to study about employer branding the existing employees satisfaction and the factors which would create a sense of commitment towards should be analyzed

From table 4 it is found that 55 percent of the employees have opted to work at Sheraton Park for to career development. It is also found that only 4 percent of the respondents have opted for the designation and only 8 percent for pay benefits. This means that these two factors are not found to be attractive. To find out the relationship between length of service and perception of employees about the work and the company, the analysis of variance is used. The null hypothesis for this analysis is "There is no significant impact of length of service of the employees on factors related to company".

Table 1: Plan to do higher studies and Job timing opted by prospective Employees

Plan	Frequency	Percent	Job	Frequency	Percent
Surely	37	37.0	Part time	17	17.0
May be later	46	46.0	Full time	56	56.0
Definitely not	17	17.0	Full time but at the end of the course	27	27.0
Total	100	100.0	Total	100	100.0

Table 2: Nature of Career opted and whether the Respondents Employees are looking out for job

Nature of Work	Frequency	Percent	Response	Frequency	Percent
Work in an organization	80	80.0	Yes	53	53.0
Start your own business	20	20.0	No	47	47.0
Total	100	100.0	Total	100	100.0

Table 3: Previous work experience

Years	Frequency	Percent
Nil	78	78.0
1-2	13	13.0
more than 2	9	9.0
Total	100	100.0

Table 4: Reason for choosing Sheraton Park as a Career option

Reason	Frequency	Percent
Pay benefits	8	8.0
Designation	4	4.0
Brand	22	22.0
Career development	55	55.0
Job profile	11	11.0
Total	100	100.0

Table: 5. Perception about the work and Length of service –Analysis of Variance

Factor	F	Sig
The growth of the company is very important to me	2.736	.048
My company is concerned about my welfare	2.587	.050
Overall I am satisfied with my work	4.003	.010
There is adequate amount of workforce in my department	4.972	.003

Table 6: Length of service at Sheraton park and perception about Company and the work

Length of Service at Sheraton Park	The growth of the company is very important to me	My company is concerned about my welfare	Overall I am satisfied with my work	There is adequate amount of workforce in my department
0-3 yrs	4.41	3.78	3.84	3.70
4-6 yrs	4.75	3.88	3.88	4.00
7-9 yrs	5.00	5.00	5.00	5.00
>9 yrs	4.93	4.40	4.60	4.47
Total	4.52	3.89	3.97	3.85

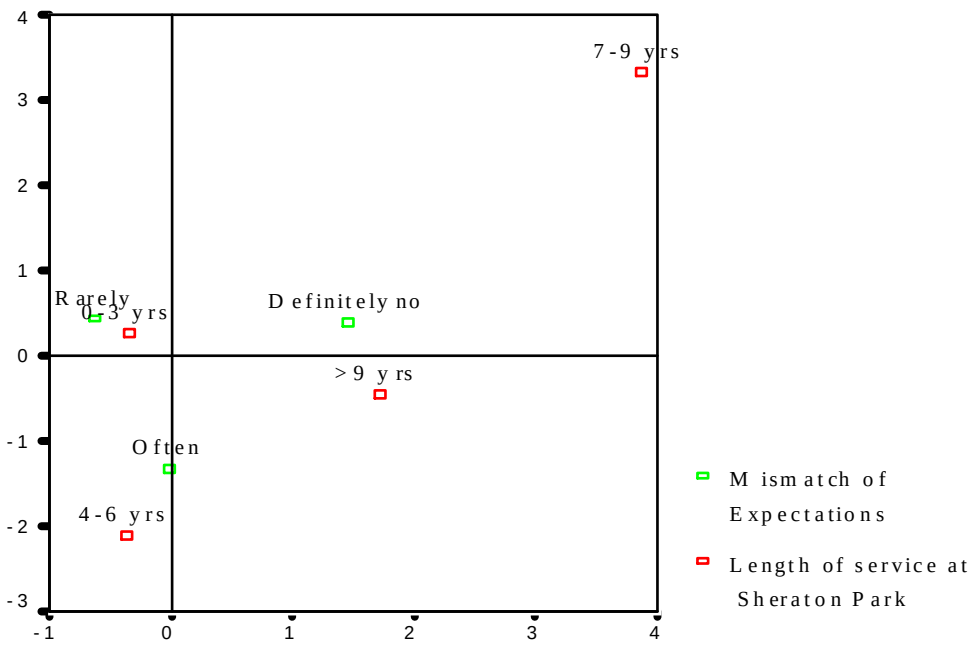
Table 7: Gender difference on the emotional attachment towards the organization

	Gender	Mean	Sig.	t	Mean Difference
I feel as part of the family in my organization	Male	4.17	0.660	.442	.10
	Female	4.07			
I feel emotionally attached to the organization	Male	3.66	0.329	.981	.22
	Female	3.43			
Iam of the opinion that "I grow as the company grows"	Male	4.29	0.527	.634	.12
	Female	4.17			

Table 8: Analysis on the relationship between job factors and overall satisfaction

Factors Related to Job	Correlation	Overall I am satisfied with my work
Receiving supervision and feedback	Correlation	.300**
	Sig. (2-tailed)	.002
Training and development	Correlation	.574**
	Sig. (2-tailed)	.020
Work atmosphere and organizational culture	Correlation	.706**
	Sig. (2-tailed)	.030
Opportunities for career development	Correlation	.481**
	Sig. (2-tailed)	.000
Team work within your department	Correlation	.574**
	Sig. (2-tailed)	.000
Promotion policy	Correlation	.411**
	Sig. (2-tailed)	.000
Rewards and recognition	Correlation	.469**
	Sig. (2-tailed)	.001
Relationship with colleagues	Correlation	.304**
	Sig. (2-tailed)	.002

Figure 1: Association between length of service and the mismatch of the expectations at Sheraton Park



From the analysis it is found that length of service has significance relation with factors such as the company's growth, company's concern towards welfare of employees, overall satisfaction, and adequate amount of work force (as the significant value is less than 0.05). This means that the people who have different level of experience have different level of perception on the all the four statements.

The people who are working in Sheraton for 7-9 years give more importance to growth of company because mean value is high. This means that the people who have longer stay in office have positive perception. Therefore the company should take initiative in retaining the employees in the organization. The people with different level of experience significantly differ on their perception in the statement "my company is concerned about my welfare". The people who have 7-9 years experience have higher level of positive perception than people who have less than 3 years of experience. The mean values clearly indicate that people who have 7-9 years experience have higher level of positive perception about all four statements than people who have less than 3 years experience.

To find out the gender difference on the emotional attachment towards the organization, the independent sample t-test is used. From the analysis it is found that null hypothesis H_0 is accepted since the significance value is above 0.05. This means that gender does not have any influence on the emotional attachment towards the organization where they are working. The difference in the mean between genders is a very low which is 0.1, 0.22 and 0.12. Men tend to have slightly higher emotional attachment with the organization.

To find out the relationship between job factors and overall satisfaction the correlation analysis is used. The analysis shows that overall satisfaction of the respondents has relationship with various factors related to job such as the team work, culture, interpersonal relationship, rewards and promotion policy, career development, training & development, feedback and supervision. The

Table 9: Impact of the job related factors on the mismatch of expectations

Job related factors	F	Sig.
Necessary tools and materials to do your job	1.566	.214
Receiving supervision and feedback	1.670	.194
Training and development	7.217	.001
Work atmosphere and organizational culture	4.826	.010
Opportunities for career development	7.358	.001
Team work within your department	2.128	.125
Promotion policy	.745	.477
Rewards and recognition	5.968	.004
Relationship with colleagues	1.548	.218

Table 10: Length of service and Opinion about other organization

Factor		Length of service at Sheraton Park				Total
Do you feel that another organization will provide the same advantages presented to you like that of Sheraton Park		0-3 yrs	4-6 yrs	7-9 yrs	>9 yrs	
	Yes	25	4		6	35
	Not sure	42	4	1	8	55
	No	9			1	10
Total		76	8	1	15	100

Table: 11: Cluster Analysis on the basis of level of satisfaction on various HR activities

	Cluster		
	1	2	3
Periodic Review	2	4	3
Welfare activities	2	4	3
Attracting talent	3	4	4
Communication channel	1	4	3
Responding time	3	4	3
Retention of best talent	1	4	3
No of Cases	3	60	37

significance level is less than 0.05 for the correlation between these factors and job satisfaction. This means that people who got higher amount of training are satisfied with the job. People perceive that good promotion policy and rewards & recognition will increase the satisfaction of employees.

From the figure 1 it is inferred that there is no mismatch of expectations for those working in the organization for above 9 years. But respondents who have been working for 4 to 6 years in the organization often have mismatch of expectations respondants who have 0-3 years of service very rarely have mismatch of expectations. This means that people were able to work for longer duration because they did not have any mismatch between expectation and reality. People working for longer duration have satisfaction.

From table 9 it is evident that the certain job related factors do create mismatch of expectations during the course of working at the organization. Factors such as work atmosphere/culture, career development, rewards and recognition have created mismatches in the minds of the employees. As the significance value is less than 0.05 the null hypothesis is rejected for above said factors. People who have different level of mismatch are having different level of perception about the training and development and opportunities available for career development in the organization. Hence it can be interpreted that poor training and non availability of opportunities for career development may be cause for mismatch.

From table 10 it can be stated that 35 percent of the respondents are of the opinion that another organization will provide the same facilities and benefits provided to them at Sheraton Park and 55 percent of the respondents say that they are not sure that the benefits will be provided to them anywhere else, and only 10 percent say that no other organization will provide the same benefits as in Sheraton Park. This shows that the company does not provide anything unique and does not distinguish itself from the competitors. Many employees are not sure about the facilities provided by other companies. This makes it clear that people are not aware of the market standards.

III. SEGMENTATION OF EMPLOYEES BASED ON SATISFACTION

Segmentation can be done using cluster analysis based on satisfaction of employees. The employee satisfaction is measured by using various HR activities such as periodic review, welfare activities, attracting talent, communication, response time and retention of best talent.

The entire respondents are classified according to their satisfaction level on HR practices into three categories by using K-Means cluster. The first cluster refers to “not satisfied” because their mean level of satisfaction is less than 3 for many factors and 3 percent of respondents fall under this cluster. The second cluster is “satisfied” cluster because mean level of satisfaction is 4 for many HR practices and around 60 percent of respondents are in satisfied cluster. The third cluster is termed as “neutral cluster” because mean level of satisfaction is three in various HR practices and around 37 percent of the respondents are in this cluster. Majority of the employees are in the satisfied segmentation.

As there are three clusters, 2 discriminants functions can be formed. The Eigen value is very high for function 1. This clearly says that the factors which form function 1 are very important in attaining satisfaction level of the respondents. The Eigen value for function 1 is 3.380 whereas for function 2 it is 0.454, less when compared to the previous. The canonical correlation value shows the correlation between the factors and since it is close to 1 there is positive correlation. When the Eigen value is compared to the Wilk’s Lambda the value for function 1 is less than the Eigen value of function 1. Therefore it is again verified that function 1 is very important. But the Wilk’s Lambda is higher for function 2, even then it is also considered because the level of significance is less than 0.05.

The factors in function are retention of best talent, communication channel, welfare activities, periodic review, attracting talent and the factor in function 2 is the responding time. From the structure matrix the coefficients linear equation can be written as

Table 12: Eigen values and Wilk's Lambda

Function	Eigen value	% of Variance	Cumulative percent	Canonical Correlation
1	3.380	88.1	88.1	.878
2	.454	11.9	100.0	.559
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	.157	174.984	12	.000
2	.688	35.402	5	.000

Table: 13: Structure Matrix

Factors	Function		
	1	2	
Retention of best talent	.762	-.031	
Communication channel	.617	-.542	
Welfare activities	.528	.158	
Periodic Review	.472	-.207	
Attracting talent	.402	.058	
Responding time	.465	.540	

Figure 2: Canonical Discriminant Functions

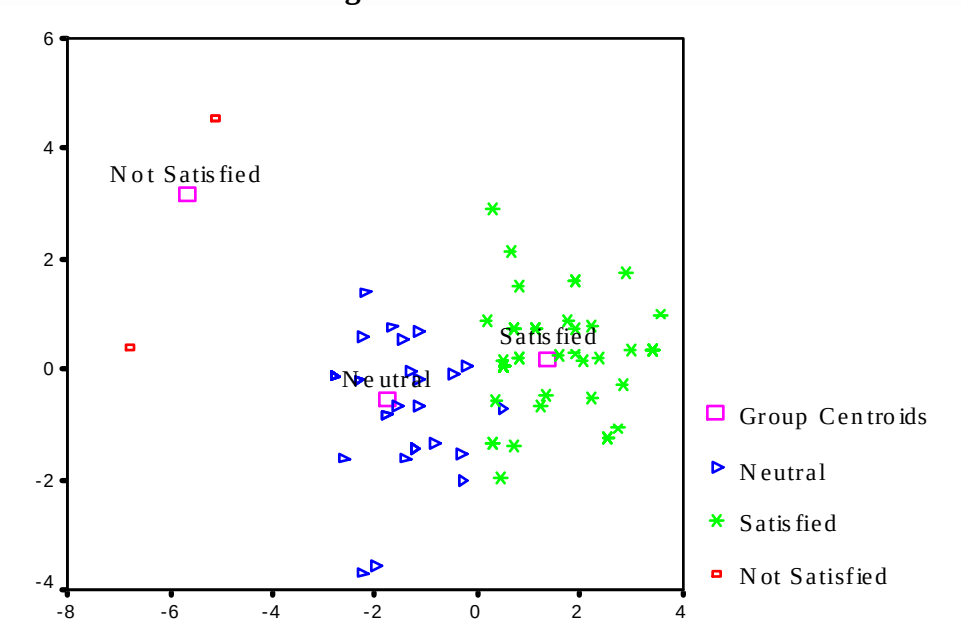


Table 14: Sense of accomplishment and the job factors

Factor	Mean	F	Sig
My work gives me a sense of accomplishment	4.03	6.987	.001

Table: 15: Association between the happiness of the employees and loyalty factors

Factor	Value	df	Sig
How committed are you to long term service at sheraton park	72.553	9	.000
How likely would you be to refer a friend to Sheraton Park as an opportunity to work for	40.620	12	.030

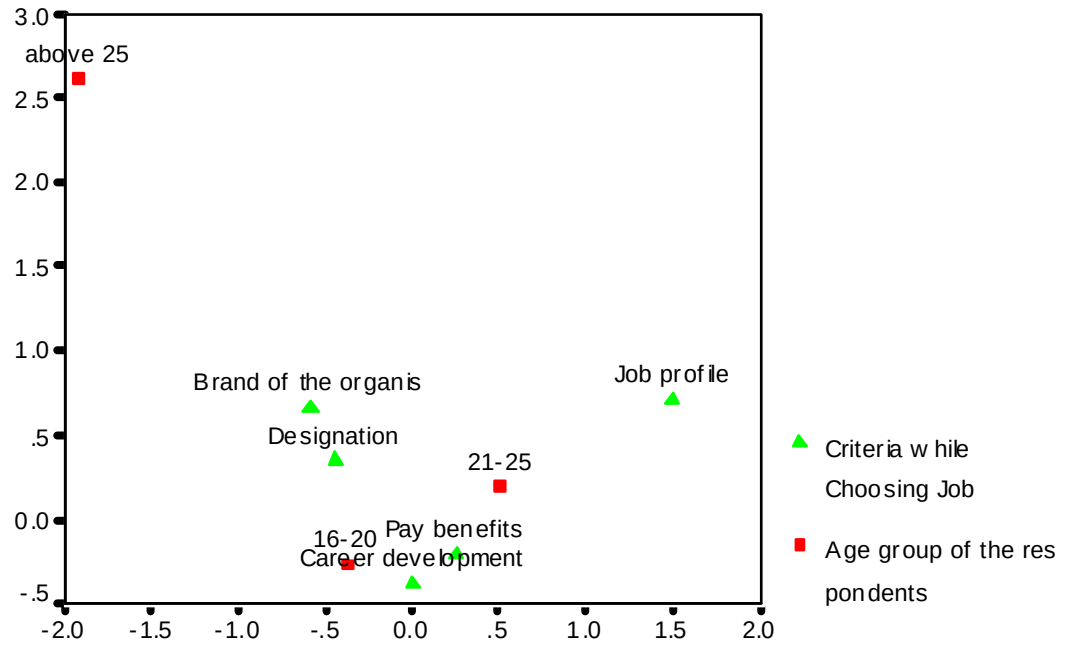
Table 16: Relationship between company's concern and the happiness and commitment of employees

Factors	Correlation	My company is concerned about my welfare
How likely would you be to refer a friend to Sheraton Park as an opportunity to work for	Pearson Correlation	.431**
	Sig. (2-tailed)	.020
	N	100
Would you be happy to spend the rest of your career in this organization	Pearson Correlation	.468**
	Sig. (2-tailed)	.000
	N	100

Table 17: Respondents opinion on the criteria on which the Organization should give importance and basis on which the respondents (prospective employees) chose the job

Importance	Frequency	Percent	Basis	Frequency	Percent
Your career growth	8	8.0	Pay benefits	14	14.0
Performance in company's growth	21	21.0	Designation	18	18.0
Both	71	71.0	Brand of the organization	13	13.0
Total	100	100.0	Career development	47	47.0
			Job profile	8	8.0
			Total	100	100.0

Figure 3: Association between age and basis of choosing the job



Z1= 0.762 * Retention of best talent + 0.617 * Communication channel + 0.528 *

Welfare Activities + 0.472 * Periodic Review + 0.402 * Attracting talent

Z 2 = 0.540 * Responding time

The figure 2 clearly proves that the classification is correct. Not satisfied is in extreme corner. Satisfied cluster and neutral cluster are also significantly located in different places. Satisfied cluster and neutral cluster are different in discriminant function 1 (x-axis).

One-way analysis of variance shows that there is significance relation between the sense of accomplishment and job factors. Since the significance value is less than 0.05 the alternative hypothesis is accepted. This means that the job factors can influence the sense of accomplishment of the employees. When there is a satisfaction on various job factors such as team management, career development, training & development, promotion policy, rewards & recognition and so on the employees have a sense of accomplishment or achievement in their career or at least at the end of the day's work.

From the chi-square test it is found that the alternative hypothesis H_1 is accepted since the significance value is less than 0.05. This means that happy employees tend to be committed towards the organization and will also refer the organization as career opportunity. Happiness can be achieved only if there is job satisfaction and a sense of accomplishment. At the same time the organization must provide to the employees the necessary job related benefits and facilities. The ultimate aim of employer brand should be to make company the most opted place to work, by the internal employees as well as for the prospective employees.

The correlation analysis shows that there lies a relationship between company's concern towards the employees and their likelihood to refer Sheraton Park as a career option, similarly there is a correlation between company's concern towards the respondents and happiness from the side of the respondent to spend rest of his career in the organization. Hence forth the organization must be concerned about the welfare of the individual by listening to their voice and needs.

IV. PERCEPTION OF THE RESPONDENTS (prospective employees)

Opinion is collected from prospective employees on the criteria on which organization should give importance and the basis on which they will be choosing the organization. The collected information is presented in Table 17.

Around 71 percent of the respondents are of the opinion that the organization should give importance to both individual growth and individual performance towards the organizational growth. It should also be noted that 21percent of the respondents have said that organization should give importance to individual performance alone for the organization growth. This could as well mean that these respondents are of the opinion that "I grow as the Company grows". Table 17 also reveals the fact that while choosing a job the first criteria looked upon is career development in the organization, followed by designation, pay, brand of the organization and the least is job profile. Hence the organization should stress on the career development opportunities while recruiting the candidates. But this does not mean making false promises but ensuring that there are necessary opportunities for individual development. Though brand is not looked upon as a main criteria on for an employer, Branding has to be concentrated upon as career development adds score in improving the brand value.

The correspondence analysis shows that respondents falling under the age group of 16 to 20 and 21to 25 have closer association with career development and also pay benefits. As they are fresher while choosing a job, they tend to give more importance to future career opportunities which will in turn provide them with good pay benefits and other facilities too. Respondents of age group 21 to 25 have some association with job profile and the designation provided. On the other hand respondents above 25 years are not associated with any of the factors.

The respondents whose age is between 21 and 25 are more associated towards the fact that importance should be given to both individual growth and

Figure 4: Association between age and the importance given by the organization

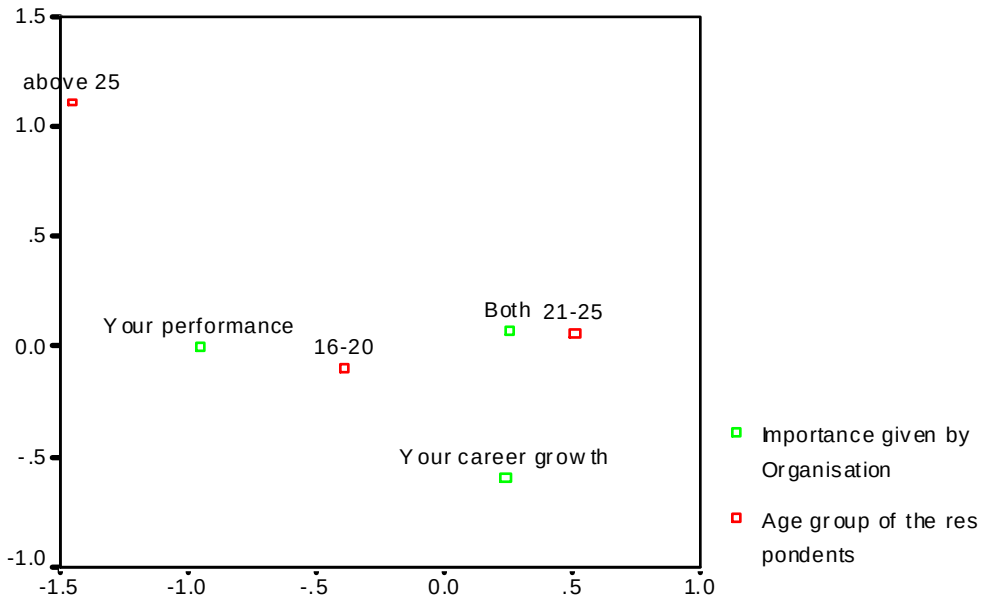


Table 18: Employee's opinion as to how they relate Sheraton Park

Factor	Percent
Good leadership/Management	27
An active organization	27
Good status	22
Best practices/attractive offers	13
Traditional working environment	11

Table 19: Most preferred organization to work with and the reason for its uniqueness

Factor	Reason for choosing a particular organization						Total
		Dynamic Organization	Good reputation	Best practices/Attractive Offers	Working Environment	Dream Company	
Which organization would you prefer working with	Sheraton Park	15	10	7	15	11	58
	Le Royal Meridien	-	1	2	3	-	6
	Taj Coramandel	3	9	1	2	5	20
	Taj Connemara		2	1	-	6	9
	Radisson	2	-	-	5	-	7
Total		20	22	11	25	22	100

Table 20: Most attractive factor to the Respondents

	Existing		Prospective	
Factor	Mean	Rank	Mean	Rank
More welfare measures	3.70	1	3.51	1
Reduced working hours/ Recognition and Rewards	3.69	2	2.98	3
Higher compensation	2.88	3	3.16	2
Possibilities of promotion	2.61	4	2.89	4
A good reference for future career	2.14	5	2.52	5

individual's performance towards the organizational growth. It should also be noted that respondents of age group 16 to 20 are associated to the fact that organization should give importance to individual performance alone for the organization growth.

V. Employer Branding of Sheraton Park

To understand the employer branding of Sheraton park, opinion is collected from existing employees on how they relate Sheraton park and the opinion is collected from prospective employees on the most preferred organization in hotel industry.

From table 18 it is evident that 27 percent of the employees feel that their organization provides good leadership & management and another 27 percent of the employees feel that their organization is an active organization and 22 percent feel that it is having good societal status. Sheraton Park rated as a company with best practices and attractive offers only by less than 13 percent of employees.

In order to analyze employer branding extensively prospective employees were asked to give their preference of organization to work with. Around 58 percent of the respondents prefer to work with Sheraton Park. Around 15 percent of the people have given dynamic organization as the reason for preferring Sheraton Park which is the highest of all the other factors and this factor has scored the highest among all the other hotel brands. Around 11 percent say that Sheraton Park is their

dream company, which should be considered as a boost for the company. Next to Sheraton Park, Taj Coramandel is the preferred place to work with.

Tables 20 reveals the perception of both internal employees and the prospective employees regarding their expectation. The internal employees have ranked more welfare measures as most attractive benefit offered by the present employer. The prospective employees also rate welfare measures as the most attractive benefit provided by Sheraton. The internal employees have ranked reduced working hours as second attractive factor the prospective employees rated that as third important factor because the long working hours and shifts might be applicable only to the existing employees. The prospective employees rank compensation as second where the internal employees have ranked it as third. Possibilities of promotion are ranked as fourth and good reference for the future career is ranked fifth by both the category of employee. These factors should be considered by the organization in strategizing the requirements of the employees in order to build a strong employer brand.

CONCLUSION

According to this study, the organization should focus on prospective employees to improve their brand value by extending various employment prospects to them. Regarding internal employees, most of the employees have opted to work at Sheraton Park due to career development. The length of service has significant relationship with factors like company's growth, company's concern towards welfare of employees, overall satisfaction. Though gender does not have any influence on the emotional attachment towards the organization, men tend to have slightly high emotional attachment towards the organization than women employees. It is also concluded that overall job satisfaction is related to factors like team work, culture, interpersonal relationship, rewards and promotion policy, career development, training & development, feedback and supervision. As the mismatch between expectation and reality diminish for long time workers they feel very satisfied and it is a strategic decision to retain experienced workers for a branded employer. Regarding the level of satisfaction towards various HR activities like retention of best talent, communication channel, welfare activities, periodic review and attracting talent, majority of the respondents are satisfied. Happy employees tend to be committed towards the organization and will also refer the organization as career opportunity. The ultimate aim of employer brand should be to make company the most opted place to work by the internal employees as well as the prospective employees. There is a correlation between company's concern towards the employees and happiness from the side of the respondent to spend rest of his career in the organization. So the company must be concerned about the welfare of the individual by listening to their voice and needs. Though brand is not looked upon as a main criteria, as an employer branding has to be concentrated upon as career development adds score in improving the brand value. In the opinion of the prospective employees, only few people that the company provides best practices/ attractive offers, even though it is the most preferred organization to work for. When compared with other hotels most of the respondents prefer to work with company since they consider it a dynamic organization. The internal employees have ranked more welfare measures as most attractive and prospective employees also go by the same point. Good reference for the future career is ranked fifth by both the category of employees, it should be considered to strategize the requirements of the employees in order to build a strong employer brand.

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Technological Reforms and Mobile Banking in India

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Abstract:

Corporations, the world over are adapting quality banking practices and opting for latest advancements in banking technology. All banks including those, which were cautious in past intend to offer easy access to their banking products and services via Internet with the major distribution and communication channel. The fundamental objective of efficient banking is customer satisfaction. In today's highly competitive environment, where time is considered as valuable as other factors of production, only safe, speedy and cheapest medium of communication can attract a consumer. E-Banking was introduced as a vague desktop access to bank but now it has tremendous applications for banking sector. Global economic slowdown has an impact on work force recruitment and deployment of staff to render basic routine tasks does not make economic sense. Global economic pressure, competition and technological reforms are forcing economies to introduce e-banking solutions: web based corporate/retail banking, m-banking, e-money, electronic transfer of funds, e-billing, e-payments, ATMs, smart cards, even debit and credit cards. On the contrary, e-security of funds with the help of passwords, PIN, TIN, firewall system, traces and detection of transaction are other important aspects of e-banking under regulatory provisions. As a consequence, cash management and e-banking today is not what it used to be in 80's. E-banking began as a passive computer access to bank balances, transactions and easy statement enquiries. M-banking emerged to provide solutions like bank in pocket for consumers as well as bankers in developing economies. Presently e-banking and m-banking both are emerging into complex processes of liquidity management through numerous advanced techniques. Today we have access to mobile banking, m-payments, sms banking, net-banking but the number of on-line banking transaction is still gloomy. Banks are using their websites and safe portals for easy and efficient CRM practices. Commercial banks in the Western countries realised the tremendous potential in providing cash management services to improve their profitability and quality. In a report titled 'The Future of Wholesale E-Banking: The Portal' which was published by Celent Communications it was projected that by 2003, 40 per cent of the top 100 US banks will be offering 'Advanced Internet Portals' to their business customers. The prediction was also true in Indian context as the number of on-line transactions by various banks is increasing every day. The banking sector displays wider scope for bankers as the number of persons who use online banking, ATMs, mobile banking, net banking is still not more than 50% of the total population in our country. Web 2.0 is a drastic change in mobile banking along with e-governance initiatives taken by public sectors banks in India. The 2.7 billion adults in developing economy are considered as financially excluded and where more than 4 billion people are mobile users. In a largest democracy rural people cannot accesses desktop due to various barriers and mobiles are alternative of easy internet banking. This paper will present an overview of mobile banking practices in India along with its future and advantages.

Key words: e-banking, m-banking, EFT, NEFT, e-money, PIN, TIN their corporate structure.

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Introduction

Mobile banking has come to occupy an impor tant place in Indian banking in a very short span and is further expected to provide much needed platform for taking banking to the unbanked masses in the largest democracy. The reasons may be low cost, handy, fast, efficient and easy to operate mobile devices compatible with numerous local languages. Mobile banking allows customers to conduct financial / non-financial transactions on mobiles. Mobile banking is also known as m-banking and SMS banking is a term of performing balance checks, monetary transactions and bill payments via a mobile device. Mobile banking today (2007) is most often performed via websites, SMS, applications, recorded calls but can also use special programs that can be downloaded to the mobile device by customers for safe banking. Mobile banking refers to provision and obtainability of banking and other similar financial services with the help of mobile telecommunication devices. M-banking is an array of banking solutions and entirely different from m-commerce. The term Mobile commerce (M-commerce) was coined towards the end of 1990's soon after the term 'Mobile Internet' was introduced and both are wide terms used for various clustered services. M-commerce certainly involves e-commerce transactions (OECD, 2002; Veijalainen, 2003), where a mobile terminal and a wireless network are used to conduct them. Most of the m-commerce transactions are possible via m-banking, m-transaction or m-payments (such as buying a book) performed using a workstation and wired network, but the limitations of the smart phones/PDAs, for instances user interface limitations, are such that it is not always attractive to perform typical internet e-commerce transactions on them. With the introduction of web 2.0 and 3.0 the transaction and processing of mobile internet is now user friendly, easy and faster. Mobile Commerce has staged a remarkable comeback in Indian scenario because of rural penetration and financial inclusion banking schemes. Rising from the ruins of a failed first stint, it has surprised many professionals busy writing its obituaries and disadvantages of m-banking. M-commerce is slowly, but surely, showing signs of a healthy recovery especially after modern age mobile technology, android, smartphones, widows mobiles and devices.

1.2 Some Technological Reforms in Banking

For understanding mobile banking we need to understand various technological breakthroughs in e-banking such as e-money, EFT, ATM, web-banking or e-banking, corporate e-banking etc.

E-money

E- money is an electronic medium in which the users can simply transfer payments from their bank accounts to another account electronically and securely over the internet. E-money exists in two popular forms one is plastic card with microchips called smart card and other in soft form called e-cash. Therefore credit card, debit card, visa/master card, smart card, electronic fund transfer, automated clearing house, e-cash, e-currency, digital currency are various known types of e-money. There are three popular e-payment modes trusted third parties, National Electronic Fund Transfer (NEFT)-related type and digital cash or e-money.

Electronic Fund Transfer and ATM

In simple words e-banking facilitates Electronic Fund Transfer (EFT) and Automated Teller Machine (ATM) exclusively for financial transactions. E-payment is also a facility that allows payments via internet or telecommunication system with the support of wired or wireless networks. In other words e-payment is online financial exchange between buyers and sellers. National Electronic Fund Transfer (NEFT) is a nation-wide payment system facilitating one-to-one fund transfer. Individuals, firms and corporates having an account or not (walk-in customers) can electronically transfer funds to individuals, firms and corporates in any other branch in the country but the branch must be NEFT-enabled. Real Time Gross Settlement (RTGS) is continuous settlement of funds transfers individually on an order by order basis (without netting).

Expansion of E-banking Services

E-banking is also known as online banking, cyber banking, home banking, virtual banking, m-banking, internet banking, phone banking and includes various banking activities that can be conducted from anywhere instead of a physical bank location. E-banking is becoming a driving force for good cash management it is a conscious process of knowing when, where, and how a company's cash needs will occur; knowing what are the best sources for meet3.0 will provide personalized feelings to customers by use of social media and real time interaction with customers. Also customer friendly features like: privacy, identification, confidentiality, real time queries, problem solving, demonstration will be possible.

Modern e-banking

E-banking includes the system that enables financial institution customers, individuals or business, to access accounts, transact business or obtain information on financial products and services through a private or public network, including the internet (Chai Lee Goi, 2005). Never the less World Wide Web opens a new channel for delivering services to corporate clients and helps these institutions in removing cumbersome and expensive paper processes. It is significantly cheaper and much more flexible. With the Internet, large multinational companies that always used EDI can save more money by eliminating the old systems like expensive private networks and expand reach to include more businesses on the supply chain. Small-to-medium size companies, too, can conduct business-to-business transactions. The Internet simply provides a two-way electronic linkage that never existed before. E-banking offers a wide array of electronic services for banking such as Efficient customer services, Innovative banking services, e-Supply chain management, e-Information systems, e-Asset management, e-Liability management, e-Credit management, Forex, MIS, Security and Knowledge management, Frauds and Anti money laundering norms and taking corrective actions.

The Indian banking system should remain fundamentally strong when global financial slowdown is challenging economies. It is predicted that no financial devastations occur here at home because of some important facts of recovery period are presented after political stability. A comparison of figures of 2007 and 2014 is briefed here :- **Electronic Fund Transfer** was **1,40,326 Crores** (2007 - 08) and **Credit Card Payments** were **57,958 Crores** (2007 - 08) within a span of 6 years the NEFT Outward Debit was **3871.54 million** and received Inward Credit was **3871.54 million** in 2014**.** The total ECS debit value was **170,298,296,151.01** million and total ECS debit value was **113,407,499,963.98** million in the year 2014.

A number of banks in India are offering wide-ranging cash management services to their corporate clients all three categories of banks *viz.*, nationalised banks, private banks, and foreign banks operating in India are active in the cash management segment. SBI, PNB, ICICI Bank, GTB, HDFC Bank, Centurion Bank and Vysya are taking lead in e-banking solutions for improving their banking day by day. The mobile banking transaction data is provided in the last section of this paper. (Table-1)

1.3 Prerequisites of Mobile banking

Mobile telephony and digital connectivity in remote areas could be the answer to the problem of financial inclusion of unbanked masses. There are 87.34 crore mobile connections in the country of which 35.11 crore are in the rural areas. (source IBID) New RBI guidelines permitted to offer mobile banking services in India and mobile banking policies in India aim to enable funds transfer from an account in any bank to any other account in the same or any other bank (inter-operability) on a real time basis (Source RBI reports) irrespective of the mobile network the customer has subscribed to. Unfortunately steady banking and limited branches are another drawback for fund transfers in remote areas. Therefore, netting and mobile internet must be projected as a remedial measure for small traders, individual proprietors, SSIs, agriculture retailers and rural entrepreneurs as they are also crucial and form majority of unbanked population. It is imperative that the method used for mobile banking should be secure and should ensure confidentiality, integrity, authenticity and non-

repudiability. Mobile banking services can be deployed using any of the following communication modes:

(i) Interactive Voice Response (IVR)

(ii) Short Messaging Service (SMS)

(iii) Wireless Access Protocol (WAP)

(iv) Stand-alone Mobile Application Clients (Mobile Apps)

(v) Unstructured Supplementary Service Data (USSD)

(vi) Using SIM tool Kit (STK)

1.4 Research Methodology and Design

The main objective of this descriptive study is to elaborate status of m-banking in particular. For achieving this main objective few important objectives of the research are framed as described below:

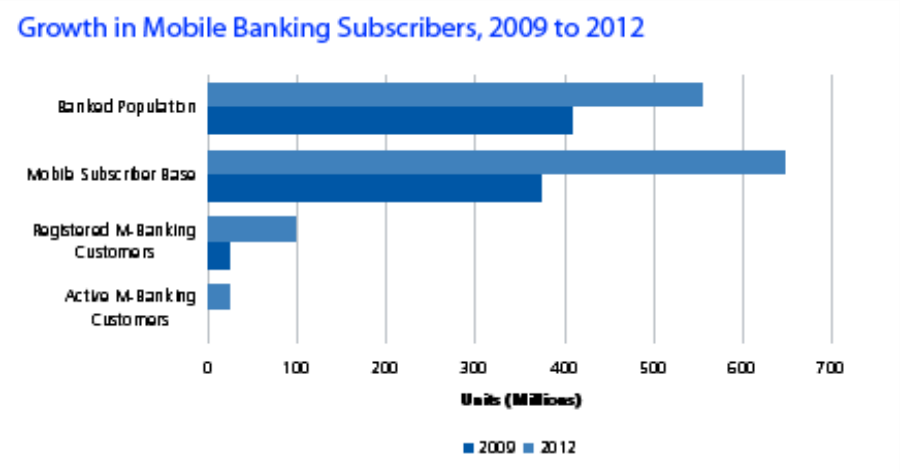
- To analyse advantages and disadvantages of m-banking in India
- To elaborate m-banking strategies adopted by Indian banks
- To discuss various m-banking solutions offered by Indian banks
- To explore new changes in m-banking in India

Sources of data collection

The researcher has collected secondary data very carefully as the authenticity of data increases reliability, usefulness, validity, accuracy and importance of descriptive analysis. Secondary data is collected from published sources such as Books, Bank Reports, Web sources, Journals, Magazines etc. Some unpublished information collected from officers and records of banks, research papers, seminars and workshops. References are incorporated at the end for supporting the secondary data.

1.5 Status of e-banking and m-banking in India

Mobile banking in India is in a budding stage, with the high penetration of mobile phones acting as a growth driver. India's existing mobile phone user base consists of approximately 347 million users, including 73 million rural users (2011). Celent expected the mobile banking active user base to reach 2% by 2012, up from the current 0.2%. Mobile banking today is most often performed via SMS or the Mobile Internet but can also use special programs called clients downloaded to the mobile device. Mobile Banking refers to provision and availment of banking- and financial services with the help of mobile telecommunication devices. In a report on 'Indian Mobile Banking: Unexplored Opportunity', Celent examines the potential for mobile banking growth in India's urban and rural markets. Mobile banking was



earlier free of cost to encourage customers to adopt this new channel and at present nominal changes are paid by customers. Despite this, the registered user base is only 25 million people, and the active user base is only 10% or 2.5 million of registered user base. One major reason for the current low adoption of mobile banking, especially among the urban population, is the availability of alternative modes of banking, such as accessibility to ATMs, online banking, etc. Additionally, there are security concerns about mobile banking among Indian customers and of course internet banking is free. (A report on Indian Mobile Banking by Prathima Rajan Celent analyst)

Mobile payments have evidenced better usage among youth. The young (16-25 years of age) unbanked, urban working population are tech-savvy and present short-term potential for the growth of mobile banking in India. Whereas mobile penetration and mobile internet accessibility in remote areas at low cost data packages are attracting rural population.

Sources: A report on 'Indian Mobile Banking: Unexplored Opportunity'

Rural India is a huge and challenging market to reach, explore and penetrate thus service providers need to develop a long-term strategy to serve this untapped market. Many banks have initiated pilot projects, because banks consider mobile banking to be one of the cheapest ways to reach the roads less traveled. India has close to 600,000 villages, making it nearly impossible to establish brick and morter banks everywhere and with 35.11 crores mobile users' internet banking or mobile banking is the way to financially include the unbanked population. The report analyses urban and rural India as two distinct markets requiring different products, different service offerings, networks, and technology. The report also highlights possible opportunities and limitations, providing suggestions for overcoming market constraints. It gives examples of the experiences of foreign countries where mobile banking has already proven successful, which will help Indian service providers develop similar strategies.

The Banks are forging ahead with cutting edge technology and innovative new banking models, to expand its Rural Banking base, looking at the vast untapped potential in the hinterland and proposes to cover 100,000 villages in the next two years. It is consolidating its global treasury operations and entering into structured products and derivative instruments. Today, the State Bank of India is the largest provider of infrastructure debt and the largest arranger of external commercial borrowings in the country. It is the only Indian bank to feature in the Fortune 500 list. The Bank is also changing outdated front and back end processes to modern customer friendly processes to help improve the total customer experience and offering mobile baking solutions and leading in on line transactions (annexure-II). With about 8500 of its own 10000 branches and another 5100 branches of its Associate Banks already networked, today it offers the largest banking network to the Indian customer. The Bank is also in the process of providing complete payment solution to its clientele with its over 8500 ATMs, The bank offers a totally technology-driven cash management product, based on the satellite-linked SBI FAST (for Funds Available in the Shortest Time) platform that connects 120 centers spread across the country.

1.6 Scope and opportunities of m-banking

The scope of offered m-commerce activities and mobile services may include facilities to conduct bank and stock market transactions, to administer accounts and to access customised information The common features of mobile banking fall broadly into several categories: Transactional such as performing a financial transaction or an account to account transfer, paying a bill, funds transfer between a customer's own checking and savings accounts, or to another customer's account, apply for a loan, new account, Issue of Drafts/ pay order. Electronic bill presentment and payment (EBPP), Investment purchase or sale, Loan applications and transactions, such as repayments, Non-transactional like, check links, Bank statements, issue of Cheque Book, Financial Institution Administration features allowing the financial institution to manage the online experience of their end users. ASP/Hosting Administration features

allowing the hosting company to administer the solution across financial institutions.

Features commonly unique to business banking include Support of multiple users having varying levels of authority, transaction approval process Fund transfer. Features commonly unique to Internet banking include personal financial management support, such as importing data into a personal finance program. Some online banking platforms support account aggregation to allow the customers to monitor all of their accounts in one place whether they are with their main bank or with other institutions.

Recent Advancements

Initiative has been taken for developing Mobile Payment Framework specific to India along with Mobile Payment Forum of India. A mobile payment certification lab has been initiated at IIT Madras, to promote standards for interoperability and to facilitate existing proprietary mobile payment systems adhere to the guidelines issued by RBI. e-Payments with digitally signed authorizations for processing through NEFT (National Electronics Funds Transfer), Real Time Gross Settlement System(RTGS) or Direct Credit through Core banking. This has been successfully extended to all PAO's of the Ministry of Agriculture. e-Samarth, a G2E application, has been developed and implemented successfully and makes centrally available the GPF ledgers, annual statements and bill status of all employees. COMPACT Ver.6.0 (Computerization of Accounts) and New Version of CompDDO for management of receipt and payment functions of Drawing and Disbursing Officers, to generate all kinds of Bills with electronic interface with COMPACT and Banks had been released after incorporation of the 6th Pay Commission changes.

1.7 Limited Internet Service Provides for E-banking

In India, access to the primary Internet service provider, VSNL's gateway, is via dial-up connections in the 19 cities where nodes are located, and access speeds are usually sufficient to allow access to Internet with graphical browsers, but sometimes could be as low as 14.4 kbps. The Department of Telecommunications (DoT) extends this network to 20 further cities, but for 4,300 other towns and cities, access to the Internet is through DoT's I-net service, which is generally limited to 2.4 Kbps connections. Corporates are requesting that their banks capture rich information with all required validation, so this information can be directly uploaded into the relevant systems at both the bank and the corporate. The connectivity available may demand that such information be captured off-line, and then mailed to the bank for further upload into the bank's systems on a deferred basis. Considerable technology and process development is taking place, to improve the workflow and efficiency of the coordinator process. Most of this work is being done by banks independently rather than through industry forums, and is seen by the banks as a competitive edge in the business. Requirement for STP Versus Available Settlement Options Large corporates are increasingly demanding their cash management banks to provide them with end-to-end STP services. STP at various stages in the transaction life-cycle. Strong integration tools. Despite a host of available electronic clearing systems in India (RTGS, EFT, ECS etc), over 95 per cent of corporate settlement is still paper-based. One of the key challenges that CFOs of large corporates have to deal with is information reconciliation in an electronic payments cycle. In the traditional paper-world, payment related information (such as invoice number, subscription number etc) is carried to the beneficiary along with the cheque, which helps the seller reconcile his account. In an electronic payment medium, information to the seller comes from two completely independent sources, from the buyer through a fax or mail advising the seller of the payment, and through the credit in the seller's bank account statement. Reconciling these two items is a difficult task, and although large corporates are pushing their dealers to transact with them electronically - through a host of customised interfaces and processes - this challenge will need to be addressed at an industry level to move forward in a more comprehensive manner. From an internet banking perspective, large Indian corporates have begun processing payment file uploads directly into the cash management systems of private

and foreign banks, using host-to-host connectivity or an Internet banking front-end. Most of these transactions are for vendor payments and salary payments. For salary transfers, most transactions utilise the internal funds transfer capability of the core banking system of the bank. Most vendor payments still go through the check outsourcing route, where the bank prints cheques for its corporate customers, and then hands them over to the beneficiaries or the clients themselves. To obtain added levels of security, some corporates are demanding digital signatures and non-repudiation mechanisms, a trend which is predicted to grow. The larger corporates are beginning to feel comfortable exposing web services on their ERP for bank systems to in turn pass on information to their systems. This means the ERP system obtains feeds from the cash management systems of the banks, to automatically reconcile transactions. Point of Transaction (Pot) terminal is another option to transact cash electronically without telephone line and without electricity (operated with the help of chargeable battery) for the time being but for updating and upgrading transaction the devices need to be connected to net regularly.

Internet and Corporate M-banking Strategy

As a result of the advent of the Internet, banks and m-banking other Financial Institutions are rethinking their corporate banking strategy. Small-to-medium size companies, too, can conduct business-to-business transactions. The Internet simply provides a two-way electronic linkage that never existed before. So, banks can now offer a trusted solution to their corporate customers via the low-cost delivery channel *i.e.*, the Internet. And corporations will enjoy the ability to manage cash held by their strategic banking partners in real time via a secure, efficient, Web-enabled communication system. The expected shift in volume from paper-based transactions to electronic ones would determine the path of future technology investments in banks and orient it towards electronic payment delivery systems. This shift is also driven by banks' perception that electronic transactions contribute higher margins than paper-based transactions.

Electronic Communication with a Bank

The first challenge facing a treasury is how to communicate electronically with a bank, although this is often dictated by cost limitations, security concerns and the infrastructure peculiarities of different countries. It is likely that the company itself may be lacking the necessary expertise to choose an effective and appropriate form/format/language of communication where the company needs banker's advice.

Economic Considerations

Costs associated with the new services do pose a challenge to small and medium companies. A host-to-host connection is a sophisticated, direct, two-way link between the bank's and the customer's computers, which is expensive to set-up and maintain. However, it is highly automated and allows the corporate to use more of the banks' services. Small companies, unfortunately, may not be able to afford host-to-host connection. Concerns associated with high costs may be effectively addressed once the Internet's security apprehensions have been resolved.

Security in m-banking

Protection through single password authentication, as is the case in most secure Internet shopping sites, is not considered secure enough for personal online banking applications in some countries. Basically there exist two different security methods for online banking. The PIN /TAN system where the PIN represents a password, used for the login and TANs representing one-time passwords to authenticate transactions. TANs can be distributed in different ways, the most popular one is to send a list of TANs to the online banking user by postal letter. The most secure way of using TANs is to generate them by need using a security token. These token generated TANs depend on the time and a unique secret, stored in the security token (this is called two-factor authentication or 2FA). Usually online banking with PIN/TAN is done via a web browser using SSL secured connections, so that there is no additional encryption needed. Signature based online banking where all transactions are

signed and encrypted digitally. The Keys for the signature generation and encryption can be stored on smartcards or any memory medium, depending on the concrete implementation.

1.8 Trends in mobile banking

Over the last few years, the mobile and wireless market has been one of the fastest growing markets in the world and it is still growing at a rapid pace. 35% of online banking households will be using mobile banking by 2010, up from less than 1% today. Upwards of 70% of bank center call volume is projected to come from mobile phones. Mobile banking will eventually allow users to make payments at the physical point of sale. With mobile technology, banks can offer a wide range of services to their customers such as doing funds transfer while travelling, receiving online updates of stock price or even performing stock trading while being stuck in traffic.

1.9 mobile banking models and coverage

Two popular mobile banking models are practice in our country

Bank based model

The most conventional form of m-banking is the bank-based model. In this model, banks make some of their services available through the use of a mobile device, entering into an arrangement with the mobile operator to offer their services either through text messaging or more elaborate smartphone applications. This allows customers to conduct a specified range of financial transactions without having to go to a physical bank facility.

Non-bank based model

Under a non-bank based model, a formal bank typically only serves as a holder of deposits. The primary entity or operating unit managing the customer relationship is a non-banking entity. Most often this is a mobile operator This model seeks to overcome the barriers that prevent the establishment of formal banks in developing economies; including remoteness, significantly high banking costs, and a lack of customer education and knowledge about financial services—by decoupling financial services from the traditional banking providers. (source ITU/GSR discussion report 2011)

Other Mobile banking business models

Wide spectrum of Mobile/branchless banking models are evolving. Mobile banking is being used to attract low-income populations in often rural locations, the business model will depend on banking agents, i.e., retail or postal outlets, process financial transactions on behalf of banks. The banking agent is an important part of the mobile banking business model since customer care, service quality, and cash management will depend on them Models differ primarily on the question that who will establish the relationship (account opening, deposit taking, lending etc.) with the end customer, the Bank or the Non-Bank/Telecommunication Company Bank focused Model.

Mobile banking covers three broad areas of services

- Mobile Accounting
- Mobile Brokerage
- Mobile Financial Information

Mobile Accounting

Mobile Accounting are transaction-based banking services that revolve around a standard bank account and are conducted and/or availed by mobile devices. Not all Mobile Accounting services are however necessarily transaction based. Mobile Accounting represents basically that part of Mobile Banking which deals with utilising account-specific banking services of non-informational nature via mobile telecommunication devices. Mobile Accounting services may be divided in two categories to differentiate between services that are essential to operate an account and services that are essential to administer an account. Additionally, services are required that inform a customer of transactions and other activities involving his or her account. It is for this reason that Mobile Accounting is offered almost invariably in combination with services from the field of Mobile Financial Information, Account Operation Account Administration, Money remittances and transfers Access administration, Standing orders for bill payments Chang-

ing operative accounts Money transfer to sub-accounts Blocking lost cards

Subscribing insurance policies Cheque book requests etc.

Account Operation

The term Account operation, as used in this study, refers to activities that involve monetary transactions. Such transactions may involve an external account, e.g. when paying bills, or an internal (sub-) account, e.g. when transferring money from own savings account to own securities account held with the same bank. Mobile services that are used to operate an account are:

1. Money remittances: Mobile devices may be used to instruct the bank to remit money in order to conduct one-time transactions, such as paying bills or transferring funds. This service can also include the facility to cancel an ordered remittance.

2. Issue standing orders for bill payments: The house bank may be entrusted with standing orders for payment of regularly recurring bills, e.g. payment of monthly rent or telephone bill.

3. Transfer funds to and from sub-accounts: Funds from one sub-account may be transferred to another as and when needed, for instance from savings account to securities account.

4. Subscribing insurance policies: Standardised, low-cost insurance policies, e.g. a travel insurance policy may be purchased via mobile devices.

This service could be particularly attractive in time-critical situations, for instance if a bank customer has to set out on an urgent, unplanned journey, he may still be able to subscribe to a travel insurance policy offered by his house bank.

Account Administration

The term Account Administration, as used in this study, refers to activities that are undertaken by an account-holder to maintain his or her account. This may involve activities like access administration and cheque book requests. Mobile Accounting services that are used to administer the account are:

1. Access administration: Mobile devices may be used to administer the access to an account, e.g. to change the individual PIN or to request new Transaction Numbers (TAN).

2. Change operative accounts: Through this service a customer can change his default operative account and do transactions using a different account. This option is attractive for customers holding several sub accounts. Funds of sub-accounts may be hereby utilised in a targeted manner without first transferring the amount to the default account.

3. Blocking lost cards: Mobile non-voice telecommunication systems (e.g. WAP, SMS) can be used round the clock to speedily block lost credit and debit cards irrespective of the current geographic location.

4. Cheque book request: Customers using cheque books can order new cheque books via mobile devices, as and when required.

Mobile Brokerage

Mobile Brokerage, in the context of banking and financial services, refers to intermediary services related to the stock exchange centre, e.g. sale and purchase of stocks, bonds, funds, derivatives and foreign exchange among others. Mobile Brokerage, thus, refers to mobile financial services of non-informational nature revolving around securities. Mobile Brokerage, too, may be divided in two categories to differentiate between services that are essential to operate a securities account and services that are essential to administer that account. As is the case with Mobile Accounting, Mobile Brokerage requires informational services in order to facilitate brokerage activities. For this reason, Mobile Brokerage is invariably offered in combination with services related to Mobile Financial Information.

Mobile Financial Information

refers to non-transaction based banking- and financial services of informational nature. This sub-application may be divided into two categories Account information and Market information generally used by corporates and financial agents.

Security Concern

Most of the attacks on online banking used today are based on deceiving the user to steal login data and valid TANs. Two well known examples for those attacks

are, phishing and pharming. Some other forms of attacks are, Cross-site scripting and Key loggers, Trojan horses can also be used to steal login information. A method to attack signature based online banking methods is to manipulate the used software in a way, that correct transactions are shown on the screen and fake transactions are signed in the background. There exist several countermeasures which try to avoid attacks. Digital Certificates are used against phishing and pharming, the use of class-3 card readers is a measure to avoid manipulation of transactions by the software in signature based online banking variants. To protect their systems against Trojan horses, users should use Virus Scanners and be careful with downloaded software or e-mail attachments.

Other Services

Portfolio management services, Real-time stock quotes, Personalized alerts and notifications on security prices. Status of requests for credit, including mortgage approval, and insurance coverage, Check (cheque) book and card requests ,exchange of data messages and email, including complaint submission and tracking ,ATM Location. Mobile banking can offer services such as the following: Account Information, mini-statements and checking of account history, alerts on account activity or passing of set thresholds, monitoring of term deposits, access to loan statements, access to card statements, mutual funds / equity statements, insurance policy management, pension plan management, status on cheque, stop payment on cheque, payments, deposits, withdrawals, and transfers, domestic and international fund transfers, micro-payment handling, mobile recharging, commercial payment processing, bill payment processing, peer to peer payments, withdrawal at banking agent, deposit at banking agent. There are some services such as portfolio management services, real-time stock quotes, personalized alerts and notifications on security prices. Support services such as Status of requests for credit, including mortgage approval, and insurance coverage, exchange of data messages and email, including complaint submission and tracking ATM Location for withdrawals.

Process Flow

Registration of Customer and getting user ID and password, Downloading of application in the mobile by sending SMS to Banks site Especially for clients in remote locations (financial Inclusion), it will be important to help them deposit and withdraw funds at banking agents, i.e., retail and postal outlets that turn cash into electronic funds and vice versa. The feasibility of such banking agents depends on local regulation which enables retail outlets to take deposits or not. A specific sequence of SMS messages will enable the system to verify if the client has sufficient funds in his or her wallet and authorize a deposit or withdrawal transaction at the agent. When depositing money, the merchant receives cash and the system credits the client's bank account or mobile wallet. In the same way the client can also withdraw money at the merchant: through exchanging SMS to provide authorization, the merchant hands the client cash and debits the client's account.

1.10 CHALLENGES IN MOBILE BANKING

1. Interoperability issues arise due to different protocols being used HTML, WAP, SOAP, XML. Different types of mobile phone devices pose a big challenge for banks to offer mobile banking solution on any type of device. Some of these devices support J2ME and others support WAP browser or only SMS.

2. Scalability and Reliability Challenge for the CIOs and CTOs of the banks is to scale-up the mobile banking infrastructure to handle exponential growth of the customers, need to ensure that the systems are up and running in a true 24 x 7 fashion. As customers will find mobile banking more and more useful, their expectations from the solution will increase. Banks unable to meet the performance and reliability expectations may lose customer confidence. Systems which enable quick and secure mobile enabling of various banking service

3. Application distribution: Bigger challenge is regular upgrade of their mobile banking application. To facilitate the mobile application itself checks the upgrades and updates and downloads necessary patches (so called updates). Other important Issues are to implement this

approach such as upgrade / synchronization of other dependent components.

4. Personalization: It would be expected from the mobile application to support personalization such as Preferred Language, Date / Time format, Amount format, Default transactions, Standard Beneficiary list, Alerts

Conclusion

With a highly technology savvy talent in the country, India can outshine others without much difficulty. There are several exciting new opportunities for both user and provider in the m-banking arena. E-banking worldwide is constantly evolving to meet the needs of the corporate treasurer, take advantage of new technology and support customers as they move into new markets. This is important to make the electronic payments medium the preferred choice for the bulk of the small and medium enterprises segment. Significant investment and effort will also be required by large agencies such as the DoT to improve connectivity and network bandwidth, as well as from industry leaders like SBI to transform and revolutionize the m-banking strategies. The unbanked population can be tapped via m-banking solutions by offering three core services via m-banking easy electronic fund transfer in local language, quick bill payments, easy loan facility/ deposits through no frill accounts.

Annexures

Table -I

Bank-wise Mobile Banking Transactions data for the month of January, 2014

S. No.	Bank Name	Volume (actual)	Value (in Rs.'000)
1	A P MAHESH CO-OP URBAN BANK LTD	123	1062.00
2	ALLAHABAD BANK	3636	11434.54
3	ANDHRA BANK	18529	36113.23
4	AXIS BANK LTD	1292326	3996066.00
5	BANK OF BARODA	51728	195717.00
6	BANK OF INDIA	43	27.00
7	BANK OF MAHARASHTRA	356	1213.52
8	BASSEIN CATHOLIC CO-OP. BANK LTD	192	1950.05
9	CANARA BANK	30887	70120.00
10	CENTRAL BANK OF INDIA	748	2222.71
11	CITI BANK	224904	1323897.01
12	CITY UNION BANK	1707	8019.38
13	CORPORATION BANK	12160	72940.00
14	DENA BANK	1276	9164.00
15	DEVELOPMENT CREDIT BANK LTD	1510	10885.19
16	DHANLAXMI BANK LIMITED	283	1245.60
17	DOMBIVALI NAGRIK SAHAKARI LTD	313	1642.59
18	FEDERAL BANK LTD.	32427	50330.57
19	FIRST RAND BANK	20	83.50
20	GREATER BOMBAY CO.OP BANK LIMITED	3060	8184.00
21	HDFC BANK LTD.	290605	5357196.86
22	HSBC	2500	88066.00
23	ICICI BANK LTD	1493608	6197486.00

24	IDBI LTD.	1480	6209.26
25	INDIAN BANK	5483	6812.83
26	INDIAN OVERSEAS BANK	376	1281.56
27	INDUSIND BANK LTD	5922	30294.66
28	ING VYSYA BANK LTD.	2459	42488.56
29	JAMMU AND KASHMIR BANK	94	346.00
30	JANTA SAHAKARI BANK PUNE	80	530.69
31	KARNATAKA BANK LTD	16990	31248.06
32	KARUR VYSYA BANK LTD	10659	55750.62
33	KOTAK MAHINDRA BANK LTD	188745	2591196.30
34	LAXMI VILAS BANK LTD	349	1009.38
35	MEHSANA URBAN CO-OP. BANK LIMITED	263	2374.99
36	NKGSB CO-OPERATIVE BANK LIMITED	100	458.08
37	NAINITAL BANK LIMITED	125	267.54
38	ORIENTAL BANK OF COMMERCE	4404	31237.26
39	PALLAVAN GRAMA BANK	1981	1769.86
40	PRAGATHI GRAMIN BANK	355	1666.50
41	PUNJAB AND MAHARASHTRA CO-OP BANK	4212	22714.00
42	PUNJAB AND SINDH BANK	29	75.21
43	PUNJAB NATIONAL BANK	13245	97178.79
44	RATNAKAR BANK LIMITED	9	1015.15
45	SARASWAT CO-OP. BANK LTD	2000	80.56
46	SOUTH INDIAN BANK	34922	28350.40
47	ST.BANK OF BIKANER AND JAIPUR	34587	20590.18
48	STANDARD CHARTERED BANK	911	593.53
49	STATE BANK OF HYDERABAD	50915	20311.50
50	STATE BANK OF INDIA	5155643	4099845.00
51	STATE BANK OF MYSORE	23117	15492.00
52	STATE BANK OF PATIALA	14551	7403.37
53	STATE BANK OF TRAVANCORE	56917	28359.45
54	SYNDICATE BANK	1404	2758.00
55	TAMILNADU MERCANTILE BANK LTD	7270	13913.91
56	THANE JANTA SAHAKARI BANK LTD	871	2002.78
57	THE COSMOS CO-OP BANK LIMITED	556	2740.79
58	UCO BANK	9842	12663.65
59	UNION BANK OF INDIA	64159	194018.36
60	UNITED BANK OF INDIA	5481	12151.81
61	VIJAYA BANK	8347	32154.35
62	YES BANK LIMITED	327372	1388473.00
	Total	**9519166**	**26252894.69**

Table–II

ATM & Card Statistics for February, 2014															
	Bank Name	ATMs		POS		Credit Cards						Debit Cards			
		On-site	Off-site	On-line	Off-line	No .of outstanding cards as at the end of the month	No. of Transactions (Actuals)		Amount of transactions (Rs Millions)		No .of outstanding cards as at the end of the month	No. of Transactions (Actuals)		Amount of transactions (Rs Millions)	
							ATM	POS	ATM	POS		ATM	POS	ATM	POS
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Allahabad Bank	509	362	316	0	0	0	0	0	0	2730491	3276404	109378	9089.70	217.79
2	Andhra Bank	1031	652	2515	0	131185	8210	143132	36.10	365.20	9587217	11824801	650384	25548.10	807.50
3	Bank of Baroda	4011	1866	10012	0	842654	1732	103586	5.70	468.40	13319468	10383523	1158662	43211.00	1384.10
4	Bank of India	1972	1717	499	2763	130315	8489	104812	52.47	267.43	16655416	10039167	903068	25120.01	973.16
5	Bank of Maharashtra	737	366	23	0	260116	348	35708	1.27	80.06	4344322	3778727	446580	9682.77	497.47
6	Canara Bank	3489	2233	1033	0	646445	10030	57914	47.68	154.30	14345470	13626713	891729	37985.04	1463.05
7	Central Bank of India	1982	1589	0	0	505999	984	40637	3.20	126.10	6948124	5565975	278469	20763.50	508.60
8	Corporation Bank	1202	917	13573	0	799005	900	61303	4.05	147.60	5840374	3961000	580229	14198.32	831.18
9	Dena Bank	718	123	0	0	0	0	0	0	0	2444000	2342952	178116	8133.21	215.54
10	Indian Bank	1300	473	0	0	620652	2549	73424	9.80	175.60	11220554	11122124	770588	25297.90	799.40
11	Indian Overseas Bank	1565	896	510	0	474453	2828	24923	4.78	62.47	5207687	6084925	403209	19868.82	792.58
12	Oriental Bank of Commerce	1630	376	1622	0	0	0	0	0.00	0.00	4883148	3981287	175760	15621.68	330.69
13	Punjab and Sind Bank	583	77	0	0	0	0	0	0	0	462682	311646	5565	1265.43	13.29
14	Punjab National Bank	3233	3405	10848	0	125734	2076	149487	8.95	308.67	24708135	17625101	1613137	74980.61	1973.49
15	Syndicate Bank	1431	205	1326	0	686694	1463	50113	6.02	103.28	6214322	7430600	302596	24401.44	470.99
16	UCO Bank	1409	656	0	0	0	0	0	0	0	4122863	3187641	352866	12022.40	378.10
17	Union Bank of India	3139	2980	5897	0	589223	966	56595	4.18	151.41	11956101	11467999	708521	35690.37	989.98
18	United Bank of India	687	813	0	0	0	0	0	0	0	2673529	3126332	188297	10136.28	276.33
19	Vijaya Bank	1291	224	1263	0	524224	4232	150178	22.98	322.39	2837000	2832255	189042	8930.20	324.89
20	State Bank of Bikaner & Jaipur	836	602	1010	0	0	0	0	0	0	6159859	7845306	205572	22578.25	252.39
21	State Bank of Hyderabad	1699	510	305	0	0	0	0	0	0	9282135	14470521	436636	37036.63	770.58
22	State Bank of India	21605	18303	119013	0	2828880	43254	5114554	194.53	13481.57	119734314	207785904	11149285	529965.74	15538.30
23	State Bank of Mysore	700	277	1588	0	0	0	0	0	0	3736146	5497946	214305	13858.43	447.30
24	State Bank of Patiala	903	276	1465	0	0	0	0	0	0	4584293	4363095	154318	13032.83	272.79
25	State Bank of Travancore	829	358	1756	0	0	0	0	0	0	8284848	8132950	339972	23478.94	609.86
26	IDBI Ltd.	1091	1108	14512	0	0	0	0	0	0	6244899	6779598	1000933	27150.74	1387.13
27	Catholic Syrian Bank Ltd.	168	61	0	0	0	0	0	0	0	575782	293414	13319	778.17	33.21
28	City Union Bank Ltd	370	546	2673	0	0	0	0	0	0	1184662	1442728	160351	4768.00	180.40
29	Dhanalaxmi Bank Ltd.	179	217	15	0	3487	20	6301	0.04	16.88	816429	429605	52162	1544.99	77.87
30	Federal Bank Limited	901	432	8859	0	0	0	0	0	0	3737189	3356318	373425	14235.59	596.31

31	ING Vysya Bank	273	365	0	0	1626	12	994	0.02	2.30	1301341	2102439	222005	6180.10	360.80
32	Jammu & Kashmir Bank	482	298	3860	0	37233	2107	60205	7.10	207.14	1647929	2838924	66810	12216.53	224.59
33	Karnataka Bank Ltd.	335	315	2245	0	0	0	0	0	0	2183128	2076803	221852	6711.90	317.10
34	Karur Vysya Bank Ltd	630	983	8427	0	0	0	0	0	0	2808850	3238518	312717	13358.80	400.20
36	Ratnakar Bank Ltd.	107	212	9	0	138276	428	100678	2.88	305.77	90812	127553	16415	508.46	24.37
37	South Indian Bank Ltd	699	241	657	0	0	0	0	0	0	3156086	1981339	158814	6614.60	362.90
38	Tamilnad Mercantile Bank Ltd.	283	341	1382	0	6284	0	5404	0	10.80	627666	2021118	30041	7883.50	72.60
35	The Lakshmi Vilas Bank Ltd.	209	479	3649	0	0	0	0	0	0	449784	525286	27964	1862.70	55.49
44	Axis Bank Ltd.	2475	10257	243245	0	1331175	18713	2331375	66.05	8183.49	13396988	24334979	4252080	106471.30	6893.26
39	Development Credit Bank Ltd.	101	133	578	0	3190	504	4464	2.89	9.42	172317	322906	52187	1418.90	91.40
40	HDFC Bank Ltd.	4629	6613	217601	0	5093927	78625	13022434	504.57	37387.05	17295713	28941299	7517528	127306.45	11237.90
41	ICICI Bank Ltd.	3846	7445	276466	9853	3178293	8027	5893540	43.90	14858.60	22055140	30360777	8196491	136700.40	13286.30
42	IndusInd Bank Ltd	491	585	221	0	272618	1458	473331	8.20	1729.50	1588370	1401606	223896	5877.00	363.10
43	Kotak Mahindra Bank Ltd	415	634	0	0	423680	3875	623387	23.03	2056.81	1123076	2368948	572171	8630.73	895.36
45	Yes Bank Ltd.	401	732	7205	0	0	0	0	0	0	591812	1101091	234820	3975.49	368.86
46	American Express Bkg. Corp.	0	0	21972	0	648106	5803	1684554	41.55	15897.14	0	0	0	0	0
47	Bank of America	0	0	0	0	405	8	1226	0.06	13.53	0	0	0	0	0
48	Barclays Bank	0	0	0	0	0	0	0	0	0	4356	990	291	7.72	1.42
49	Citibank	56	559	17309	0	2412173	40422	7547006	257.83	20874.45	1770582	3273445	1814515	11390.65	4058.69
50	DBS Ltd.	6	32	0	0	0	0	0	0	0	16452	67588	9136	180.60	18.90
51	Deutsche Bank	13	32	0	0	0	0	0	0	0	78919	181562	82602	750.62	168.86
52	HSBC	70	76	12387	5161	491400	3723	849125	26.29	2618.78	586492	437044	259331	2017.05	628.52
53	RBS (ABN AMRO)	12	45	0	0	0	0	0	0	0	152982	229125	60902	961.63	120.87
54	Standard Chartered Bank	103	175	0	0	1173043	2881	1994877	12.93	6446.81	642172	1226745	559733	4384.92	984.42
	Grand Total	**76836**	**73172**	**1017846**	**17777**	**19052208**	**254956**	**40808266**	**1400.1**	**126930.67**	**386582426**	**501526642**	**48898775**	**1575785.135**	**74350.17**

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Growth of Indian mutual fund industry in the past decade

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ABSTRACT

The mutual fund industry has grown satisfactorily over the past decade. From the days when it was felt that a savings oriented institution like the unit trust of India needs to be established in the early 1960's, the industry has grown enormously in the past decade. In fact, the entire nature of the industry has transformed completely not only in quantitative but also qualitative aspects. The mutual fund industry now proffers a very wide range of choices for investment to the potential investors. The industry has grown in stature to such an extent that it now acts as a reasonably strong counter-force to the foreign institutional investors in the stock markets during times of high volatility which is the hall mark of the sustained intermediate bull-runs in the stock markets

This present paper makes an attempt to assess the growth of funds and suggests certain steps that need to be initiated by all players of the industry in a concerted manner to create an atmosphere that will take the Indian mutual fund industry to its next level of growth

Key Words: Mutual Fund, SEBI, AMU, AMFI, Stock market, funds, schemes

INTRODUCTION

The mutual fund industry has grown satisfactorily over the past decade. From the days when it was felt that a savings oriented institution like the Unit Trust of India needs to be established in the early 1960's, the industry has grown enormously in the past decade. In fact, the entire nature of the industry has transformed completely not only in quantitative but also qualitative aspects. The mutual fund industry now proffers a very wide range of choices for investment to the potential investors. The industry has grown in stature to such an extent that it now acts as a reasonably strong counter-force to the foreign institutional investors in the stock markets during times of high volatility which is the hall mark of the sustained intermediate bull-runs in the stock markets.

Mutual fund is an institutional arrangement where in savings of millions of investors are pooled together for investment in a diversified portfolio of securities to spread risk and to ensure steady return. These funds bring a wide variety of securities within the reach of essentially a mechanism of pooling together savings a large number of collective investments with an approved objective of attractive yield and appreciation in value. The mutual funds offer different investment objective such as growth, income and tax planning.

In recent times the Indian capital market has witnessed new trends, one of them being the spectacular growth of mutual funds. There are more

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than 600 schemes offered by mutual funds, and these funds have mobilized substantial amount of the household savings.

Apart from this role of imparting stability to the Indian stock markets. The mutual fund industry has gained the ability to offer wide variety of investment options for the Indian investor's population in general. Until in the recent past, the Indian investors were largely left with options like investing in bank deposits and such other low return investments. Those investors who sought to participate in the gains of the Indian capital markets which has been growing spectacularly on the back of the high levels of growth being turned in by the Indian economy had to participate in direct investment in stock markets which are prone to high levels of risk. Now, the investing population of the country has the choice of investing in mutual fund schemes that can match very well with the variegated investment needs of Indian investors. A wide mix of mutual fund investment options like high growth schemes, predominantly income schemes, tax savings scheme, are now available to the Indian investor both on the platform of open ended schemes and closed-ended platform. Aspects that are critical to the orderly growth of the industry like high liquidity for investors and assiduous regulations of the industry have improved significantly.

Another important development in the industry in recent times as been that top-notch managerial talent fine the mutual fund industry to be sufficiently attractive. In the past, since the mutual fund industry was primarily in the public sector, attracting talented fund manager's was very difficult. The entry of the private sector players and international fund houses to the Indian mutual fund industry in a big way has created an atmosphere in which it has become possible for the industry to attract high quality human resources to manage the mutual fund investment activities. The policy makers have also become sufficiently sensitized to the need to promote the mutual fund industry in a big way so that the pension funds management becomes less of knotty issue for various employers including the government itself. The policymaking with regard to the mutual fund industry has been considering the benefits of a highly developed mutual fund industry in order to maintain the domestic savings mobilization at a healthy level.

The securities and exchange board of India (SEBI) has been proactive in evolving a comprehensive regulatory framework with the objective of maintaining the growth of the mutual fund industry in a balanced manner, apart from ensuring that the interest of the small investors is not compromised by the fund managers. The Association of Mutual Fund Industry of India (AMFI), a voluntary organization of the industry players also has been proactive in ensuring that the industry grows to its fullest potential. It has been ensuring that various players like mutual fund managers, the trustees, the intermediaries and all other players involved in the industry play their roles in a transparent and investor friendly manner.

GROWTH OF MUTUAL FUND INDUSTRY

The Early stage of the industry

The concept of mutual fund was introduced in India with the formation of unit trust of India (UTI) in 1963. It was set up by the Indian government by an act passed by the parliament. The first scheme

launched by UTI was the now infamous Unit scheme 64 in 1964, which was the pioneer scheme of the industry in the country. It enjoyed substantial popularity among the small investors and continued to provide good returns for the considerable period until the stock market scam almost wiped out the net-worth of this scheme. Until 1978, the UTI functioned under the administrative and regulatory control of the reserve Bank on India. In 1978, the administrative control of the UTI was transferred to the industrial development Bank of India (IDBI), which was then a public financial institution. At the time of the entry of the non-UTI public sector financial institutions like banks and insurance companies in 1987, the mutual fund industry, consisting only of the UTI, had around Rs 6,700 crores of assets under management.

Second Phase: 1987-1993 (Entry of Public Sector Funds)

UTI continued to be the sole mutual fund until 1987 in the country. With the growth of the industry, the government allowed the public sector banks and insurance companies to enter the industry. The state bank of India (SBI) was the first non-UTI public sector institution to set up its mutual fund arm, the SBI Mutual fund, followed by canbank mutual fund (DEC 1987), Punjab National bank Mutual fund (NOV 1989), Indian bank mutual fund (NOV 89), Bank of India (Jun 90) and Bank of Baroda Mutual fund (Oct 92). The two insurance companies of the public sector. The LIC in 1989 and the GIC in 1990 started their mutual fund operations during the later part of this period. As the end of 1993 the industry achieved the mark of Rs 47,004 crores in the form of assets under management.

Third Phase: 1993 – 2003 (Entry of Private Sector Funds)

It was only in 1993 that private players were allowed to open shops in the country. With the entry of private sector funds in 1993, a new era started in the Indian mutual fund industry, giving the Indian investors a wide choice of fund families. Also, 1993 was the year in which the first mutual fund Regulations, 'The 1993 SEBI (Mutual Fund) Regulations' came into being, under which all mutual funds, except UTI began to be registered and governed. The erstwhile Kothari pioneer (now merged with Franklin Templeton) was the first private sector mutual fund registered in July 1993. Finally, in 1993 Kothari Pioneer (now merged with Franklin Templeton) became the first private sector mutual fund to start operations in the country. A host of private sector as well as foreign funds set up shop after that. In 1996, a comprehensive and revised Mutual Fund regulations, 'The 1993 SEBI (mutual fund) Regulations 1996 were implemented. In 2003, the government bifurcated the erstwhile UTI. One entity manages the assets of US 64 and some assured return schemes. The other is a regular mutual fund working under the SEBI regulations. Thanks to the boom in the stock market, UTI managed to clean up its act and continues to enjoy the confidence of several investors. The whole industry also came out of the controversy without any major setbacks.

Present Stage of the Industry

Since the year 2003 when the present stage of bull run in the Indian capital markets began, the mutual fund industry has grown with much higher momentum than was the case in any of the earlier stages. The figures presented in the ensuing table

depict the higher growth momentum of the industry. While the growth in terms of the Assests under Management (AUM) was subdued till 2005 however, over the five year period from 2005-2010, it has gained unprecedented momentum until March 2010. Over this latter period of five years, the assests under management have grown from Rs 1, 49,554 crores to as high as 6, 16,967 crores as at the end of March 2010. The overall growth over the five year period from 2005 – 2010 has been more than 400 percent. The compounded annual growth rate of the industry over this period is as high as 38.35%. This high level of growth has obviously been triggered by the stupendous growth of the Indian capital markets over this period. The NSE index of select 50 stocks over this period has been around 42.60 percent. In absolute terms, the Nifty – 50 indexe grew from 978.20 points to 5,762.75 points over the same period. The growth of the capital markets in terms of BSE-30 share Sensex has been still higher at a CAGR of 46.05 percent. In absolute terms, this index grew from 3,048.72 points to 20,286.99 points. It is quite clear that the growth of the mutual fund industry has been in tune with that of the capital market (Table).

Apart from the quantitative growth that has been spectacular, the Indian mutual fund industry has grown qualitatively as well. The regulatory environment, under the watchful eyes of the SEBI has been consistently improving. The frequency of reporting by the mutual fund has increased. The media has taken an intense interest in the mutual fund industry developments and performance of the funds is reported and evaluated constantly. The higher growth prospect of the industry has attracted global players as well as top-notch fund management talent. Investors have become more aware of the investment dynamics.

Growth of the Indian Mutual fund industry over the period from 2000-2010(in Crores)

Year (ending 31st March)	Sales	Redemption	Assets under Management
2000	59,748	41,204	1,07,946
2001	92,957	83,829	90,587
2002	1,64,523	1,57,348	1,00,594
2003	3,14,673	3,01,225	1,09,299
2004	5,90,190	5,43,381	1,39,616
2005	8,39,662	8,37,508	1,49,554
2006	10,98,158	10,45,382	2,31,862
2007	19,38,592	18,44,512	3,26,388
2008	44,64,376	43,10,575	5,05,152
2009	54,26,353	54,54,650	4,17,300
2010	1,00,19,023	99,35,942	6,16,967

Sources: Compiled from the annual reports of SEBI and the quarterly reports of AMFI, & CRISL Ltd

Conclusion

There is little doubt that the inherent nature of the mutual fund model as an investment platform for small investors is the most appropriate one for a country like India. Enabling wide democratic participation in the gains from the growth of the economy and the capital markets during the present phase of the supernormal growth of the Indian economy is certainly capable of making the long term growth of the Indian financial markets much healthier than otherwise. The mutual fund industry in about the past five years is apparently illusionary. Most of the growth in the assets under management has come not due to the increased retail participation. But due to the higher corporate investments in liquid schemes of the industry. The little growth that has been reported in the equity scheme as been possible due to the appreciation of the capital markets. Retail participation has to be deepened and widened as early as possible. The regulators and the policy makers need to take appropriate promotional steps to boost the retail participation in the mutual fund industry. A strong mutual fund industry can contribute to macro stability of the Indian financial markets as well to achieve efficient micro distributions of capital market gains.

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HAS FDI PLAYED A ROLE IN INDIAN INDUSTRIAL GROWTH

Dr.Roli Raghuvanshi*

Abstract

Investment, or creation of capital, is an important determinant of economic growth. In general, investment may lead to creation of physical capital (e.g. Creation of physical goods, such as machines and equipment), financial capital (e.g. creation of equity capital) and human capital (e.g. creation of health, education and research and development activities). In combination with other factors of production (e.g. labour and land) and technology, investment determines the levels and growth through changes in production and consumption of goods and services. This article strives to study the impact of FDI on IIP(Index of Industrial Production) in pre and post liberalized era. SRL MODEL is used along with OLS TECHNIQUE. To assess the linkage between IIP and FDI we consider FDI inflows and IIP in the panel for a period of 1981-2010. The Index of Industrial Production has been converted on single base year at zero decimal point. The overlapping year considered is 1997-98 and 2004-05 as base year.

Keywords: FDI, IIP,OLS, SRL, Total Factor Productivity, Full convertibility of rupee, Production Function

FDI-IIP EQUATION MODEL

To generate an equation linking FDI and industrial growth, I follow Akinlo (2003) Balasubramanyam et al (1996) and de Mello (1997) and make use of a modified production function which incorporates FDI as an input. The augmented production function is written as:

IIP (Y) = "á $_iD_i$ + â FDI (X) +µ

To access the impact of FDI on IIP, fixed effects least square method has been used.. In this panel data technique Dummies D1 and D2 are considered. D1 for capturing pre liberalized period and D2 for post liberalized period.

The following model has been used…

IIP (Y) = "á $_iD_i$ + â FDI (X) +µ

Where " iDi= D1 + D2

The Model used is D1 and D2

Model 1:D1-pre lib. era

IIP (pre) = á1+ â FDI(X)……(1)

Model 2:D2-post lib. era

IIP (post) = á2+ â FDI(X)……(2)

Where..

IIP=Output

á = Labour's contribution

â = Capitals contribution

FDI = FDI inflows

ì = Error Term

The econometric method is the approach employed for the research. There is no doubt that the method will facilitate the model specification, parameter estimation and appropriate econometric tests.SRL MODEL is used along with OLS TECHNIQUE.

To assess the linkage between IIP and FDI we consider FDI inflows and IIP in the panel for a period of

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Statistics		Coefficients	T-Ratios
R	.943	-	-
R-Square	.888	-	-
Adj R-Square	.876	-	-
F-Value	71.681	-	-
DW	.687	-	-
df	3, 27		
FDI Inflows (β)	-	-.028	-.302
α_1 (Pre Liberalization)	-	.278	3.330
α_2 (Post Liberalization)	-	.928	11.824

1981-2010. The Index of Industrial Production[3] has been converted on single base year at zero decimal point. The formula used for conversion of IIP on a single base year is:-

(New Index of Industrial Production) X (Old Index of overlapping year) /100

The overlapping year considered is 1997-98 and 2004-05 base years.

The entire time period is divided into two panels Pre-Liberalized Era and Post- Liberalized Era. The pre liberalized era is considered to be 1981-1990 and the post liberalized period is considered to be 1991 to 2010.

RESULTS & DISCUSSION

After running the relevant regressions, the following results were obtained and are presented below:

Table: Results of Fixed- Effect Model using the following Equation:

$$IIP (Y) = \text{“}á_i D_i + â\ FDI (X) + \mu$$

The Table shows the regression results of aforementioned equation. The high F-Value shows that overall regression is meaningful simply because of using large number of observations. The selected independent variable (FDI) is able to explain more than 94 per cent variation in the Index of Industrial Production (IIP) as reflected from R^2 and Adjusted R^2. From the regressions result, the R squared (R^2) value of 0.888 shows that at 88.8% the explanatory variables explain changes in the dependent variable. This means that at 88.8% the independent variables (FDI) explain changes on the Index of Industrial Production(IIP). Although, the problem of Autocorrelation is present as reflected from Durbin-Watson (DW) ratio i.e. .687, probably introduction of

time variable may absorb auto- correlated error if we introduce the Time variable in the model. The values of the estimated Coefficients are significantly larger than their standard- error as reflected by high t-ratios. It is also observable from the results of **á $_1$ and á $_2$** that in the post-reform era the FDI caused greater variation in IIP in comparison to Pre-reform period. It may due to Openness, Full Convertiblity of rupee and Liberlisation in the Economy and etc. Finally we can say that FDI has been recognized as an important driver for industrial growth and economic growth and development. One of the most striking developments during the last two decades is the spectacular growth of FDI in the global economic landscape. This unprecedented growth of global FDI in 1990 around the world make FDI an important and vital component of development strategy in both developed and developing nations and policies are designed in order to stimulate inward flows. In fact, FDI provides a win – win situation to the host and the home countries. Both countries are directly interested in inviting FDI, because they benefit a lot from such type of investment.

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Study of the Process of Formal Mentoring in Information Technology Industry in India

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Abstract

This study is a part of the Ph.D thesis of the researcher titled '*Mentoring as a tool of Performance of Management in an Industry'*. The research tries to understand the process of mentoring as it happens in the IT industry. The employees in IT industry were surveyed and data collected on the mentoring programs in the organizations. The study also tries to identify the factors and the learning goals that determine the success of mentoring program. As lot of resources is invested by organization to make these programs a success and it becomes imperative for the human resource departments to ensure that these programs indeed make a difference to the employees and the organization.

Keywords: Mentoring, Success of Mentoring, Mentoring Process Details

Introduction

Mentoring gets its name from a Greek word that means enduring or long term as 'Mentoring' is a prolonged relationship between a youth and an adult. The adult supports, guides, and assists the younger person as he goes through changes physically and emotionally, facing new challenges at a personal and professional level (Levinson et.al., 1978). Mentor was described as being trusted, protective and a wise advisor to the growing Telemachus (Shea, 1997). This brings us to three things. First that mentoring is an intentional process. Second it is a nurturing process. Third, it is an insightful process. Initially traditional mentoring meant that mentors would be older and be involved in the development of a younger protégé. This concept has changed over a period of time (Finkelstein, Allen, & Rhoton, 2003). Phillips-Jones (1982), argues that "supportive bosses, personnel management patrons, organization sponsors and invisible 'godparents' unknown to the protégé" are all mentors. Kram & Hall (1996) mention that mentor and protégé are both "co-learners" where both of them learn and gain from the experience.

Mentoring is a means to equip the employees with knowledge, skills and abilities. Quoting the work of Sadler-Smith (2006) the researchers mention that the benefits of mentoring are at two levels; one at the employee level, as it helps them to perform better. Two, at the organizational level it helps achieving the goals of the organization. Past research indicates that mentored employees by means of formal mentoring program demonstrate faster upward mobility, receive higher salary,

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and show reduced turnover rates in a company. Employees that have dedicated mentors, show better tendency to discuss problem areas they face at work, these issues may be ones that they are not comfortable sharing with managers (mentor.net). It has, however, been noticed that naturally formed mentoring relations are few. As a result, organizations have begun to institute formal mentoring programs in the hope of generating similar results leading to an increase of formal mentoring programs within organizations

Models of Mentoring

There are many models of mentoring. The research paper by Mason (2005) mentions models of mentoring. Seven different models are mentioned below:

a) Peer mentoring: This model states that the mentoring often takes place between colleagues, who are at similar levels in an organization.

b) Senior colleague model: This model states that the mentees/ protégés choose the mentor because of the mentor's work experience, networking skills etc. Here the process is monitored by a third party to keep a check on the success of the relationship.

c) Skills/interests/styles matching models: The relationships between the mentor and the protégé are established based on the basis of any one of the three factors mentioned. i.e. skills or areas of interests or learning styles.

d) Arranged marriages model: This model states that an authorized person makes the mentor and mentee/ protégé match based on his or her judgment or what he considers as 'goodness of fit'.

e) Matching agency schemes: Here a pool/list of mentors volunteering for the mentoring program is maintained by the agency and mentees are then assigned almost randomly. Here the mentoring relationship may be unstable as there may be problems of incompatibility between the mentor and the protégé.

f) Single gender schemes: These are schemes that promote same gender mentoring relationship especially in case of women. This helps to avoid difficulties rising from cross gender relationship and help women break the organizational glass ceiling.

g) Internal/external organization models: These models promote cross organizational mentoring relationships in cases of senior management. This also helps in controlling politics to a large extent.

Formal Mentoring

Whitley et al. (1992) mentions two conceptual views. One was termed as 'classical' mentoring, wherein the mentoring relationship is concentrated and exclusive to the protégé, the duration is longer. The mentor supports the protégé by means of career and psychosocial help. A second conceptual view mentions mentoring as less intense and less exclusive and of shorter duration. There are many studies on the efficacy of informal mentoring as compared to that of formal mentoring. Researchers argue that informal mentoring is more effective than formal mentoring however informal mentoring relationships are far and few and organizations cannot depend on them for transference of skills and knowledge from the senior employee to the junior. As compared to informal mentoring relationship, formal mentoring relationships develop through a forced relationship between the mentor and protégé by a third party; it is not uncommon for the mentor and protégé not to have met before. Although formal mentors in some programs can receive more explicit organizational recognition than informal mentors (Poldre, 1994), It has been debated by researchers that mentors in formal relationship may fail to receive "intrinsic rewards" and hence may be less self motivated to be in the relationships and may not be as interested in their protégés' development as informal mentors (Raggins, Cotton & Miller, 2000). Organizations have tried to overcome this problem by allowing the mentors to choose their protégés thereby trying to reproduce the benefits of informal mentoring through formal mentoring. Noe (1988) mentions in his work that many organizations have attempted to formalize mentoring relationships in order to capitalize on the potential developmental aspects of such relationships.

Mentoring has its own advantages, it helps the protégé to plan his/her career, improves compensation, increases the chances of promotion, helps the protégé to plan his career and increases his satisfaction thereby

reducing turnover. It also has certain disadvantages, a dysfunctional mentoring relationship can cause more harm than a positive mentoring relationship. Non mentored employees may feel de-motivated at not being given the same kind of career progression; a very coercive mentor may lead to an unsuccessful relationship and an additional cost in terms of time and investment.

Research Objectives

This research aims to understand the process of mentoring in our national context so to gain an insight into the process of the mentoring program.

1. The purpose of this study was to understand the program details of mentoring process in IT industry.

Research Methodology

This paper attempts to understand the details of the mentoring program as implemented in organizations. The industry of choice has been Information Technology as this is an industry where technological changes are very rapid, every year there are many new developments happening and it makes it essential for the employees to upskill themselves regularly. Information technology comprises designing, developing, implementing and management of computer based information system. It includes software and hardware. 46 Indian IT companies allowed the researcher to collect data from their employees and had mentoring program in place.

List of IT firms was compiled from the internet and NASSCOM. The Human Resource department was contacted to find out if the organizations had formal mentoring program. Companies with formal mentoring programs of more than 3 years were than selected. This was done to ensure that the program was being run successfully. The links were mailed to the team leaders and any duplicate response was removed. 150 responses to the questionnaire were collected from the employees. Purposive sampling method was used while selecting IT organisations for survey. Self selected sampling was used for mentored employees as the participation in the survey was a voluntary activity and participants selected themselves for the study. Questionnaire was developed in order to gain an understanding of the mentoring program, the process of formal mentoring and to be able to suggest improvements in the mentoring process. Data was collected from organisation from 12 cities across the country. Respondents were from cities of Mumbai, Pune, Chennai, Bangalore, Mysore, Ernakulam, Bubaneshwar, Hyderabad, Delhi, Noida and Gurgaon, Belur etc. The respondents were software engineers and belonged to the age group of 21-25 years. More than 35% were with an educational qualification of B.Tech. Respondents had completed between 13-24 months in the current organization.

Result and Analysis

The results of the data collected from the mentored employees has been represented as below.

1. Proportion of gender of mentors: Figure 1.1 indicates the proportion of gender-mentors.The proportion of male mentors is higher than the female mentors. However the proportions of the female mentor appear to agree with the employee strength of women employed the IT organizations.

2. Management level of mentors: Figure 1.2 indicates the management level of mentors. The above figure indicates that the maximum number of mentors were the Senior Technical lead (51.3%). This was followed by mentors belonging to Senior Management (22.7%). Executive Mentors (8%), Middle Management Mentors (12%) and Vice President as Mentors (6%).

3. Protégés' meetings with mentors: frequency and duration: Figure 1.3 indicates the frequency of meets, it indicates that the mentors met the protégés daily 53% of times. 17% respondents mentioned that they met the mentors on a monthly basis and 25% mentioned meeting weekly .Fig. 1.4 indicates the duration of meets.it mentions that the meeting between the mentor and the mentee usually lasts less than an hour.

4. Overall period of mentoring in years: Figure1.5 indicates the tenure of meeting.This figure (fig 1.5) indicates that tenure of the mentoring program in organizations last for a year.

5. Mode of communication: Figure 1.6 indicates the modes of communication between the mentor and protégé. It shows the various means of communications

used by the mentor and the protégé with one another. The maximum number of times face to face communication was used (87.3%). Email was used 8% of times followed by phone (4.7%) of the times.

6. Did the gender of the mentor affect the mentoring relationship: Figure 1.7 indicates the effect of gender on mentoring. Respondents were asked the above mentioned question to find out if the gender of the mentoring in any way hindered the mentoring relationship between the dyads. 79.3% said that the gender did not affect the relationship while the rest said it did affect the relationship.

7. Protégé informed about the mentoring program: Figure 1.8 indicates the information about mentoring program.When asked about whether the organization had informed the protégé about the mentoring program in the organization, 88.67% responded in affirmative.

8. Feeling of the protégé about the mentoring program at the initial stage: Figure 1.9 indicates protégés feeling about the mentoring program.When asked to describe their feeling initially when they were informed about the program, the protégés reported disinterest (85.33%). The Organization may need to orient the protégé and create a positive feeling about the program before initiating mentoring. This will ensure that the program is conducted successfully with better results.

8. Figure 1.10 Types of matching process. What was the matching process?. The figure indicates the matching process followed by the organization is that the organization (appointed personnel) matched the mentor and protégé.

9. Figure 1.11 indicates whether the program was documented and monitored by the organisation. Document and monitor the mentoring program.The respondents were asked if the organization documented and monitored the mentoring relationship so as to see if the goals of the program were achieved. 70% of the respondents responded in negative. This may be an area of neglect. Documentation and monitoring program help in weeding out dysfunctional relationship at the initial stages thereby saving cost and time of the dyads and the organization. It also helps to bring back the program back to the track and achieve the goals set for the program.

10. Figure1.12indicates provisions for re-matching The organizations ideally should have provisions for re-matching if the dyadic relationship is not constructive. However the study reported that 60.67% said that they organization did not have any such provision.

11. Figure 1.13 talks about the learning Goals of the Mentoring Program: Protégés were asked about their learning goals from the program. The goals were related to career planning, personal learning, learning about the organization. The respondents were allowed to choose multiple answers. These questions were asked to know the objectives with which the protégé commence the mentoring relationship. Care should be taken by the organizations to include activities that will achieve these objectives while designing the mentoring program. The same should also be intimated to the mentors.

11. Figure 1.14 indicates the various Career goals of respondents set for mentoringGoals for career planning.Here maximum respondents chose the goal as developing decision making skills followed by learning goal setting techniques followed by the goal of broaden awareness about opportunities to widen career experience.

12. Figure 1.15 indicates the Personal Goalsof the respondents for the program or Respondents' objectives for choosing mentorin. The respondents chose communicating effectively at work place as the prime personal goal set for the mentoring program. This was followed by enhancing interpersonal skills and understanding group dynamics.

13. Figure 1.16 indicates the learning goals set by respondents for mentoring program.The learning goals chosen by the respondent was 'understood the best practices in the industry'. It is observed that the goals selected by the respondents were ones that would aid the protégé to progress in the organization.

14. Figure 1.17 indicates the goals achieved by the protege during the mentoring program.This chart shows that protégés' achieved goals they set for the mentoring program in some degree (61.33%) and 31.33% saying 'yes'. Organization should however see that maximum number of employees needs to achieve the goals they have set for themselves. This may be possible if both

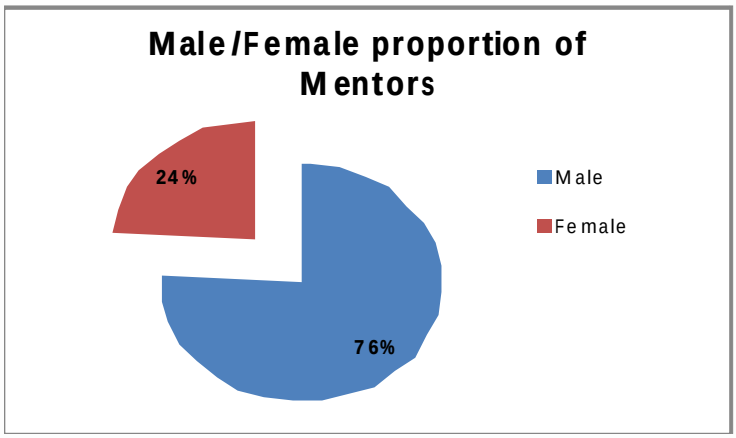

Figure 1.1 Proportion of gender-mentors

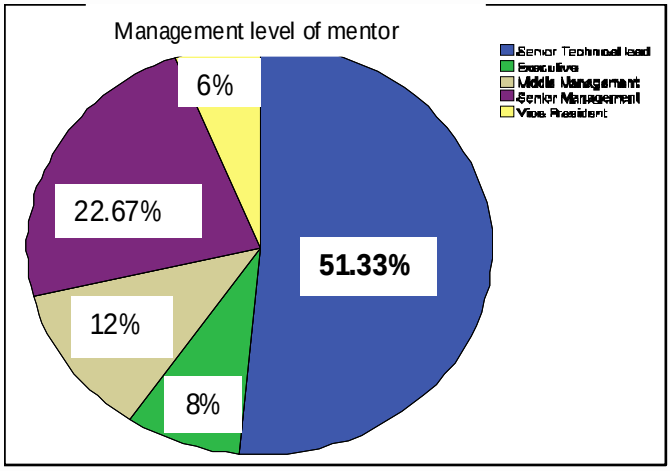

Figure 1.2 Management level of mentors

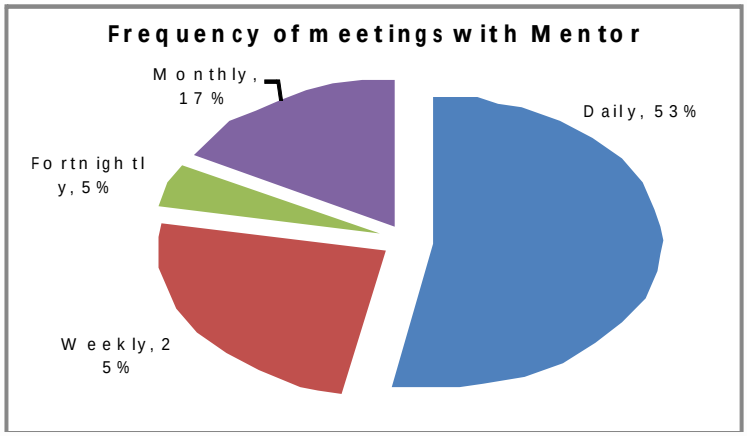

Figure 1.3 Frequency of meets

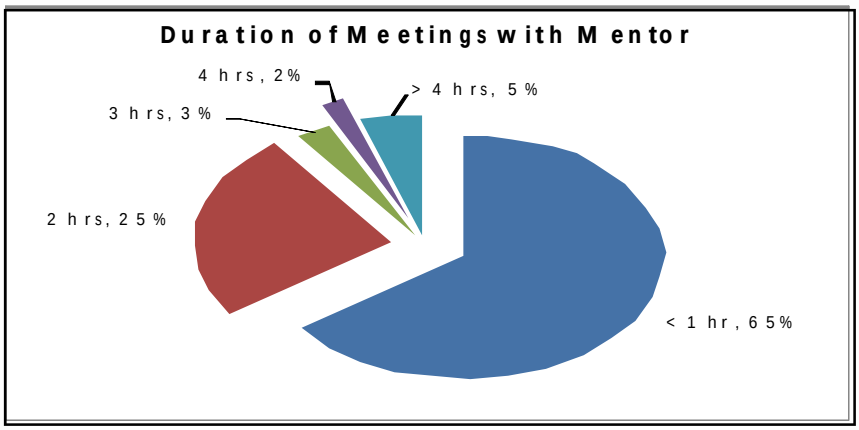

Figure 1.4 Duration of meets

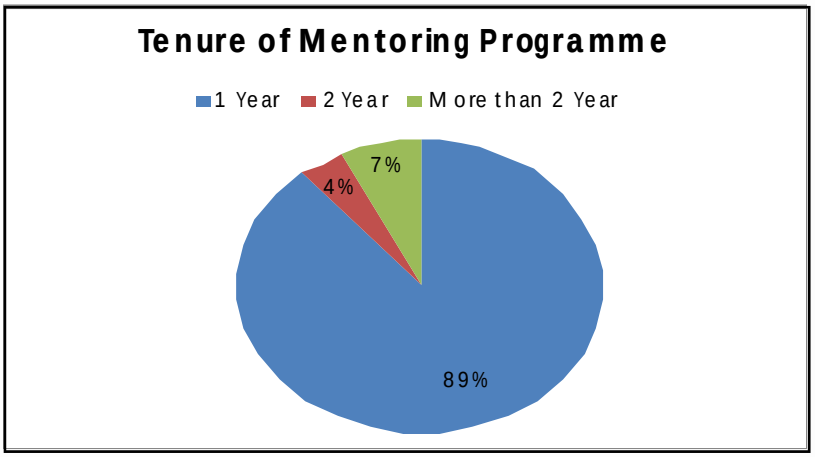

Figure1.5 Tenure of meeting

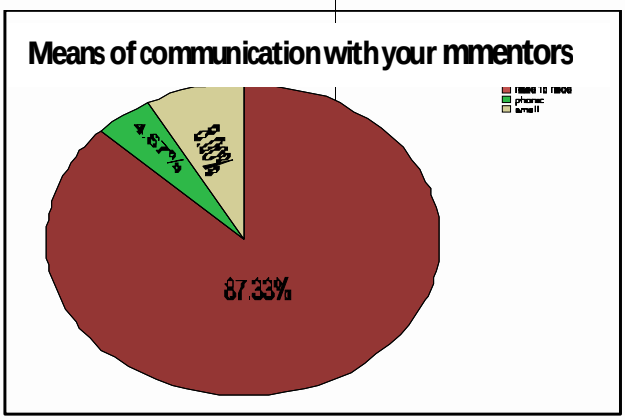

Figure 1.6 Modes of communication between the mentor and protégé

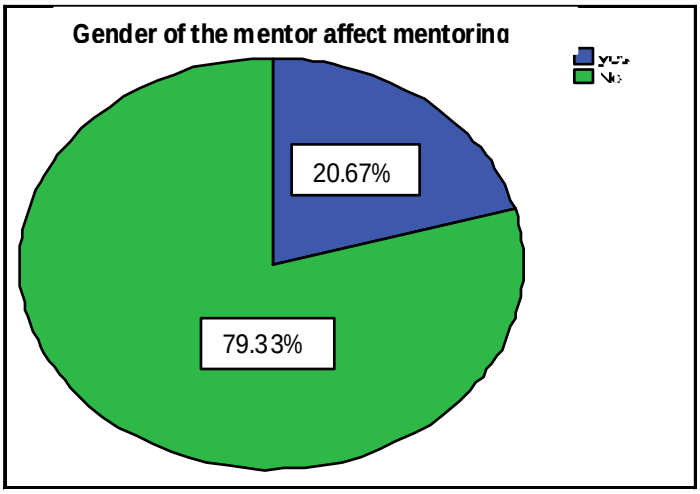

Figure 1.7 Effect of gender on mentoring

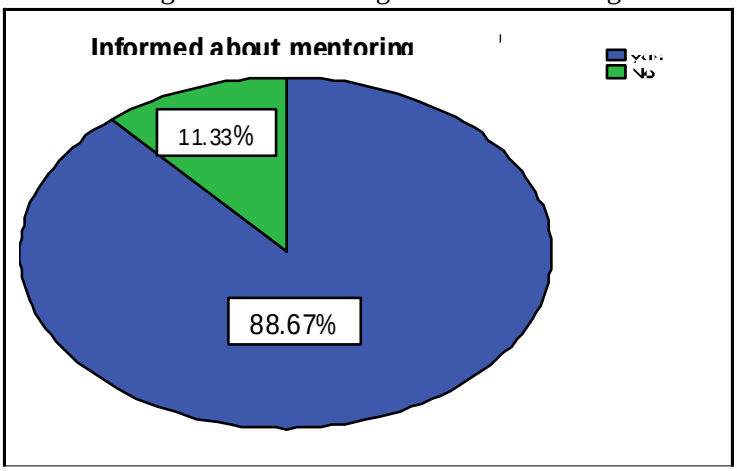

Figure 1.8 Information about mentoring program

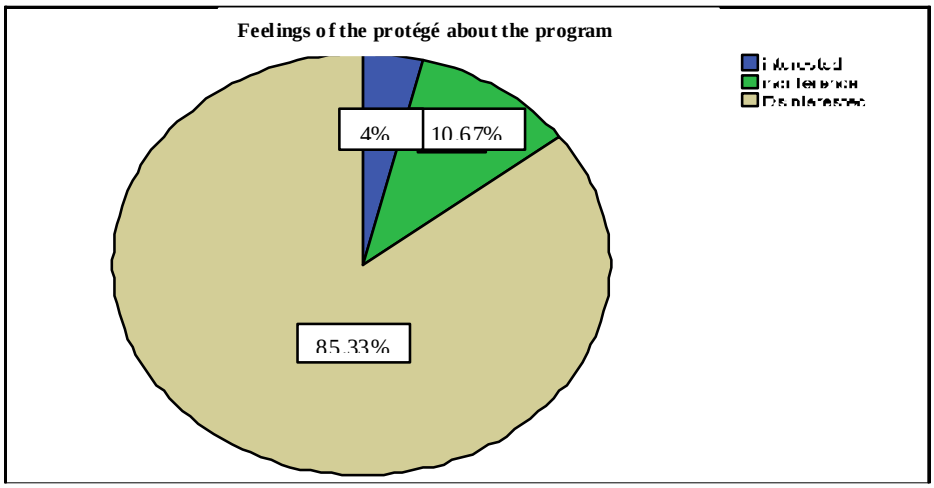

Figure 1.9 Protégés feeling about the mentoring program

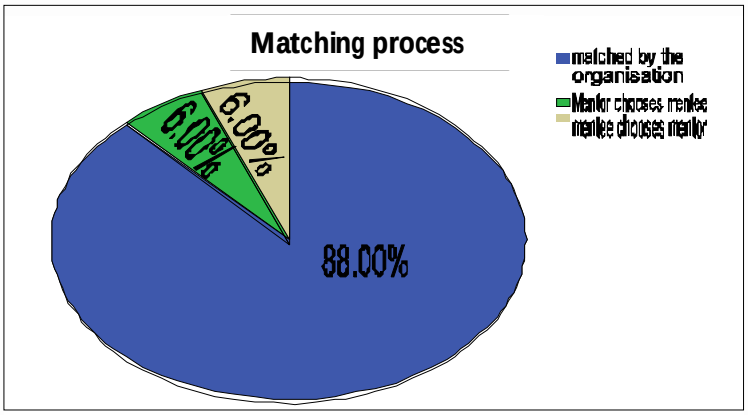

Figure 1.10 Types of matching process

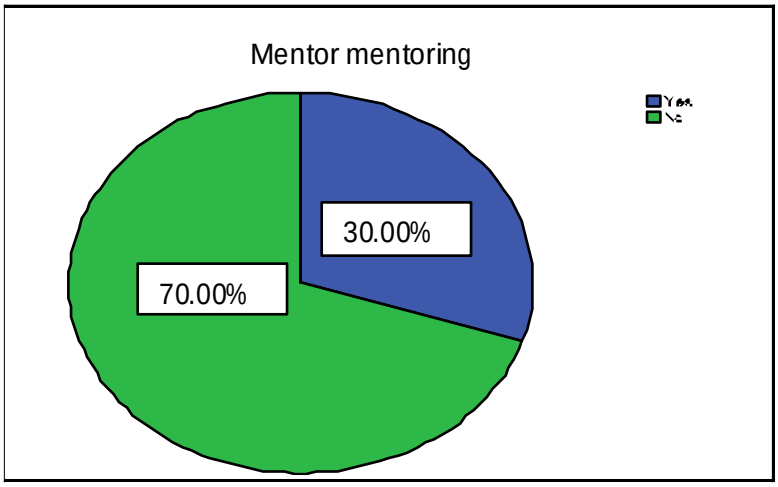

Figure 1.11 whether the program was documented and monitored

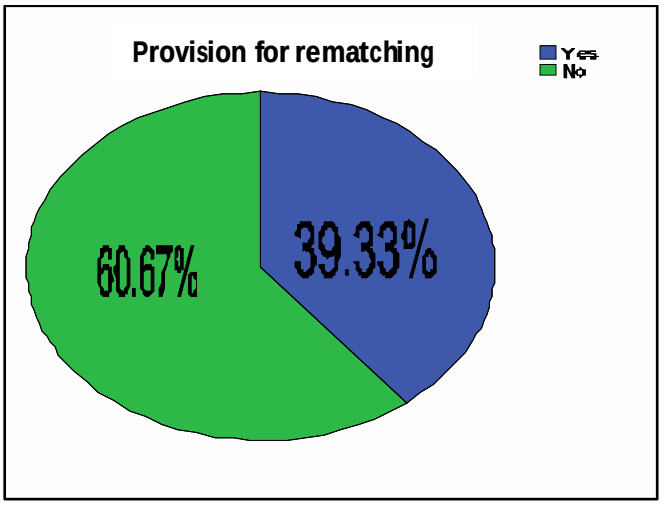

Figure 1.12 Provisions for re-matching

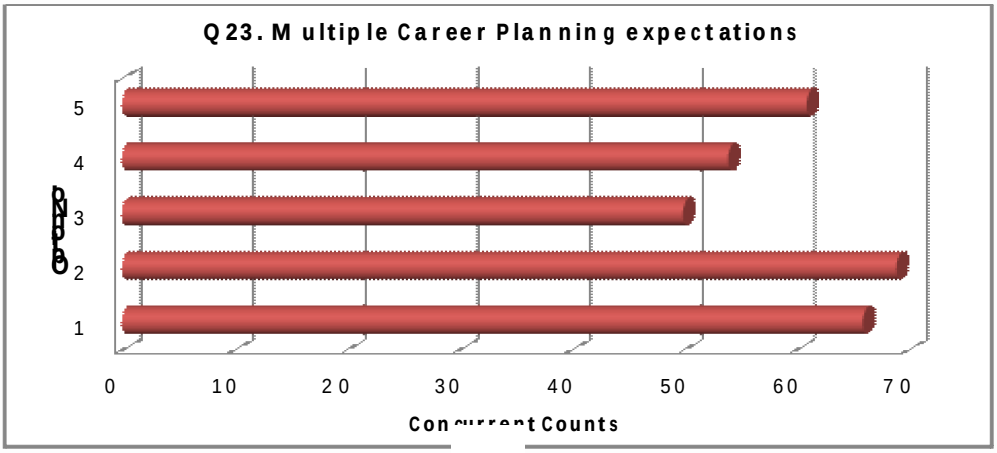

Figure 1.14 Career goals of respondents set for mentoring

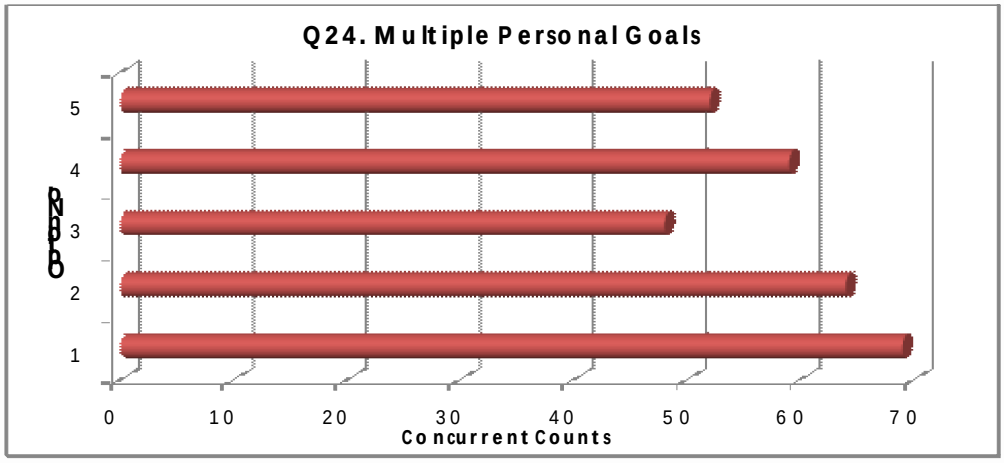

Figure 1.15 Respondents' objectives for choosing mentoring

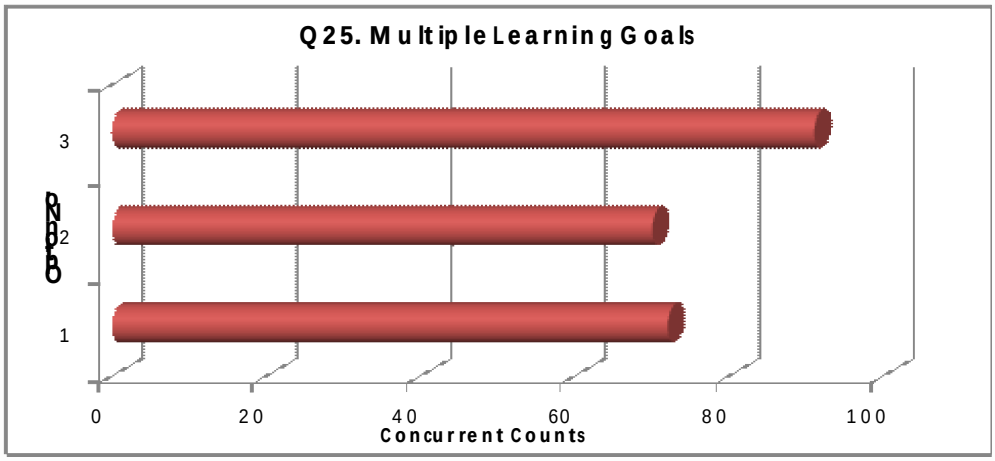

Figure 1.16 Learning goals set by respondents for mentoring program

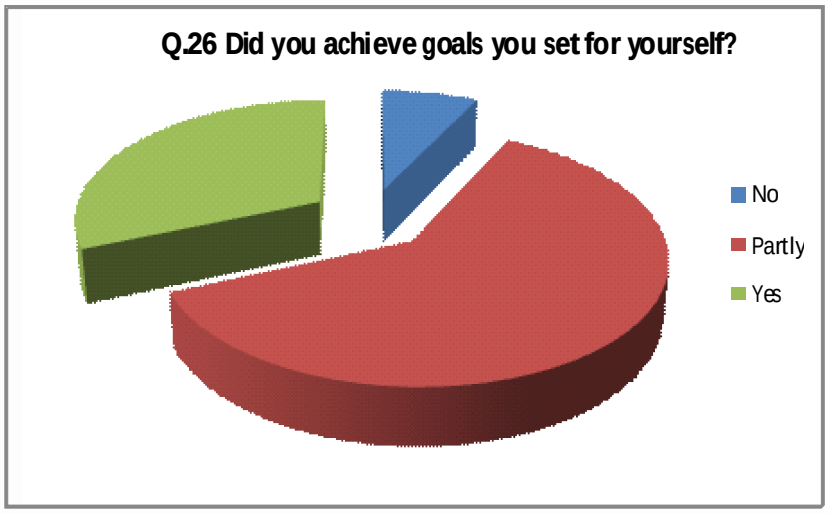

Figure 1.17 Goals Achieved

mentor and protégé discuss and come to mutually acceptable goals. This way the goals set by participative discussion will be acceptable and achievable by both the parties involved.

Recapitulation of the results

Of the respondents 72% were male and 28% female. The proportions of mentors were 76% male and 24% female. 50% of mentors were senior technical lead and team leaders of the respondents. 53% of respondents met their mentors daily and 65% said that these meeting lasted less than an hour. 32.7% indicated that participation in mentoring program was compulsory for new recruits. 85% respondents were not keen about the program when they first heard about it. 88% respondents mentioned that they were matched by the organization. 89% of the protégés mentioned that their mentoring program lasted a year. Respondents mentioned developing decision making skills, communicating effectively in understanding networking situations and understanding best practices in industry some key goals for the mentoring program. The protégés achieved the goals set for the program partly. This may be taken into consideration by the organizations while designing mentoring program. Keeping these in mind will help the program to be more successful.

Conclusion

The results of the study are important for organizations that have formal mentoring in place and also for the organizations planning to implement formal planning. Though the literature on mentoring emphasis the tenure of the mentoring relationship as five years, the IT firms have relationship lasting for 6 months to one year. The objectives of the program has to be set by the protégé and mentor by mutual discussions as it has been found from the study that protégé give preference of developing skills related to decision making, improving communication skills and understanding the best practices of the industry as the most important objectives of the program. The end result of the program was that only 31.33% who believed that all their goals have been met. This percentage is very low and should be paid more attention to by the organization. This shows that the objectives of the protégé are not being met by the organization as there is a lacuna between the expected and actual objectives achieved. This is also reflected in the interest generated in the employee when he is first in-

formed about the program. The protégé needs to be oriented to the details of the program to elicit a more positive response. Monitoring of the mentoring program and re-matching facility appears to be poor in organizations. Regular feedback and evaluations of the program in the organization must be followed religiously as these feedbacks may provide vital clues for improvement of the program and also help the dyads to align the objectives of the program closer to the objectives set by the protégé. This will also help develop a positive opinion about the program and the employees who complete the program successfully will also promote the benefits of mentoring among the new comers more vigorously. Initial feeling of the protégé affected mentoring; protégés who started with a positive feeling also reported positive results of mentoring. Hence if organization could orient the protégés about the benefits that they would accrue from the program, the program may show better results. Active involvement by both the mentor and protégé in forming the relationship may provide better results than a forced pairing by the organization. The time duration of the mentoring program and mode of communication used

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