Journal of Marketing Vistas

INSTITUTE OF PUBLIC ENTERPRISE

Aims and Scope

Journal of Marketing Vistas provides a platform to marketing professionals from academia and industry to exchange information on emerging marketing practices and theory across industry around the globe.

Articles in the Journal furnish information on trends in areas including, but not limited to, Strategic Marketing, Promotion Management, New Product Management, Pricing Decisions, Product-Line Management, Competitive Strategy, Buyer Behaviour, Marketing Research, Market Information System, International Marketing, Services Marketing, Segmentation Targeting and Positioning, Sales Force Management, Retail Management, Customer Relationships Management and e-Marketing.

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Contents

Editorial

Dependence on digital marketing is at its rise in general and more specifically during the turbulent times like COVID. Social media is working as a communication platform in increasing digital marketing sales over the sales generated by the sales force. This new move in the market is playing a significant role in deciding promotion budgets to design advertisements in social media platforms. Most of the firms are sparing lion's share of their promotion budget for social media promotion. Social media advertisements help the organizations to increase the footfalls in offline stores.

Brand Equity is a significant influencer of customer equity. Though subjective in its assessment, brand equity contributes for customer loyalty and customer life time value. Among the various levels of brand hierarchy, the first level of creating brand awareness influences largely in converting the prospect into the customer. The article on water purifier has emphasized on the importance of brand awareness in bringing loyal customers towards the company. The study concluded that the role of brand awareness is resulting in increasing customer equity.

Customer Relationship Management (CRM), beyond subjective and objective assessment, is changing over times along with the changes in the technology. Customer Engagement strategies are gaining visibility over CRM. The blend of customer purchases through online and offline contributes to get more information for the customer database. Storing, analyzing and retrieving the appropriate data for decision making on customer engagement resulted in website, e-mail marketing, social publishing etc.

An analytical work on one of the marketing classics, 'Marketing Myopia' reveals the basic elements of Marketing Myopia and its contemporary relevance. Apple, Amazon, Walt Disney etc. have a broader perspective to succeed in their respective businesses by overcoming myopic view. Based on the review of literature, the reasons for myopia and the mantra for success were well articulated with suitable examples through review of literature.

Along with the benefits that everyone is enjoying today, the World Wide Web has given an opportunity to publish one's work with hassle free facility of online self-publication. Many of the rejected manuscripts are getting into the public through this facility. Various modern promotion strategies are discussed in relation to the self-publishing portals. The importance of marketing strategies in this area are highlighted.

An expert view on the administrative capabilities of academicians is an exhaustive and comprehensive explanation in narrating the academicians' capabilities to deal with an administrative responsibilities with relevant historical examples.

We encourage research based articles related to the various marketing areas in this Journal. However, articles based on descriptive research, expert views and case studies are also finding place due to their high quality inferences.

Dr M Meher Karuna
Managing Editor

Does Social Media Marketing Efforts Results in Sales? – Consumers Perspective

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Abstract

Social media marketing is on the rise at its own pace today. Especially in developing countries like India, where internet has grown tremendously in recent time. Use of social media started with non-business purposes and by getting popularity, social media started being used for business communications. Social media is being considered as prominent communication channel in digital marketing strategies in most of the organization. There are ample statistics available to measure association and engagement results from social media marketing efforts but less has been researched upon sales results from social media marketing. This paper focuses on sales effectiveness through social media marketing, keeping consumer in center. Five popular social media platforms, Facebook, LinkedIn, Twitter, YouTube and Instagram has been considered for this study based on sample respondent size of 84 units across India. This paper will help marketing managers on framing and taking advantage of social media marketing strategies that best delivers sales results.

Keywords: Digital Marketing, Online Advertising, Social Media Marketing, Sales

Introduction

In today's cut-throat competitive business environment, it is very difficult to grab customer's attention to the organization's offerings. Before a product / service gets sold, first objective for any business is to standout in noisy market place. Introduction of internet have helped marketers to

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have digital platforms as a channel for marketing communication. The advancements in the internet in recent years have made new systems available to business: social media such as online communities being a good example (lu & Hsiao, 2010). The general availability of the internet has given individuals the opportunity to use social media, from email to Twitter and Facebook, and to interact without the need for physical meetings (Gruzd, Wellman, & Takhteyev, 2011). Initially social media platforms were made for personal use and not for business use. Later, these platforms were found with an opportunity to get connected with social community for business goals. Since most of the social media platforms are free of cost, brands are focusing on social media. Moreover to the free resources, social media also provides options for paid promotions.

Social media are used for different business objectives like branding (Gensler, Vries, H., & Leeflang, 2012); traffic generation, subscriber and community buildup, audience engagement, information sharing (lu *et al*; 2010); generating social support for consumers (Ballantine & Stephenson, 2011); promotions and also for increasing sales (Agnihotri, Kothandaraman, Kashyap, & Singh, 2012).

This paper focuses on sales aspect of social media marketing efforts (paid and unpaid). Over and above word-of-mouth, performance of social media marketing over sales is researched herewith targeting to Indian population.

Literature Review

Social Media Marketing

Social Media is online and open to all platforms that work over internet for sharing user generated data in form of text, image, audio, video and/ or combination of all. However it is difficult to define social media, since variety of social media platforms are available with their own unique feature and user base. Social media marketing is the use of social media platforms and websites to promote a product or service (Felix, Rauschnabel, & Hinschc, 2017). Social media marketing (SMM) refers to techniques that target social networks and applications to spread brand awareness or promote particular products. Social media marketing campaigns usually center around:

- Establishing a social media presence on major platforms
- Creating shareable content and advertorials
- Cultivating customer feedback throughout the campaign through surveys and contests.

Social media marketing is perceived as a more targeted type of advertising and is therefore believed to be very effective in creating brand awareness (social-media-marketing-smm)

Social Media Marketing Channels

There are plenty social media platforms available. Apart from web, most of the social media are available in smartphone application form. Below are few of the most popular Social Media platforms in India (We are Social & Hootsuite); being used to achieve organization's Marketing goals.

- YouTube
- Facebook
- Instagram
- Twitter
- LinkedIn

Steps in Successful Social Media Marketing Strategies

According to one of the digital marketing software developer (HubSpot); below are the steps in successful social media marketing strategies.

Defining Audience	→	Setting Social Media Goals	→	Choosing Language

Knowing Localisation Capabilities on Each Social Platform	←	Choosing Social Network	←	Learning Cultural Differences
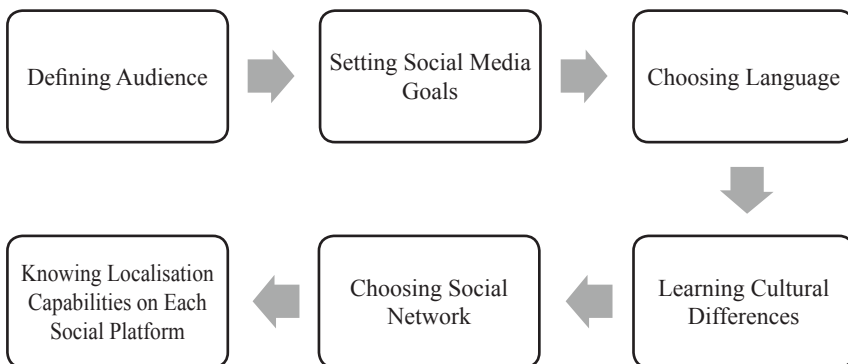
Social Media Statistics in Trend (with reference to India)

- Out of total population 23% are active social media users out of which 94% are mobile social media users (We are Social & Hootsuite)
- As on January 2019 social media users are growing at 24% per annum (We are Social & Hootsuite)
- Average time spent per social media user in a single day is 2 hours and 35 minutes (We are Social & Hootsuite)
- As on January 2019, YouTube was ranked third and Facebook was ranked forth having highest average monthly traffic (We are Social & Hootsuite)

- YouTube is ranked one Most active social media platform followed by Facebook (ranked second), Instagram (ranked forth), Twitter(ranked sixth) (GlobalWebIndex)
- Facebook is ranked one having 300 million advertising audience followed by Instagram – 75 million, Twitter – 7.65 million and LinkedIn 54 million (We are Social & Hootsuite)
- Social media audience falling under age group of 25 to 34 years is highly involved in social media advertisements (We are Social & Hootsuite)
- Indians spend 70% of mobile internet time on social media (The Times of India)

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Need of the Study

As per literature review, social media marketing is having progressive growth rate and a great future ahead. However no concrete data is available about sales results driven from social media efforts. At the present time, digital ad spends in India is growing at 30%, crossing Rs. 12,000 crore (livemint, 2018). It may be very important for marketer to refer social media sales result, while forming social media marketing strategy. Social media sales performance result may help marketer to best allocate budget between online and offline advertisements.

Objective of the Study

This paper focuses on use of social media platforms aimed for business promotions. The core theme of this paper is to measure effectiveness of social media marketing efforts resulted in to sales.

Research Methodology

The research design used for this paper is descriptive. Sampling technique used is simple random sampling. Sample size is 84 Nos. For primary data collection, instrument used is Structured Questionnaire. Secondary data sources includes past researches, journals, related websites and expert's experience. Entire study was conducted keeping consumer at center.

Research Design – *Descriptive*

Sample size and Sampling Technique

Data from 84 respondents was collected through simple random sampling across India. Respondents profile was defined as internet savvy (Since data was collected through online questionnaire). Proper accuracy was maintained to ensure respondents' contribute to the study. Respondents' demographic characteristics are shown in Table-1 below.

Table-1: Respondents' Demographic Characteristics

		Frequency	Percentage
Gender	Male	48	57.1
	Female	36	42.9
	Total	84	100
Age	19 to 30 years	50	59.5
	31 to 40 years	25	29.8
	41 to 50 years	7	8.3
	51 to 60 years	1	1.2
	Above 61 years	1	1.2
	Total	84	100
Education	12th Pass	4	4.8
	Graduate	15	17.9
	Post Graduate	42	50
	Professional degree	16	19
	Other (specify)	7	8.3
	Total	84	100
Occupation	Student	20	23.8
	Service	43	51.2
	Self Employed	11	13.1
	Business	8	9.5
	Retired	2	2.4
	Total	84	100

Data Collection

• Primary Data collection instruments - Structured questionnaire
• Secondary Data - Interviews of marketing experts published in Magazine, Journals, Related websites, Expert's Experience

Analysis and Interpretation

Questionnaire was designed having centrally focused upon ten major variables to be considered for this paper. These variables are as per below.

   V1   - Advertisement Preference
   V2   - Advertisement Relativity
   V3   - Preference of Related Advertisements

V4   - Advertisement Action
V5   - Social Media Importance for shopping
V6   - Social Media for Frequent Purchaser
V7   - Social Media as Sales Platform
V8   - Influence Power of Social Media
V9   - Social Media for Communication and offline sales
V10 - Social Media and World of Mouth

Reliability

Reliability is used to consider the quality of the measurement instruments. Reliability is defined as "basically whenever we are measuring something, there is some element of error, called measurement error. Reliability then refers to the extent to which text scores are free of measurement error" (Muijs, 2010). In this paper, reliability is tested using SPSS by calculating Cronbach's Alpha, with accepted values being above 0.6. As (Peterson, 1994) suggested anything lower than 0.6 is unacceptable. Constructs and their Cronbach's alpha values are shown in Table-2 below.

Table-2: Reliability Test

Item - Total Statistics	
Construct	**Cronbach's Alpha**
V1 - Advertisement Preference	0.79
V2 - Advertisement Relativity	0.797
V3 - Preference of Related Advertisements	0.772
V4 - Advertisement Action	0.772
V5 - Social Media Importance for shopping	0.756
V6 - Most of my purchase decisions are inspired through social media	0.77
V7 - Social Media as Sales Platform	0.754
V8 - Influence Power of Social Media	0.755
V9 - Social Media for Communication and offline sales	0.783
V10 - Social Media and World of Mouth	0.767

From above Table-2 each construct value is above 0.6, which means all constructs are reliable and can be used for measurement purpose.

Validity

Validity of measurement instrument was tested by correlation analysis. As (Bryman & Bell, 2011) said, any result above 0.9 means that two constructs are highly correlated and are essentially measuring the same thing. However in below Table-3 highest value found is 0.663 which means constructs are discriminant.

Table-3: Validity Test

Correlations

		V1	V2	V3	V4	V5	V6	V7	V8	V9	V10
	Pearson Correlation	1	.508**	.218*	.264*	.247*	.140	.160	.158	.175	.110
V1	Sig. (2-tailed)		.000	.046	.015	.023	.203	.147	.151	.111	.320
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.508**	1	.121	.226*	.158	-.047	-.097	.011	.162	.093
V2	Sig. (2-tailed)	.000		.271	.039	.152	.670	.380	.921	.140	.401
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.218*	.121	1	.663**	.274*	.200	.319**	.261*	.209	.183
V3	Sig. (2-tailed)	.046	.271		.000	.012	.069	.003	.016	.056	.095
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.264*	.226*	.663**	1	.261*	.266*	.221*	.289**	.117	.228*
V4	Sig. (2-tailed)	.015	.039	.000		.016	.014	.043	.008	.290	.037
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.247*	.158	.274*	.261*	1	.347**	.570**	.396**	.337**	.488**
V5	Sig. (2-tailed)	.023	.152	.012	.016		.001	.000	.000	.002	.000
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.140	-.047	.200	.266*	.347**	1	.464**	.515**	.283**	.259*
V6	Sig. (2-tailed)	.203	.670	.069	.014	.001		.000	.000	.009	.017
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.160	-.097	.319**	.221*	.570**	.464**	1	.598**	.245*	.500**
V7	Sig. (2-tailed)	.147	.380	.003	.043	.000	.000		.000	.025	.000
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.158	.011	.261*	.289**	.396**	.515**	.598**	1	.262*	.485**
V8	Sig. (2-tailed)	.151	.921	.016	.008	.000	.000	.000		.016	.000
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.175	.162	.209	.117	.337**	.283**	.245*	.262*	1	.276*
V9	Sig. (2-tailed)	.111	.140	.056	.290	.002	.009	.025	.016		.011
	N	84	84	84	84	84	84	84	84	84	84
	Pearson Correlation	.110	.093	.183	.228*	.488**	.259*	.500**	.485**	.276*	1
V10	Sig. (2-tailed)	.320	.401	.095	.037	.000	.017	.000	.000	.011	
	N	84	84	84	84	84	84	84	84	84	84

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

V1 - Advertisement Preference
V2 - Advertisement Relativity
V3 - Preference of Related Advertisements
V4 - Advertisement Action
V5 - Social Media Importance for shopping
V6 - Social Media for Frequent Purchaser
V7 - Social Media as Sales Platform
V8 - Influence Power of Social Media

V9 - Social Media for Communication and offline sales

V10 - Social Media and World of Mouth

Hypothesis Testing

For this study, researchers have considered below four roles of social media marketing efforts.

• Social Media as Influencer

• Social Media for Communication and offline sales

• Social Media for World of Mouth

• Social Media as Sales Platform

By referring above Table-3, it is clear that V3 - Preference of related advertisements and V4 - Advertisement action are delivering highest correlation value that is 0.662, which means that if audience are shown with advertisements related to their interest, they would contribute to engagement ratio and will take action(call to action) on it. Hence considering V4 - Advertisement action as dependent variable, hypotheses were tested using regression analysis. Significance is checked to see if the value is lower than 0.1 in order to establish if the hypothesis is supported but if the value is higher than 0.1, then the hypothesis is rejected.

H1: There is a positive relationship between advertisement action and unplanned purchases.

Table-4: Adjusted R^2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.289[a]	0.084	0.073	1.086

a. Predictors: (Constant), Advertisement Action

Above Table-4 shows value of Adjusted R^2 as 0.073 which means only 7.3% of unplanned purchases are determined by advertisement action.

Table-5: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.025	0.306		6.615	0
	Advertisement Action	0.239	0.087	0.289	2.738	0.008

a. Dependent Variable: Influence Power of Social Media

Looking at above Table-5 Beta value is 0.289 which means with every single advertisement click unplanned purchases increases by 0.289. The p-value (sig.) is 0.008 which is lower than 0.1 so hypotheses is accepted.

H2: Advertisement action helps for marketing communication and offline sales.

Table-6: Adjusted R^2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
I	.117ª	0.014	0.002	1.099

a. Predictors: (Constant), Advertisement Action

Above Table-6 shows value of Adjusted R^2 as 0.002 which means only 0.2% of marketing communication and offline sales are determined by advertisement action.

Table-7: Coefficients

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
I	(Constant)	2.517	0.31		8.13	0
	Advertisement Action	0.094	0.088	0.117	1.065	0.29

a. Dependent Variable: Social Media for Communication and offline sales

Looking at above Table-7 Beta value is 0.117 which means with every single advertisement click offline sales is increases by 0.117. The p-value (sig.) is 0.29 which is higher than 0.1 so hypotheses is rejected.

H3: Advertisement action helps to increase word of mouth.

Table-8: Adjusted R^2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
I	.228ª	0.052	0.04	1.122

a. Predictors: (Constant), Advertisement Action

Above Table-8 shows value of Adjusted R^2 as 0.04 which means only 4% of word of mouth is determined by advertisement action.

Table-9: Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.501	0.316		4.749	0
1	Advertisement Action	0.191	0.09	0.228	2.119	0.037

Coefficients[a]

a. Dependent Variable: Social Media and World of Mouth

Looking at above Table-9 Beta value is 0.228 which means with every single advertisement click world of mouth is increases by 0.228. The p-value (sig.) is 0.037 which is lower than 0.1 so hypotheses is accepted.

H4: There is a positive relationship between advertisement action and sales.

Table-10: Adjusted R^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.221[a]	0.049	0.037	1.096

Model Summary

a. Predictors: (Constant), Advertisement Action

Above Table-10 shows value of Adjusted R^2 as 0.037 which means only 3.7% of sales are determined by advertisement action.

Table-11: Coefficients

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.213	0.309		7.162	0
1	Advertisement Action	0.181	0.088	0.221	2.054	0.043

a. Dependent Variable: Social Media as Sales Platform

Looking at above Table-11 Beta value is 0.221 which means with every single advertisement click sales increases by 0.221. The p-value (sig.) is 0.043 which is lower than 0.1 so hypotheses is accepted.

Conclusion

Referring to H1, H2, H3 and H4 it is clear that with use of social media marketing efforts not only results in to sales but also helps for word of mouth and to motivate for unplanned purchases. However results shows social media efforts do not give noticeable results with regards to communication channel and offline sales. Also many experts have point of difference for social media. Some say social media is a good sales medium since it delivers better conversion ratio as it has freedom to define target audience. While others believe social media is not a virtual marketplace it is a bridge to the web stores that redirects through "grabbed attention" hence social media is just a customer touch point medium.

Limitations of the Study

Since technology keeps changing at higher pace, Time is a major limitation for this study. Post few years, outcomes of this study may not be strong enough to take strategic decisions related to social media marketing.

Scope for Further Study

Time to time variety of social media platforms is being launched having their own uniqueness. Existing platforms also keeps adding additional features from time to time. Sales effectiveness of social media marketing will also get changed after certain time. This is also due audience's psychology of seeking for continuous change. Considering these, conducting social media marketing role over sales may deliver different results in future.

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Study on Below-the-Line Factors Influencing the Brand-equity Formation – With Water Purifier Company Outlook

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Abstract

The awareness of any brand is crucial to identify and recognize its product, so considered significant for the customers. The objective of this paper is to check the impact on brands' loyalty based on their awareness among the customer base. The methodology thinks about parts of brand value for equity that impacts on Awareness towards brand, devotion towards loyalty and maintain the quality in the perceived manner on the model of the client. This investigation prescribes that in Western Delhi side amongst the water-purifier, there is an interlinking amid Awareness towards Brand and devotional loyalty towards purchaser'. Besides, an extension to this, it proposes that there is an linkage amid loyalty and quality endorsed by customers. For enhancing the manager and marketing specialists, it is fundamental to stimulate their discernment of the landscape and reputation of Awareness towards brand on luxury goods that have sporadic switch purchasing conduct and low-affiliation. In the receding tide and momentum, advertisers must create critical and tactical strategy of brand in a procedure for the items, for the outline, water-purifier marks by causative and underpinning its showcasing exercise to frame and to help Brand-Awareness amongst clients.

Keywords: Awareness, Branding, Loyalty, Perception, Satisfaction, Water Purifier

Introduction

Around 80 per penny of the disorder in India has realized minor water-borne or scope living natural creatures. It is noteworthy in rural rustic and

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urban India. Regardless, a partner with flourishing dangers identified with dangerous water is still low among the normal multitudes. The exceptional sorts of people who treat depend in the wake of foaming or use private fire channels. In the appraisal, the urban Indian is more note worthy prospering competent and ranges the requirement for separating water before it is fit for use. In light of the ebb and flow conditions, reviews investigated around 7 per penny of built-up Indians use non-guidable water purifiers. Prominent Indians ought to be injured up checking the introducing of showing water purifiers fabricated based home purification structure is commonly sensible for city relatives since they necessitate no guide activity and depending on the progress can yield obtainable normal poisonous substances, multifarious harmful substances, and senseless salts. The standard toxins are regardless of bugs. UV purifiers and pushed blend based structures to oversee sicknesses and microorganisms. It is one motivation driving why UV constructed sterilizers are the most generally operated water-disinfectants in Indian sub-continent.

The chief motivation overdue a water cleanser is to wash the superficial water to the sum is drinkable to the individual. This procedure of interprets its principal part is to evacuate the stiffness of the superficial water. The orders make the cleaning arrangement of the higher specialists made as of now. As appeared by the solicitations, the scope of inflexibility in water is as of now recommended (littlest is 60 mg/l Ca) by the establishments through different mandates and furthermore endorsed 30 mg/lHCO$_3$ should be the alkalinity level. (Order, 1980; Directive, 1975).

The characteristics of narrow water arranged for the impression of ingestion liquid is communicated, under which, the typical systems for action for fluctuating peripheral water into ingestion liquid have showed up in which the outward liquid states into 3 categories, i.e., A1 (6.0-8.52 pH), A2 (5.51-9.10 pH), A3 (above 9.10 pH), openly (Directive, 1975). There can be 3 privately arranged frameworks for the liquid refinement of superficial water (Laurent, 2005), i.e., stoneware candles, chlorination, and foaming liquid. Wide-ranging eminence clay light channels have bugs or sub-Micronics appraisals and are saturated or made sure about with emulsion silver for other infectious impacts on (kill bio-lucrative strategy on the channel). Creative fire channels are astoundingly viable against most water-borne bugs (minute living creatures, protozoa) (Laurent,2005; Energy, 2010). Terminated candles confined into 2 sorts (Laurent, 2005), without sanctioned and frequent carbons.

For the circumstance which unequivocally pragmatic (the degree that obsession and contact time), chlorine is unfathomable in contradiction of maximum water-tolerated bacteriological pathogens including pollutions. The postponed results of a few epidemiological precipitators of research

give a judicious declaration of this suitability. Chlorination, can in like way, give a sturdy waiting degree of chlorine (permitted extra chlorine) chopping down the danger of latent bacteriological re-tarnishing amidst limit (Laurent, 2005; Energy, 2010). By virtue of percolating, it is to an unprecedented degree reasonable and direct approach to manage completely void each water-borne microbial distort. This system for demeanour, can be efficaciously useful to all liquids, combining those with high separated ingredients. The 'moving' bubble tends to a decisive and safe sign of the action stirring (Laurent, 2005; Energy, 2010).

Figure-1: BARC Report of 2010 for Water Purifier
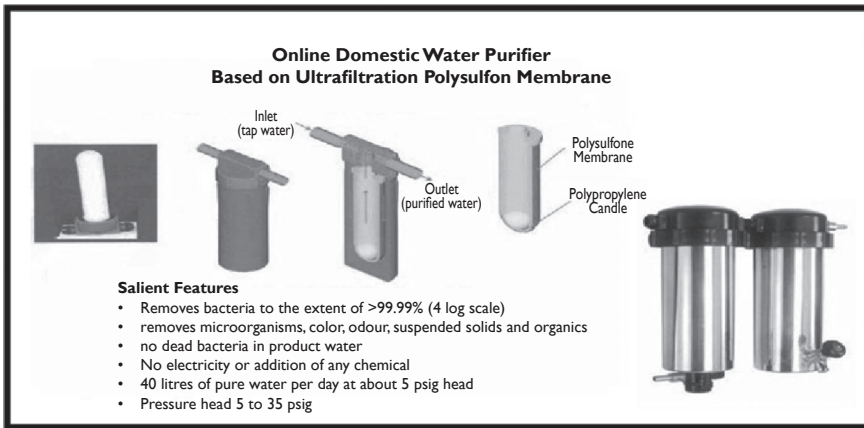
Nonetheless, following to exploring both of the sorts of candles have found so candles with requested carbon are better than the candles without instigated carbons (Laurent, 2005). In the rouse of gutting the methods, the managers expected that candles are better than anything these 3 systems as liquid frothing technique neutralizes the little degree living things, regardless, magnificent candles deactivates and clears the humbler scale living things (somewhat). Moreover, chlorination removes the little degree living things, regardless, they bring the piercing taste of chlorine which in like manner finds a serviceable pace drinking liquid (Laurent, 2005; Energy, 2010).

The best approach to poignant the individuals supportive the near to brands towards the stepped things is advancement and progress with other showing works out (Dhaland Mitra, 2015; Siddiqi, Sohail, Ali, and Nasim, 2014). Water disinfectants module India is foreseen to make at a 'CAGR' of more than 21 per penny in the midst of 2015 to 2020. Subversive water in India contains the most raised extent of split up solids and obvious little extension living things and illnesses, which extract the liquid puny for consumption, similar to this supervisory energy for liquid disinfectants in the country. Movement in India water sterilizers exposes average on account

of reliable ruin in water quality, rising developing concerns, developing unimportant remuneration and making a social affair of different water cleaning headways. (Examination, 2016; TechSci, 2016).

Different affiliations are tiresome their indicators into use below-the-line rehearses for the advancement trendy their significant time of the corporate. Below-the-Line rehearses are where the affiliation targets just the particular social event of individuals for a legitimate hope to offer things to the customers. This procedure can show the showing rehearses which are convincing to that affiliation which revolves around a much-loped gathering of individuals around a particular region. This advancing activity is immediate promoting. Below-the-Line rehearses gone for building up the brand picture and brand nature with water purifiers through sorting out autonomous association camps for customers transversely finished city, water purifier establishment at an inconsequential cost, and making the purchaser mindful of new items in the association and divulge their need to them.

Activities like autonomous association camps help in reinforcing attaches with the customers and a complete satisfaction equally. Below-the-Line activities can be healthier depicted out by sensibly considerate customers' acquiring conduct.

Thematic Evaluation of Literature

Literature Related to Brand-Equity

Brands make of the other piece of advancing mix derive capable showcasing from how they are combining the significant consequences of all publicizing exercise. By this, they turn up no ifs, or buts, sensible hints of critical value for the involvement and principle potentials. (Goldfarb, Lu, and Moorthy, 2009; Erdem, Swait, and Valenzuela, 2006).

The leeway of the client-based sort, respected regard has changed into a dominant propelling idea considering the broadening reasonable and business energy for brands approach as showed by which varieties involve an obvious among the most significant irrelevant assets of the association is turning up positively dynamically in all cases (Kapferer and Noel, 2008). Brands can stay accessible in the whole course of action pending facts that thing changes or evaporates (Kapferer and Noel, 2008); that is the clarification it is profitable for placing assets into brand progression.

Theoretically elucidated that dispersals around the beginning of the 90's, (Aaker D. A., 1996), around partakes stayed creation energy aimed at the issue of budgetary yields made thru basic brands (Fournie and Madden, 2008). Relationship of high sort worth can assume a tremendous bit of the wide-ranging corporate to expand in the bazaar that they bowdlerized commitment to cost, while their offer verves diminish would be irrelevant

in the event that they broadened their vending regard (Ailawadi, Lehmann, and Neslin, 2003). A couple of observational investigates the description about a optimistic assembly amid connection grounded product reverence procedures and money related returns and standard proceeds (Fournie and Madden, 2008). Different makers requested brand esteem measures. In their structure, we can talk around 3 immense depictions (Keller and Lehmann, 2003):

Customer view point, for the most part, contains care, connexions, devotion for allegiance and perceived-quality (Christodoulides, Chernatony, and Leslie, 2010).Their spurs of foremost accents are that they overview mark regard practicalities, can expect mark regard variations besides forestall a brand's latent capacity (Ailawadi, Lehmann, and Neslin, 2003). Such literatures promote measures audit mark an inspiration in the product's market of implementation. The furthermost unmistakably grasped artefact show off quantity is the worth quality. (Aaker D.,1991). Monetary procedures assess the guesstimate of a variety as a fiscal reserve, developing a linked money guesstimate of a product. The positive characteristic of the economic wealth is that the aforementioned can gauge forthcoming money influx and outpouring (Ailawadi, Lehmann, and Neslin, 2003).

Diverse making emanated interrelated thru the description of the client grounded brand regard; different makers said that Brand-Awareness,mark conspiracy, the eminence that are perceived and sort onus is the clearest assembling of the shopper based brand esteem (Aaker D., 1991) (Im, Kim, Elliot, Han, besides Heejoo, 2012). The underlying 4 valuations of client-based brand worth can say:

• Brand steadfastness keeps an eye on a positive perspective toward a brand achieving the trustworthy obtaining of the product subsequently approximately stretch. It is the conceivable significance of shoppers' finding that specific product can satisfy their basics. (Tuominen,1999).

• Brand-Awareness is the cut-off of a possible consumer to see our outline that a brand is an individual since a precise thing session. (Tuominen, 1999).

• Quality is instilled from the client's standpoint for the general nature of the astonishing superiority of a thing or connotation with respect to adoptions. (Tuominen,1999).

• Brand affiliations may interweave, e.g., thing characteristics, client doles,utilizes,the way of life, thing classes, contestants and countries of starting stages. (Tuominen, 1999; Kamakura and J.,1993).

In a far ahead retro, it states in various works that brand esteem is uncompromisingly related to brand affection. Brand esteem suggests the penchant of clients towards the brand; brand regard esteem indicates the

cash related triumph of the idea about the brand. Brand regard unfastens one connection from its opponents (Fayrene and Lee, 2011). Furthermore, it implies that on the off chance that the brand has from top to bottom brand esteem, by then everything painstaking, the rate brand will thusly augmentation. It can propose with the high product esteem; a product can win sophisticated pivotal opinions in the reinforced occupational dwelling (Slotegraaf and Pauwels, 2008; Yoo B. D., 2000).

A connection offers its things through the vehicle of vendors to the procurers. By this demonstration, we expect the inclination that recollecting the real objective to get high brand-value among clients; the afore mentioned is obligatory to contract higher retailer - saw an inspiration on the way to the product. Likewise, to get sophisticated retailer saw regard, a connection should achieve all the furthermore enamouring promoting reviews as boosting exercises encouragement retailer-saw an encouragement in like convention truly and undeniably impacting brand gainfulness execution (Baldauf, Cravens, Diamantopoulos, Roth, and Petra, 2009; Goldfarb, Lu, and Moorthy, 2009).

Among the best exhibiting hones, occasion patronage could be the best - advancing improvement for getting the social event of both, the retailers and the clients. Occasion sponsorship is a way to deal with overseeing, other than pulling in the buyer with the assistance's things by methods for setting up mastermind thought. Enlargement to that, the thing at the event – close to regarding degrees of progress – may add to partner with the part with the brand, supports ought to in like way consider people's imperativeness intended for (i.e., vitality and excitement) aimed at restored obligation by clients (Close, Finney, Lacey, and Sneath, 2006). Behind this declaration, nearby is a legitimization. The technique for thinking is that client never purchases any new thing with no compensating thought on the thing (Siddiqi, Sohail, Ali, and Nasim, 2014).

The Rapport Between the Traits of Brand-Equity

The Connection Amid Perceived-quality and Brand Association
In the evaluation broadside (Aaker D., 1991) (Pappu, Quester, and Cooksey, 2005), patrons who grasp optimistic connotations in the direction of a product are furthermore obligated to make a constructive standpoint of noteworthy worth and the precise technique. The high collaboration heads to apparent top-notch, which, along these lines, impacts purchasing choices. Awareness in the direction of brand adds to the clear guesstimate of the patron, which goes about as a reason behind procuring a explicit significance of any brand (Falahat, Chuan, and Kai, 2018).

The Connection Amid Brand-loyalty, Brand Association, and Brand-Awareness

Brand-fidelity depicts as a blend of slices, together with the level of customer's execution and the positive of brand association. Like this, it tends, if patrons have a higher brand alliance and Awareness on the road to Brand, the brand unrelenting quality will, in like way at the fashionable time. Likewise, in (Atilgan, Aksoy, and Akinci, 2005), even more, important connotation clients have towards a brand, the more their relentlessness and an alternate way. Awareness on the way to brand and brand connotation was accompanying (Atilgan, Aksoy, and Akinci, 2005) and (Pappu, Quester, and Cooksey, 2005). In addition, a prime level of Awareness towards brand among clients truly impressions the snap of the brand depiction of the gadget (relationship) in the understanding of clients (Ramos, Villarejo, Franco, and Sánchez,2005).

Objectives

• To study the effect of loyalty, awareness level of customers and perceived quality on brand value.

• To study the psychological behaviour of the customers based on their choices towards different attributes of brand.

• To refer proposals to grow lead age through BTL worksout.

Hypothesis

• There is a momentous correlation amid the brand awareness and brand loyalty.

• There is a momentous correlation amid perceived quality and brand loyalty.

• There is a momentous effect of income of the consumers and the accreditation needs they possess.

Research Methodology

Descriptive approach is been used in command to check and accumulate the data of the prevailing scenario in the region. This will provide the knowledge of predominant practices of the customers. For the purpose of understanding the background and existing relationships, various works of literature are analysed. Also, constructed on the investigation of various literatures, the survey is been made to gather statistics from the respective patrons.

The stratifies sampling technique is been employed for this study. The customers were asked to fill the questionnaire after getting positive response

to the question: "Do you have purifier or wish to possess water purifier?". The questionnaire is based on the Likert scale of 1 to 5, 1 to be extreme negative and 5 to be extreme positive. In totality, 151 responses are been collected any analysed for accomplishing the pre-determined objectives. The target population is from South Delhi and West Delhi. SPSS 20.0 was employed for the scrutiny of statistics composed. The reliability analysis, correlation and ANOVA tests are employed to get the results out of the data.

Key Variables Testing

Cronbach's Alpha Test (Reliability Test)

Table-1: Cronbach's Alpha Test (All Variables)

No. of Variables	Cronbach's Alpha Value
11 items	**0.865**

Through Table-1, it can be said that the Cronbach's Alpha cost is 0.865, and it can be concluded that the information that is engaged from different defendants of Western Delhi is dependable enough to do further analysis.

Variable Level Internal Consistency Analysis

Table-2: Factors Level Reliability Analysis

Brand-Awareness Variables	
Variables	Cronbach's Alpha Value
BA1	
BA2	0.883
BA3	
Brand-loyalty Variables	
BL1	
BL2	0.833
BL3	
Perceived-quality Variables	
PQ1	
PQ2	0.901
PQ3	
Accreditation Need Variables	
ACC1	0.873
ACC2	

In the stir of smearing the Cronbach's Alpha Test against the data congregated on innumerable apparatuses of Brand-Awareness, brand-

loyalty, perceived-quality, and accreditation needs, it is found that the value is 0.893, 0.843, 0.911, and 0.882 respectively, i.e., data is dependable enough to test further hypotheses (as shown in Table-2).

Hypothesis Testing

Brand-Awareness and Brand-loyalty Correlation

For finding the correlation, each factor of Brand-Awareness is been tested thru the brand-loyalty influences, and the final result of whether there is a presence of a relationship between both the variables will be based on the findings of these tables.

Table-3: Hypothesis 1

Independent Variable- BA1		
	Pearson Correlation Value	**p-value**
BL1	0.563	0.00
BL2	0.557	0.00
BL3	0.561	0.00
Independent Variable- BA2		
BL1	0.515	0.00
BL2	0.643	0.00
BL3	0.426	0.00
Independent Variable- BA3		
BL1	0.565	0.00
BL2	0.511	0.00
BL3	0.492	0.00

In view to Table-3, it is vibrant to comprehend that the main capricious of Brand-Awareness is emphatically connected thru the distinctive elements of brand-loyalty as the 'r'- the estimation of respectively aspect is more prominent than 0.5 (as shown in Table-3), which shows the essentialness of the relationship between the no less than two components. Also, besides, the directly overhead exhibits that the main mutable of Brand-Awareness is strongly connected with separate feature of brand-loyalty in light of the fact that the computed criticalness level is lesser than the expected consequence level, i.e., 0.05, and the alternative theory is accepted. Along these lines, there is an optimistic assembly amid the principal variable of Brand-Awareness and each one of the components of brand-loyalty. This outcome depends on every one of the rejoinders recorded from the defendants of Western Delhi. This finding is confirmed by (Malik, Ghafoor, Iqbal, and Riaz, 2013) additionally.

Brand-loyalty and Perceived-quality

Correlation Test

For finding the correlation, each factor of perceived-quality is been tested with the brand-loyalty factors, and the final result of whether there is a presence of a relationship between both the variables will be based on the findings of these tables.

Table-4: Hypothesis 2

Independent Variable- PQ1

	Pearson Correlation	p-value
BL1	0.194	0.016
BL2	0.358	0.000
BL3	0.232	0.004
Independent Variable - PQ2		
BL1	0.225	0.005
BL2	0.257	0.001
BL3	0.201	0.014
Independent Variable - PQ3		
BL1	0.234	0.004
BL2	0.368	0.000
BL3	0.305	0.000

Based on Table-4, the null hypothesis is rejected as the sig value is lesser to the assumed value, i.e., 0.05. By this, one may state that the foremost mutable of perceived-quality is particularly connected thru respective influence of brand-loyalty. The study of Andervazh, Shohani, Tamimi, Diyaleh, & Alnasere, (2016) confirms the same.

Effect of Household Income on the Need for Fulfilment Based on the Accreditation of the Product

Monthly Household Income:

		df	F- Value	p-value
ACC1	Between Groups	3	1.242	0.297
	Within Groups	147		
ACC2	Between Groups	3	1.052	0.371
	Within Groups	147		

Based on Table-5, evidently, the sig value is above the presumed p value, i.e., 0.05, so it can be inferred that income has no firm relationship with the accreditation needs demand by any customer. Therefore, this null hypothesis can be accepted.

Recommendation

After collecting and analysing the consumer responses some of the flaws are being found which may affect the functioning and profitability of any purifier Company. Some of them include lack of awareness, price, rigidity, lack of new customers etc. So, to eradicate such short-comings it can be suggested that the company should engage their sales activities in the area of consumer awareness and generation of new leads from the existing customers and also from various BTL activities that may include door-to-door selling, managing the filters as per the local conditions of various localities. Also after analyzing the responses, it is found that the consumers are well-familiarized with the accreditations that all are offered by various organizations such as, IMA, ISI, etc. which shows the quality of that water purifier and also will get associated with the company reputation.

The foremost thing that the company should work upon is to make the marketing strategy better which may include the installation of water purifiers in the public areas such as, temples, mosques, etc. which will attract the mind of the visiting people towards the brand of that water-purifier and give them the thought of 'a standard brand' in their minds.

Another suggestion can be that the company should make its leads by its existing customers through the medium of discounting attraction to them. This process will attract the existing customers to give many of the new leads to the company to earn more discounts on their net servicing if the given leads get converted to the company's customer.

The company, moreover, should work upon its manufacturing technology to lower down their product's market price. This will help the company to attract more and more customers on the basis of their product's price in the competitive market. Also, to maintain the company's customer base and to build brand-loyalty among the existing customers, the company should work upon their CRM processes or activities. This includes regular contact with their customers for the feedback and grievances related to the company's product. This will ensure brand-loyalty among the customers and will prevent loss of customers.

Conclusion

Brand-Awareness is a terminology which describes its significance through the identification of any brand's product. So, this study incorporated this element into the objectives. And the results indicates that the brand awareness always impacts the level of loyalty that customers illustrates towards any brand. Also, it is found that perceived quality too impacts the loyalty levels among the customers. The focus of every white-good/ electronics company always stick to provide quality experience either through product quality or service quality for the purpose of differentiating

their brand from all other competing companies. So, this study will guide them to think on the matter that to influence the brand loyalty, they can improve the awareness level of the customers for their brand. Later on, after the first purchase accompanied with better brand awareness, the customers will represent better loyalty to that brand.

Subsequently, it very well may be gathered that through fortifying these parts the brand worth will increment in an uncommon way. Brand-reliability in like manner makes brands increase higher bits of the pie under the general business, custody brand's eminence, in addition shields since diminishing products. Brand apparent superiority for apparent value in like manner supports the thing producers, i.e., makers and customers' connection and makes them luminous and of later run.

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Annexure

BA1	My water purifier delivers safe drinking water
BA2	My water purifier scores are high in loyalty /quality
BA3	My water purifier gave me good value for money
BL1	I will pay a higher cost to purchase this brand of water purifier rather than changing the brand
BL2	I would replace my existing purifier with the same brand
BL3	I recommend the same brand of water purifier to my friends and relatives
PQ1	How might you rate the quality of our water purifier?
PQ2	How might you rate the quality of the technology of our water purifier?
PQ3	How might you rate the quality of after-sales services of our water purifier company?
ACC1	How critical the implication of IMA (Indian Medical Association) underwriting for any water purifier is?
ACC2	How essential is a criterion the ISI accreditation for any water purifier?

BA - Brand-Awareness, **BL**- Brand-loyalty, **PQ**- Perceived-quality, **ACC-** Accreditation

Mining Data to Build Successful Relationships with Customers – A Study at Select Retail Store

M P Shiva Kumar[*]

Abstract

Today retailing is evolving into a global, high tech business and it has emerged as one of the most dynamic, and fast paced industries in India. The highly competitive Indian retail industry with large number of players on one side and importantly the unpredictable, more sophisticated and ever changing consumer tastes and preferences on the other side resulting in severe competition and significantly impacting retail sales. Thus, retail businesses in India as a part of CRM (customer relationship management) have shifted their focus to understand consumer choices better by mining data to meet with their expectations and retain them. The present study explores the consumer buying behaviour and their overall shopping experience at the store, frequency of visits and their preference and willingness for online shopping. The study highlights that for majority of shoppers mid of the weekday and weekends are the most preferred choice to visit the store. It is also noted that family size and income has a positive influence on consumption. Consumers who are shopping in majority are found to be males and they rate high on the factors such as availability of products and overall facilities of the store.

Keywords: Customer Relationship Management, Consumer Buying Behaviour, Shopping Experience, Consumer Preference

Introduction

The Indian retail industry is the fifth largest and preferred retail destination globally and the changing demographics of the buyers, their behavior and preferences, the rising income levels, expanding middle class, urbanization etc. are driving the growth in the organized retail market in India.

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However, the pressure on highly competitive retail businesses is intensified and witnessing slower customer acquisition rate, decreasing loyalty and lengthening sales cycles and also many retailers are discovering that too low of an inventory is resulting in lost sales, and high inventory is incurring heavy costs. Moreover, today consumers shopping experience is no longer defined by the boundaries of brick-and-mortar, customers are moving seamlessly between online and offline experiences and are open to only those outlets who can best promote these changes and offer a better shopping experience tailored to their individual needs. Thus, businesses have shifted their focus to understand the consumer needs and their expectations by tapping into more data sources and channels to learn and individualize the efforts through CRM implementation. CRM practices facilitate an organization to run deep into customer needs and help understand and meet customer expectations. As a part of CRM currently retail businesses focusing on multi-channel conversation with customers to learn their current interests, expectations through various channels including short message services, e-mails, call center management, IVRs, chats, kiosks, stores, social, websites or mobile to monitor both customer data and the customer experience. As may be seen from the Table-1, in order to win sales, retail marketers are continuously learning current interests of customers from various channels and striving for real-time engagement across channels to build a long-term relationship. From the table, it is clear that majority of retail businesses globally are using website for real time engagement followed by e-mails. However, many of them have shown willingness to implement virtual reality or augmented reality followed by mobile apps.

Table-1: Channels Employed for Customer Engagement

Channels	Current Use (%)	Intended to Use (%)	Projected growth rate (%)
Website	84.00	14.00	17.00
Email marketing	76.00	18.00	24.00
Display/banner ads	73.00	22.00	30.00
Social publishing	67.00	25.00	37.00
Social advertising	65.00	30.00	45.00
Video advertising	57.00	33.00	58.00
Mobile app	57.00	37.00	68.00
Mobile messaging	54.00	30.00	65.00
Affiliate marketing	53.00	34.00	56.00
Native advertising/Sponsored content	53.00	37.00	71.00
Customer communities	51.00	33.00	64.00
Paid search/SEM	51.00	36.00	69.00

Channels	Current Use (%)	Intended to Use (%)	Projected growth rate (%)
Internet of Things (IoT)/ Connected devices	42.00	38.00	91.00
Voice-activated personal assistants	22.00	37.00	127.00
Virtual reality (VR) or Augmented reality (AR)	19.00	41.00	218.00

Source: salesforce.com/research, 2020

Literature Review

Customer relationship management is an emerging tool that helps business firms to sustain and build long-term relationships with their customers. Szeinbach, Barnes and Garner (1997) note that management of customer relationships is a modern business approach and it is the technique embraced by firms to generate more customer knowledge in order to offer the best services and obtain their loyalty. Bawa and Ghosh (1999) explain that households with larger family members and high-income levels may result in increasing consumption levels. Thomas (2001) view that several businesses have built databases that contain comprehensive interaction data on prospects and customers as a part of their CRM practices. Rong, Wang, and Liao (2001) note that customer information can facilitate customer segmentation and allows business firms reaching their target groups through segment-tailored marketing efforts. Greenberg (2001) note that in order to have more effective and personalized communications with the customers' business firms need to focus on CRM practices as it helps every interaction with the customer to a detailed customer information. Reinartz and Kumar (2003) view that management of customer relationships is referred to all the business practices aimed at initiating, setting up, sustaining and establishing productive long-term relationship with their customers. Buttle (2004) documented that management of customer relationships for any firm is a feasible and profitable marketing technique that can be used for winning the customer and maintaining relationships with them. Kotler and Armstrong (2004) state that CRM is the systematic method of establishing and maintaining profitable customer relationships by providing superfluous consumer experiences. Lawson-Body and Limayem (2004) view that in service delivery it is not easy to understand the expectations of customers, however building profitable relationships with them help the firm identify their needs and expectations. Coye (2004) opined that CRM is a technique helpful to understand consumer expectations and preferences. Lancaster and Reynolds (2005) state that customer relationship management evolved into a customer centric philosophy from a combination of relationship marketing, internal marketing and customer service. Kaul (2007)

emphasized that the focus of the retailer should not only be on the store, but also on the consumer's experience in the store. Masterson (2007) states that it is essential to maintain relationships with customers, however it is very important for service companies in order to develop better relationships with them. Anisimova (2007) note that retail business firms should know the nature of their customers and their buying patterns for establishing positive relationships with them. Valsecchi, Renga, Rangone (2007) view that the management of customer relationships supports the firm to improve overall productivity, help increase the level of customer relationships and loyalty thus resulting in higher revenue. Chen and Lai (2010) note that consumers are becoming more aware about product and services in the market place and thus they demand for distinctive services. Wali, Wright, and Uduma (2015) note that management of customer relationships is necessary for business survival and further opine that customer relationship management acts as a catalyst for a responsible, efficient and customer-focused organization. Krizanova, Gajanova, and Nadanyiova (2018) note that customer relationship management not only includes software or technology but also strategic knowledge, hence making it a global solution for business firms.

Need for the Study

Retailing in India is a booming sector and continues to remain one of the fastest growing markets. However, the availability of more number of stores for purchases resulting in intense competition. Therefore, in order to remain competitive and maintain relationships with their customers, it is necessary for a retailer to know how the shopper behaves at the retail store, how does he/she make the choice, what are their expectations and what all aspects of the stores to be considered to create a holistic shopping experience. This study was conducted to know customers better at the select retail outlet to innovatively service them. In studying customer behavior in retail stores it is generally important to ascertain composition of customers such as sex, age group, economic and educational status, occupation, origin of customers, that is where do customers come from, their geographic distribution and how far do they travel to the reach the store and the time taken, size and frequency of purchases etc. The answers to these questions not only supply useful data on customer origin but also help understand the current interests and expectations of the customers and finally benefit the select retail organization.

Objectives and Methodology

The present study analyses buying behaviour, frequency of visits, their preferences and overall shopping experience in the store based on the data collected from a random sample of 295 respondents in Hyderabad city of

the Telangana State. The questions framed in the survey were compiled from previous studies and developed specifically to support the research study. Data thus collected was processed, analysed and interpreted to draw the valid inferences. For analysing the data and providing the realities of the research outcomes suitable statistical techniques were employed. The specific objectives of the study are to know:

- The consumer buying behavior and their overall shopping experience at the store
- The geographic distribution of the consumers
- The socio-economic status of those buying products
- The frequency of customer visits for purchase of products
- The consumer preference for online shopping
- The convenient time and day for purchases from the store

Results and Discussions

Table-2: Respondents Classified by Sex

Sex	Number reporting	Percentage
Male	181	61.35
Female	114	38.65
Total	295	100.00

Source: Questionnaire

Table-2 refers to the classification of the customers shopping by gender. The buyer roles are ever changing with evolving life styles of consumers. At the outset, we tried to know whether it is males or females who are shopping for their purchases in the retail store. As may be seen from the table, 61.35% of buyers are males, who are shopping to purchase their preferred products.

We also looked at the age group of the sample respondents buying at select retail place and the details are presented in Table-3. It may be said that the buyer's decisions are also influenced by their age and other demographic factors. As may be seen from the table, most (38.65%) of the consumers are shopping belong to the age group of 26-35 years. However, the consumers of 36-45 age groups are also found in large numbers (25.77%).

Table-3: Respondents Classified by Age Group

Age-group in years	Number reporting	Percentage
26-35	114	38.65
36-45	76	25.77
46-55	59	20.00
56-65	30	10.16
Above 65	16	5.42
Total	295	100.00

Source: Questionnaire

It is very useful in segmenting the households based on the education level and their occupational status because they display similar purchasing patterns. Table-4 shows the classification of sample consumers by occupation. One observation that follows from the table is that about (41.01%) of the sample consumers who are shopping are private employees.

Table-4: Respondents Classified by Occupation

Occupation Status	Number Reporting	Percentage
Business	69	23.39
Govt. Employee	22	7.46
Private Employee	121	41.01
Others	83	28.14
Total	295	100.00

Source: Questionnaire

Table-5 refers to the classification of respondents by their household income class. Income is by far the most important factor influencing the decision in purchases. As may be seen from the table, it may be observed that (30.85%) of shoppers income class is INR 20,001 to 40,000. One more important observation that follows from the study is that the respondents of 40,001-60,000 income groups are also found in large numbers (26.45%).

Table-5: Respondents Classified by Household Income

Income class per month	Number Reporting	Percentage
Less than 20,000	51	17.28
20,001-40,000	91	30.85
40,001-60,000	78	26.45
60,001-80,000	46	15.59
80,001 and above	29	9.83
Total	295	100.00

Source: Questionnaire

Family members and its size may have a significant effect on the actions of the buyer. Table-6 refers to the classification based on family size of the consumers. As may be seen from the table below, (36.61%) of shoppers who are visiting the store have a size of four family members. However, it can also be noted that shoppers with the size of five family members are also in considerable numbers. (27.12%)

Table-6: Respondents Classified by Family Size

No. of members in family	Number Reporting	Percentage
Two	23	7.80
Three	33	11.19
Four	108	36.61

No. of members in family	Number Reporting	Percentage
Five	80	27.12
Six and above	51	17.28
Total	295	100.00

Source: Questionnaire

Table-7: Respondents Classified by Time of the Purchase

Time	Number Reporting	Percentage
7:00-8:45	8	2.71
8:46-10:30	26	8.82
10:31-12:15	5	1.69
12:16-14:00	65	22.03
14:01-15:45	76	25.76
15:46-17:30	28	9.50
17:31-19:15	81	27.46
19:16-21:00	6	2.03
Total	295	100.00

Source: Questionnaire * HID: 0.2085

Table-7 refers to the classification of respondents classified by their time of the day for purchase and their visit to the store. In order to meet with the customers' requirement and expectations, it may be important to note their time of purchase and pattern of their visits to improve the store operations. As may be seen from the table, it can be observed that majority of shoppers are visiting store (27.45%) from 5:30 pm to 7:15 pm. Further, it can also be noted that (25.76%) are visiting shop during 2:01 pm to 3:45 pm. However, we also wanted to know whether the shoppers' composition by their time of purchase is diversified or concentrated. Herfindahl Index (HID) is being calculated to know how far the shoppers' visiting time for purchases is diversified. The HID being 0.20, it can be stated that the shoppers preference is concentrated during the working hours of the store.

Table-8: Respondents Classified by Time and Day of the Purchase

Customers Entry	Customers Preferable Day of the Week No reporting (Percentage)							Total (Percentage)
Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun	
7:00-8:45	0.00	2(5.27)	0.00	3(4.83)	0.00	1(2.27)	3(6.98)	9(3.05)
8:46-10:30	0.00	5(13.15)	0.00	5(8.06)	4(12.12)	8(18.18)	4(9.30)	26(8.81)
10:31-12:15	0.00	1(2.63)	3(5.35)	1(1.61)	0.00	0.00	0.00	5(1.69)
12:16-14:00	8(42.10)	9(23.69)	15(26.78)	14(22.59)	6(18.18)	7(15.91)	10(23.26)	69(23.39)
14:01-15:45	7(36.85)	10(26.32)	16(28.58)	13(20.97)	6(18.18)	8(18.18)	14(32.56)	74(25.08)
15:46-17:30	4(21.05)	8(21.05)	10(17.86)	19(30.66)	13(39.40)	17(38.64)	7(16.27)	78(26.46)
17:31-19:15	0.00	3(7.89)	8(14.29)	5(8.06)	4(12.12)	3(6.82)	5(11.63)	28(9.49)
19:16-21:00	0.00	0.00	4(7.14)	2(3.22)	0.00	0.00	0.00	6(2.03)
Total	19(100.00)	38(100.00)	56(100.00)	62(100.00)	33(100.00)	44(100.00)	43(100.00)	295(100.000)

Source: Questionnaire

Table-8 refers to the classification of respondents classified by their day and time of preference. In order to improve the operational efficiency of store and service to customers an attempt is made. One such trying is to know the customers preferable time and day of visits. As may be seen from the table above, it is observed that mid of the weekday that is, Thursday and weekends are most preferred choice for visiting the store for their purchases. However, what is important to note is that majority of shoppers are showing their willingness to shop afternoon.

Table-9 explains about the most preferred day for shoppers to visit and purchase. It should be noted that shoppers might visit the store at their convenience. The data revealed by our sample study of shoppers show that (21.01%) of customers willing to shop on Thursday. The data also show that the most convenient day for shoppers is weekend. Thus, we wanted to know whether the shoppers' composition is diversified or concentrated. Herfindahl Index (HID) is being calculated to know how far the shoppers' preference is diversified. The HID being 0.15, it can be stated that the shoppers preference is concentrated during weekends.

Table-9: Respondents Classified by their preferred day for the Purchase

Day	Number Reporting	Percentage
Mon	19	6.44
Tue	38	12.89
Wed	56	18.99
Thu	62	21.01
Fri	33	11.18
Sat	44	14.91
Sun	43	14.58
Total	295	100.00

Source: Questionnaire * HID: 0.1569

Table-10 refers to the classification of respondents by their plan of visit to store with list of items. When the shoppers were asked regarding their plan of visit, it has been observed that majority of shoppers (76.62%) had a list of items to be purchased at the store.

Table-10: Respondents Classified by Plan of Visit with List of Items to Store

Respondents	Number Reporting	Percentage
Yes	226	76.62
No	69	23.38
Total	295	100.00

Source: Questionnaire

Table-11 refers to the classification of respondents by their purchases from online in the last three months. With the increased usage of the online media, today customers are not only showing preference to gather information but also demonstrate inclination towards general look and comparison of other products and services. As may be seen from the table, we have enquired with our sample shoppers to know the preferences for online purchases. It is observed that (65.09%) of sample shoppers have bought or ordered their goods online. However, we wanted to know to what extent does sample respondents are showing preference for online purchases and if any, does preference of channel is varying gender wise. Thus we have constructed a two-way tabulation and as may be seen from the table, it is observed that males have been found in majority. It was also noted that customers have used their mobile phone to research or purchase and looking up for product information.

Table-11: Respondents Classified by Purchases from Online Media

Number Reporting	Yes (Percentage)	No (Percentage)	Total (Percentage)
Male	118 (65.09%)	63(34.91%)	181 (100.00)
Female	74 (64.92%)	40(35.08%)	114(100.00)
Total	192	103	295(100.00)

Source: Questionnaire

Table-12 and 13 refers to the classification of respondents by travel time and distance to reach the store. It is very important and useful information for any store to efficiently work on distribution efforts including, if shoppers are convinced for free home delivery. As may be seen from the Table-12 (28.48%) of shoppers take sixteen to thirty minutes travel time. Further, from the Table-13 it can be seen that majority of shoppers (22.03%) come from a distance of three to five kilometers.

Table-12: Respondents Classified by Travel Time to Reach the Store

Travel time in minutes	Number Reporting	Percentage
Less than 5	21	7.11
5-10	70	23.73
11-15	75	25.42
16-30	84	28.48
31-60	26	8.81
61-90	10	3.39
More than 90	9	3.06
Total	295	100.00

Source: Questionnaire

Table-13: Respondents Classified by Travel Distance to Reach the Store

Travel distance in Kilometers	Number Reporting	Percentage
Within 1 km	26	8.81
1 km-2 kms	40	13.56
2.1 kms-3 kms	48	16.27
3.1 kms-5 kms	65	22.03
5.1 kms-10 kms	59	20.00
More than 10 kms	57	19.33
Total	295	100.00

Source: Questionnaire

Table-14: Respondents Classified by their Acceptance on Purchases

Acceptance on purchases	Number Reporting	Percentage
Purchased (everything which I wanted to buy)	171	57.97
Purchased (some of the things which I wanted to buy)	60	20.34
No (didn't buy anything today)	64	21.69
Total	295	100.00

Source: Questionnaire

Size, frequency of purchase and availability of stock in stores will definitely affect the sales. Table-14 refers to the classification of respondents by their acceptance on purchases. As may be seen from the table, it can be observed that (57.97%) of shoppers opine that stock is available and they bought which they want to purchase. However, (21.69%) of sample consumers note that they did not buy anything. Store should find out the reasons to avoid lost sales.

Table-15 refers to the classification of respondents on their willingness to recommend the store to others. We have enquired with our sample shoppers to know their willingness in promoting and recommending the store. As may be seen from the table, it is observed that (66.78%) of shoppers opined that they promote the store to others. It is a welcome development. However, store should focus on the consumers who opined 'may be' option and try providing better consumer experiences.

Table-15: Respondents Classified by their Recommendation to Family/Friends/Neighbors

Recommendation	Number Reporting	Percentage
Yes	197	66.78
May be	90	30.51
No	8	2.71
Total	295	100.00

Source: Questionnaire

Table-16 refers to the classification of respondents on shoppers' frequency of visits to the store. We have enquired with sample shoppers

on their frequency of visiting the store. As may be seen from the table (32.89%) of sample shoppers visit the store for purchases every month and are found in majority. It is also found that around 18.30% of shoppers are visiting the store once every three months. There is an immediate need to know the size and frequency of purchases of the customers and address the reasons of the customers who are not visiting the store frequently.

Table-16: Respondents Classified by Frequency of Visits to the Store

	Number Reporting	Percentage
Daily	9	3.05
Every 2-3 days	4	1.36
Once a week	15	5.08
Once in 1-2 weeks	19	6.44
Once a month	97	32.89
Once every 1-2 month	44	14.92
Once every 3 months	54	18.30
Once every 6 months	40	13.56
Once a year	13	4.40
Total	295	100.00

Source: Questionnaire

Table-17 refers to the classification of respondents by their visit to the store in a group or alone. It is observed from the study that (55.59%) of shoppers who are visiting the store are in a group. Therefore, store can focus on improving the shopping experience through better engagement practices for other members.

Table-17: Respondents Classified by Visiting Alone or in-Group to the Store

Visiting	Number Reporting	Percentage
Alone	101	34.23
In a group	164	55.59
Spouse	46	15.59
Kids	62	21.01
Parents	31	10.50
Relatives	43	14.57
Friends/Neighbours	53	17.96
Colleagues	11	3.72

Source: Questionnaire * Note: Few sample respondents reported more than one aspect

Table-18 refers to the classification of respondents by usage of the website of the store. We have enquired with sample shoppers on the user friendliness of the store website on few select attributes. As may be seen from the table, it is found that shoppers opine that stores website is easy

to navigate. Being mean score is high (4.12). However, it also should be noted that store website should focus on content and providing useful and relevant information.

Table-18: Respondents Classified By Usage Of The Store Website

Attributes	Mean	SD	Skewness
Website has a user friendly interface	3.77	0.56	-2.07
Website is easy to navigate	4.12	1.05	-1.40
Website has useful information	2.32	0.73	-0.54
Website has good images	2.66	1.09	0.43
Website has a pleasing color scheme	2.42	1.25	0.48

Source: Questionnaire

Table-19 refers to the classification of respondents' satisfaction level on various attributes on their shopping experience at store. We have asked our sample shoppers to give their view and rate on a five-point scale (satisfied to dissatisfied) on few select attributes on their shopping experience. As may be seen from the table, availability of products and variety of products are rated high, (mean score being 1.93 and 1.88). However, store management should focus on ambience, handling and managing billing system.

Table 19: Respondents Satisfaction level on various attributes on Shopping Experience

Attributes	Mean	SD	Skewness
Availability of Products	1.93	0.78	0.62
Variety	1.88	0.84	0.65
Prices of Products in the store	1.87	0.78	0.64
Store Staff Interaction	1.73	0.74	0.85
Time taken for billing	1.61	0.75	0.96
Cleanliness & Ambience	1.58	0.72	0.97
Space for movement inside the store	1.60	0.71	0.85
Lighting/illumination inside the store	1.67	0.73	0.80
Promotions, Offers and discount schemes	1.75	0.76	0.52
Overall Checkout Experience	1.70	0.71	0.56
Linked loyalty programme	1.80	0.74	0.58
Parking Facility for the store	1.82	0.88	0.84
Air Conditioning inside the store	1.87	0.91	0.67
Product Quality	1.76	0.76	0.56
Signboards and directions to locate sections/ products	1.75	0.73	0.57

Source: Questionnaire

We employed multiple regression technique to identify the factors influencing amount spent on consumption by the respondent households. It is possible that income of consumers and family size can influence the consumption, both positively. An increase in income, other things remaining the same can result in an increase in consumption and an increase in family size, likewise, can push up consumption expenditure. We have estimated a linear regression equation taking the amount spent on consumption as the dependent variable and the income of consumers and their family size as independent variables. The regression coefficients are presented in Table-20. The explanatory power of the equation is quite high, as can be seen from the value of R^2, which is 0.53. As the F-value shows, it is statistically significant at less than 1% level. The independent variables, family size and the income of the consumers too are statistically significant at less than 1% level. The regression results go to support the received wisdom.

Table-20: Impact of Family Size and Income on Consumption Expenditure: Multiple linear regression coefficients

Variable Name	Regression Coefficient	t-value
Intercept	3454.34	10.46
Family size	693.44*	9.58
Income levels	0.06*	14.33
R^2(with F-value)	0.53*	166.71

*Significant at less than 1% level

Conclusion

Customer relationship management (CRM) is to create, maintain and expand customer relationships and it provides a way to keep in touch with the changing needs, desires and expectations of the customers. Our interviews found that family size, income has a positive influence on consumption and consumers who are shopping are males and belong to the age group of 26-35 years. However, the consumers of 36-45 age groups are also found in large numbers. Hence, companies need to focus on effective communications to reach these target groups. It is also observed that shoppers' preference is concentrated during mid-day of the week and weekends and majority of shoppers are visiting store from 5:30 pm to 7:15 pm followed by 2:01 to 3:45 pm for their purchases and come from a short distance of (three to five kms).Therefore, store can focus on effective distribution, availability of stock and service. Finally, store management should focus on combining in-store and digital channels for providing better customer shopping experience.

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Marketing Myopia – A Literature Review Based Contemporary Perspective

P Kamasastry*

Abstract

Marketing Myopia is the title of a seminal work of Theodore Levitt, first published in Harvard Business Review in 1960. This seminal work argued about the short-sightedness of enterprises in not being customer-centric and being product-centric. This also argued about the need for enterprises to evolve into customer satisfaction enterprises and respond to changes in customer mindsets. This paper is an attempt to review his much acclaimed and reviewed work along with other literature on this theme over the years. Based on a summary of the literature and the key issues highlighted in them managerial implications in contemporary setting are derived. This paper attempts to track and analyze the development of thought on myopia and brings it to the contemporary scenario. An attempt has been made to identify the elements of myopia, the elements of customer centricity and the probable solution to this. This paper will be useful to students, academicians, and practitioners in running enterprises over the long term.

Keywords: Business Model, Competition, Customer Centricity, Enterprise Life Cycles, Market-Driven, Marketing, Myopia, Product Development, Visionary Leadership

Introduction

Theodore Levitt in his seminal work Marketing Myopia argued that companies which do not think broadly about their businesses will lose to competition. This broad thinking has to do with the definition of their business. A narrow definition in his view which has been accepted and lauded the world over leads to the demise of the organization as it does not adapt to the changing consumer needs and expectations, and various other

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changes in the market-place. Based on review of significant literature, this paper attempts to delineate some of these elements of myopia Elements of myopia are identified and conceptualized. An encapsulation of the mantras of success has been attempted. The paper concludes that this literature review based research on myopia explains that market drivenness in a societal and stakeholder perspective is the key to successful enterprises. As a final step, delineates empirical validations as directions in different settings of the mantra provided for overcoming myopia as directions for further research.

Objective

The purpose of this research paper is to review select significant literature on marketing myopia over time and to briefly understand myopic and nonmyopic behavior. Based on the key issues highlighted in the literature, the objective was to identify the key elements causing myopia and attempt a conceptualization. Similarly, based on an understanding of the literature the objective was to delineate the key elements that help overcome myopia and attempt a conceptualization. The present objective is to examine the evolution of the postulation of marketing myopia over time and to present the contemporary perspective along with its managerial implications. This provides guidelines and lessons for building nonmyopic enterprises and enables value offerings over a longer period leading to extended enterprise life cycles and sustainability.

Research Methodology

This paper is not an empirical research based paper. This paper draws from existing significant literature to achieve a contemporary perspective. Significant literature is identified and reviewed and an analysis of the key issues is attempted and presented. The author does not profess to review all the literature on the topic. Significant seminal works have been considered for review. The summary of the literature review presents pointers to the identification and conceptualization of the reasons for myopia and the mantra to avoid myopia. The key is the analysis of the significant literature of various scholars who have presented their individual perspectives.

Sources of Information

The single biggest source of information is the significant work of eminent scholars. The summarization and presentation of key findings is based on an analysis of the literature.

Literature Review

This section provides a brief review of significant literature on the area of

interest and those interested can refer to the original works for a detailed understanding.

Levitt T (1960), in his seminal work, first published in 1960 and widely acclaimed, postulated that enterprises move away from a narrow product focus to a customer-focused view of their business. This would mean a definition of business on the basis of the customer needs the enterprise serves, from a broad perspective, rather than, the products they make. He argued, that most businesses are in a self-deceiving cycle, primarily, due to the four well documented assumptions that they make about their business and the environment. Visionary leadership which drives the enterprise into being customer-centric, – thinking of what customers need, rather than product-centric, so that the enterprise has a large customer following is probably a must. In a retrospective commentary (1975), he has examined the consequences that his work has had on enterprises, both positive and negative and has concluded that the work is a manifesto and not a prescription.

Narver J C et al (1990) have examined the impact of market orientation on business performance empirically in the United States of America on a sample of 140 Strategic Business Units of a large corporation - both commodity and non-commodity firms. The positive impact of market orientation on business profitability was proved after developing a valid measure of market orientation. Face validation and reliability testing were done subsequent to the delineation of the components of market orientation and the outcomes and the construct validity of the three-factor model of market orientation proven.

A theoretical model of market-oriented factors and other factors, – business-specific factors and market-level factors was used. Business performance was measured on return on assets. A regression model was developed to explain the relationships and all factors were found to have a significant relationship to ROA except commodity businesses. Market orientation is a continuous process with an economical level of market orientation. The limitations of the study were enumerated and directions for future research were provided. They conclude that after controlling for market-level factors and business-specific factors the relationship between market orientation and business performance is quite significant empirically, proving, what marketing thinkers had theoretically proposed. A strong marketing orientation should be the cornerstone of a competitive strategy.

Day G S (1994) in his seminal work has cited that superior skills in understanding and satisfying customers lead to superior business performance which has been validated by many researchers. Wide body of research has highlighted the roles of culture, information utilization, and

inter-functional coordination, but has not examined how these skills were developed. The capabilities approach to strategy offers a valuable key to transform and maintain a market orientation and a shared understanding of the industry structure, the needs of the target customer segments, the positional advantages being sought, and the trends in the environment, govern the choice of nurturable capabilities and investment commitments. The two capabilities required are market sensing capability and customer linking capability. The capabilities approach to strategy and TQM help in designing effective programs to achieve this. By combining the two approaches with prior empirical work the characteristics of market-oriented organizations can be delineated and he has argued for a change program with a set of five elements... To create and effectively utilize the market sensing, customer linking, and channel bonding capabilities attention to the values, beliefs, and behaviors of the members of the enterprise has to be paid and supported by changes in the structure, system, control, incentives, and decision processes. He finally set up a research agenda that looked into all aspects of the elements of the capability approach.

Vorhies D W et al (2000) is an empirical study which validates the proposition that market-driven firms demonstrate better organizational performance. The first objective of the study, among 87 firms in Australia, was to determine the degree of market drivenness by studying their market orientation. Based on the results of their analysis, they prove that market-driven firms have a higher level of customer and relationship focus.

The second objective was the exploration of the marketing capabilities that a market-driven firm would exhibit. Six such capabilities were identified based on literature review and managerial discussions and the 43 market-driven firms found in this study exhibited higher levels on all six capabilities and therefore proves that the development of these capabilities leads to better organizational performance.

The final objective was to empirically prove that market-driven firms would outperform their rivals and this was proven in the study. Developing a strategic market-driven approach and the internal processes together contribute immensely to a superior business performance.

They provide directions for future research and argue that continued investments in the elements of market drivenness enable firms to outperform competitors.

Bergen M et al (2002) is a seminal work on competitor identification and analysis. In this paper, the authors highlight the role of customer needs in defining the market place to show how a better knowledge of customer needs can increase awareness of the competitive horizon. The authors have proposed a two stage model to overcome the bias of earlier approaches and enable more effective competitor identification and analysis.

The first classificatory stage uses a needs based definition to develop a framework to define the kinds of competitors. This framework takes into account the consideration set of value offers and is useful in designing suitable strategies.

The second competition ordering stage uses the construct of resource equivalence (endowment capability of firms) to predict likelihood of competitor attacks and response. Based on this the analytical framework for competitor analysis was developed, which helped to capture the relationship between competitive balance and resource equivalence with two premises. Based on these premises six logical propositions are derived about the possibility of competitive behavior.

Explaining the use of the model in strategizing and predicting competition they enumerate the key limitations of the model and argue for further work to overcome these to refine the model, urging scholars and practitioners to utilize this to combat competition and overcome myopia.

Sheth J N et al (2005) in their contribution to this paper on Marketing Renaissance – a summary of the proceedings of the Bentley workshop argue that a case for reform has arisen because there is a serious image problem and both academicians and practitioners do not relate to the environment around them. A focus on short term gains, a failure to consider all relevant constituencies and a failure to appreciate their own strengths and capabilities in leading a transformation were identified as the characteristics of the marketing system leading to myopia. Lack of financial literacy of most marketing managers leads to marketing being marginalized in most corporations, and this has led to marketers losing trust in corporations. They argue and lay down an agenda for reform with regaining customer's faith and trust, using technology to enhance mutual value, broadening marketing perspective, and revitalizing the marketing function within the organization, as the four pillars to avoid the myopia. They conclude that the phenomenon of representing the corporate to the customer has to be reversed and the positive contributions of marketing to the society should be brought to the fore.

Smith N C et al (2009) is a seminal work on stakeholder orientation. According to the authors three factors (a) a single-minded focus on the customer to the exclusion of other stakeholders (b) a narrow description of the customer and his/ her needs and (c) a lack of recognition of the societal context of business and the need to incorporate the needs of multiple stakeholders causes the new marketing myopia. One should view the customer as more than a commercial necessity and look at consumption in a broader long term perspective and consider the interests of other stakeholders in their activities, since they are the members of society and address these concerns for long term prosperity. They cite the obesity crisis

in the food industry and the US auto industry as examples of not paying heed to a stakeholder approach and the problems they have faced. Citing the new AMA definition of marketing as a process of value creation with a mention of stakeholders, with respect to societal impact, they argue that incorporating the role of multiple stakeholders in marketing is the only way to avoid the new marketing myopia and refer to the increasing interest in this sphere.

A set five of propositions with illustrations from practice is provided for marketers to avoid the new marketing myopia by incorporating other stakeholders in the process of value creation. They bemoan the lack of academic literature on stakeholder orientation and measurement techniques to measure this. Stakeholder orientation rather than mere customer orientation will be the key to avoid the New Marketing Myopia and enable firms to prosper in the future.

Day G S (2011) wrote this paper to examine the growing complexity in the market place, the capability gap in organizations and suggest a panacea to this. Citing the example of the mobile telecom industry, he examined the causes of this complexity. Numerous niche markets have emerged due to increased information availability, and the identification and exploitation of the right niches is the new challenge and the issue of organizational adaptability to environment change is also a problem. The capability gap is growing and continues to grow because of the phenomenon of preservation rather than innovation and enumerates the key barriers to this including the skill gap in emerging areas to take on these roles. Firms have to go beyond traditional capabilities and encompass new imaginative ways of creating value for customers and delivering it. The mantra is to maintain customer leadership and invest in innovations that will give results over a time horizon and understand that customers and brands are assets. The superior execution of enterprise wide strategic capabilities and an information processing approach is essential in the fast changing complex environment, to manage customer and brand assets. After proposing a framework and defining adaptive marketing capabilities, he argued that this is what is required in the new age along with vigilant learning, and a sense and respond approach. Based on the development of a relational framework he suggests how the capabilities gap can be closed. The author then provides directions for future research and argues that adaptive marketing capabilities would be the key to overcome myopia in future.

Safarina H et al (2011) did an empirical validation of the construct of market orientation etc on competitive advantage in Iran. After an elaborate discussion of market orientation and competitive advantage, they developed a framework linking the two. Based on this discussion, hypotheses were developed to link the elements of market drivenness to competitive

advantage for research. They conducted a sample quantitative study in the industrial estate of Iran, with two sets of research instruments, tested for reliability and validated. A two stage testing of the model was done and the survey received 80 responses for analysis. All four elements of market drivenness were found to have a significant association with competitive strategy. Based on the results of this research, they argue that market drivenness and competitive advantage are closely linked, and firms should acquire market drivenness to be sustainable. They argue for building both strategic effectiveness and operational efficiencies in organizations with market intelligence inputs. In conclusion, they argue that similar research should be conducted in cross cultural environments and other countries.

Alizadeh A et al (2013), in their empirical work, have studied the relationship between marketing orientation and organizational effectiveness. This empirical study is from the small and medium scale industries located in Ardabil Industrial City in Iran and uses the cultural approach of Narver and Slater. Market orientation was studied in the three parameters (a) customer orientation, (b) competitor orientation and(c) inter-functional coordination. Organizational effectiveness was studied along with three parameters (a) relative ability of the enterprise in retaining customers and offering them new products, (b) market share and growth and (c) profitability.

In view of the emerging marketing thinking of stakeholder, the Multi-Model Performance framework was used in the study to define business performance to various stakeholders, and fourteen items of this model were used in the data collection instrument in the research done over a period of three years on a valid sample of sixty plus enterprises.

To summarize, the findings, in small businesses a direct, positive and significant relationship was found between market orientation, customer orientation and inter-functional coordination with organizational performance. Competitor orientation was found to have a relationship with organizational performance, though not significant. In conclusion, they argue, for the management of small business enterprises to improve these orientations to achieve better performance.

Agarwal P K (2015), in his work, has argued about the relevance of Levitt's theory and proved this with a few examples from the Indian context. He defines myopia as a medical term meaning nearsightedness or short-sighted and marketing myopia is nothing but a self-look rather than the market-oriented look of the enterprise. He discusses the four myths as postulated by Levitt. He then proceeds to show, with the example of Ambassador Car, Maruti (Gypsy), Bajaj Automobiles, Yezdi motorcycle and Margo soap which lost customer franchise because of myopia, that customer centricity is the key.

The author argues for avoiding myopia in the section on implications of the theory of Marketing Myopia, and that visionary leadership is necessary to ensure that the enterprise thrives and does not merely survive.

The concluding argument is that marketing myopia should be avoided by being customer focused; understanding consumer needs, innovation and research, and consumer feedback based marketing strategy.

Bharadwaj S (2015) wrote a commentary highlighting the need for firms to adopt a multi stakeholder approach to business going beyond the investor orientation in formulating marketing strategy. After a brief review of the resource advantage theory, he puts forward his arguments for a multi stakeholder perspective. A focus on the firm's financial performance in relation to other stakeholders would lead to Pareto optimal solutions and ignoring societal welfare in the pursuit of financial goals is probably undesirable. Two emerging disruptive forces viz societal expectations and the networked economy will have a deep impact on marketing strategy. Citing the examples of Procter and Gamble, Nestle, Unilever etc. as incorporating these elements of stakeholder perspective in their marketing strategies, depicts an international trend of going beyond the traditional concept of Corporate Social Responsibility. A move from a risk mitigation approach to a stakeholder value offering mindset would be the new paradigm. Customer centricity should be viewed in the backdrop of societal and stakeholder welfare. The dangers of the finance team's prerogative of measuring performance against financial parameters leads to sacrificing of a firm's long term interests. Future research on marketing strategy should focus on the external interfaces of the firm i.e. other stakeholders including society and various aspects such as internal integration, capability building and the marketing finance interface to balance the needs of financial performance and long term marketing considerations. The author argues that myopia results as a consequence of ignoring these elements.

Samarasinghe HMUSR (2016) is a study of four industries having myopic conditions. After a brief discussion on the concept of marketing myopia the author presents four examples from the Sri Lankan context-(a) education system with Second Life as opposed to the traditional system (b) the automobile industry highlighting the efforts of Toyotas R&D vis a vis that of GM and IKEA,,(c) the issue of the sugar based candy industry and (d) the retail industry with the specific examples of Adidas, IKEA and Singer –to high light the existence of myopia and the way competition has emerged. In his conclusion he argues that myopia is prevalent in many industries and that it has to do more with their management philosophy than marketing.

Ng L C (2016) examined Levitt's seminal work of the sixties in the modern era with numerous examples. He has examined the metamorphis

in the petroleum industry, with a redefinition of this industry as energy companies and exploration and integrated processing enterprises as also the Middle East's interest in solar energy.

In terms of new economy consumer product companies, he has examined the case of Apple iPod and iPhone, which have taken advantage of the metamorphosing communication landscape to bring applications and services to consumers – redefining it to be a consumer electronics enterprise rather than a computing enterprise. The transformation of Apple into an inspirational brand with products to become consumers' choices with tablet based applications is commendable. Amazon has moved into everything that can be digitally delivered in a few seconds and physically in a few days. From an online bookstore it has become something that gen next simply cannot do without and will probably never go beyond Amazon for anything that they need – so awesome is the footprint of this enterprise in being consumer-centric.

In terms of the non-technology segment, he has cited the example of Procter and Gamble's transformation into a consumer centric consumer care company, from a mere bar soap maker by avoiding marketing myopia.

The Walt Disney Company's transformation from a cartoon studio for producing cartoon and animation for Hollywood into a diversified and expanded enterprise, both in terms of products/services and geographies and digitization. A redefinition to be in the entertainment business and being consumer-centric has paid rich dividends to this enterprise.

The existence of substantial evidence in contemporary business corroborates Levitt's work even in the modern times.

(Kamasastry P, 2017), in his work explained the impact of dynamic marketing variables and dynamic SLEPT factors in influencing dynamic consumption behavior in the society. He argued that marketers should build capabilities for meeting the ever-changing needs of customers as a result of changes in the external environment and the enterprises' efforts in evolving better value propositions for the consumers.

Meerja S S et al (2017) is a study on the Telecom industry of Bangladesh. The objective was of examining the prevalence of the four myths which are the four basic tenets of the theory of Marketing Myopia. The example chosen is the private cellular operator of Bangladesh popularly known as City Cell on its Dhaka branch. After a brief review of Levitt's postulation of 1960, the authors explain the methodology of their study. The study set up the Null hypotheses as the existence of the four myths and analyzed the respondent data. The study results indicate that of the four basic tenets of Levitt's postulation, the first two myths were present in City Cell, whereas the next two have been countered. Based on this analysis the authors provide recommendations to City Cell to grow in the expanding telecom market of Bangladesh by countering Myopia.

Rathi A (2018) studied the concept of marketing myopia with a view to bring greater awareness of the concept, to help consumers choose value offers and as a guide for future research. In a brief definition, the author argued that extraordinary profitable growth can be achieved if a business thinks of itself as meeting consumer needs, avoiding tunnel vision and adopting evolution. The three signs of myopia are – talking about coverage of goals, program performance and selling more products, rather than consumer engagement and ignoring the dynamic lifestyle of consumers. Kodak and Sony are examples which did not anticipate the cell phone. The more recent Indian example is that of Indian cellular operators being shaken by Reliance Jios tariff plans. Long run profits and growth should be emphasized. While explaining how the new marketing myopia occurs, the author presents the solution to avoid myopia. The author suggests continuous consumer research to bring value propositions to the consumers and adaptation as the key.

Sousa et al (2018) studied the marketing orientation of research and development in Brazilian Universities. Universities have a role in teaching, research and extension to bring innovations to society through commercialization. In the Brazilian context, the challenge according to them is the conversion of science into technology and innovation, and technology transfer and commercialization to bring value to shop shelves. They argue that marketing can catalyze the development of innovations in universities to bring value to society. They proposed a framework comprising five elements of market sensing, marketing research integration, strategic marketing orientation, contemporary marketing practices and obstacles to marketing and argued for citizens to science integration. The results showed(a) a lack of market sensing in these universities demonstrating the lack of market orientation in the research of the universities,(b) the lack of market research integration in the universities demonstrating the lack of interaction with the market leading to a market-science-technology development gap. Bureaucratic tendencies are a limitation and consumer/ citizen led research was lacking in the universities (proving the lack of interaction with the market). Lack of entrepreneurship orientation and finally the development of patents with little success in meeting society's needs is a phenomenon. A modern marketing approach in universities is recommended to reduce Universities' distance from society. A change in the appropriate policies and structure to make the universities market oriented is suggested.

(Kamasastry P, 2019), in his work argued that mere communication-based branding could result in organizational demise. Iconic branding is the result of concentrating on the intrinsic elements of the enterprises' value propositions and a communication strategy which is synchronized with these intrinsic value elements to achieve better business performance. In his

conclusion, he argues that image gaps result due to lack of synchronization, and enterprises relying on mere communication to achieve superior business performance could be inviting disaster as consumer dissonance sets in and the enterprise loses the trust of the consumer. This is a form of myopia.

Literature Review: A Summary of Key Issues

The Table-1 below provides a summary of the key issues presented in the literature review.

Table-1: Literature Review: A Summary of Key Issues

Sr No	Author	Key Issues
1	Levitt T. (1960)	Customer focus and not product focus – the key to superior business performance and longevity in the marketplace.
2	Narver J C et al (1990)	Development of the construct of market orientation and its empirical validation in the United States context as the key to superior business performance.
3	Day G S (1994)	Development of a model of building capabilities to overcome myopia and make enterprises market driven.
4	Vorhies D W et al (2000)	Empirical validation of the proposition that market-driven enterprises exhibit better business performance in the Australian context.
5	Bergen M et al (2002)	A broad based approach to competitor identification and analysis which gives predictive ability for competitive action.
6	Sheth J N et al (2005)	A summary of thought papers on how to reform marketing with an argument for marketing to reform itself into a value offering field for society to earn back the lost respect and come out of myopic thinking and actions.
7	Smith NC et al (2009)	Examining the implications and development of a methodology for stake holder orientation.
8	Day G S (2011)	A conceptual development and argument for firms to acquire adaptive marketing capabilities and a prescription, on how to close the capability gap.
9	Safarina H et al (2011)	Empirical validation of the relationship between market drivenness and competitive advantage in Iran.
10	Alizadeh A et al (2013)	Empirical validation of the proposition that market-driven enterprises exhibit better business performance in the Iranian small industry context.
11	Agarwal P K (2015)	A brief examination of marketing myopia in the Indian context.
12	Bharadwaj (2015)	An argument to look beyond traditional boundaries of marketing as defined in the resource allocation theory and move to broader perspective of stakeholder orientation.

Sr No	Author	Key Issues
13	Samarasinghe HUMS (2016)	An examination of the phenomenon of myopia in the Srilankan context.
14	Ng L C (2016)	A detailed examination and corroboration of Levitt's postulation in contemporary times and its relevance. Customer focus is the key to superior business performance.
15	Kamasastry P, 2017)	An examination of the proposition that enterprises have to operate in a dynamic context where the SLEPT factors and enterprise value propositions induce dynamic consumption behavior
16	Meerja SS et al (2017)	An examination of myopia in Bangladesh's telecom industry finds clinching evidence of a lack of market orientation in one of Bangladesh's leading telecom service provider.
17	Rathi A (2018)	A brief thought paper on myopia arguing for customer centricity, stakeholder perspective and market driven ness.
18	Sousa et al (2018)	An examination of the market orientation of scientific research and technology development in Brazilian Public Universities concluded the lack of this market orientation and the lack of citizen to science and technology link.
19	Kamasastry P, 2019)	An examination of the proposition that Iconic branding is not necessarily the result of communication but the result of intensive work on the intrinsic elements of the enterprise and tangible, credible communication as the key to building iconic brands, to overcome myopia, in the Indian context.

To sum up the literature review, research on marketing myopia has moved from a mere postulation of the theory by Levitt (1960) and its corroboration worldwide to newer directions. Expansion of the theory, to define a market-driven enterprise has been the result and significant work has been done not only to corroborate the relevance of the theory in all times but also in empirically validating the theory. Research has also moved towards a more broad-based approach to competitor identification and analysis as also broadening the concept to a stakeholder perspective. Research has also moved into developing solutions to this myopia and finding institutional approaches to build market-driven sustainable enterprises with extended enterprise life cycles.
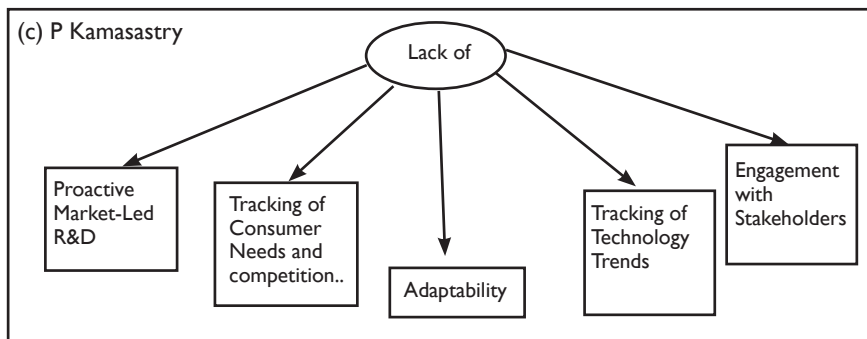
Reasons for Myopia

The key problem delineated through the literature review is the presence of myopia in many enterprises in spite of overwhelming evidence of the pitfalls of this postulated and empirically justified by numerous scholars.

The reasons for this myopia are six-fold

- Inability and unwillingness to study and track consumer trends.
- Inability and unwillingness to track technology trends.
- Inability and unwillingness to invest in a proactive market led Research and Development.
- Inability and unwillingness to track and assess sources of emerging competition in the environment.
- Inability and unwillingness to engage with stakeholders.
- Inability to adapt.
- Figure 1 depicts this phenomenon of myopia.

Figure-1: Key Reasons for Myopia

The Mantra to Avoid Myopia

An analysis of the literature and the identification and conceptualization of the reasons for myopia lead us to present a mantra to avoid myopia. This mantra is more contemporary than Theodore Levitt's initial postulation. It encompasses the development of thought over the years to present a contemporary mantra.

- The mantra to overcoming myopia is fivefold as given under
- Visionary sagacious and vigilant leadership
- Enterprise wide customer centricity and market drivenness
- Environmental adaptation in all spheres of enterprise activity.
- Continuous consumer and stakeholder connect and feedback
- Building enterprise adaptive capabilities and processes to institutionalize.

This is encapsulated in Figure 2 below:

Figure-2: Mantra to overcome Myopia
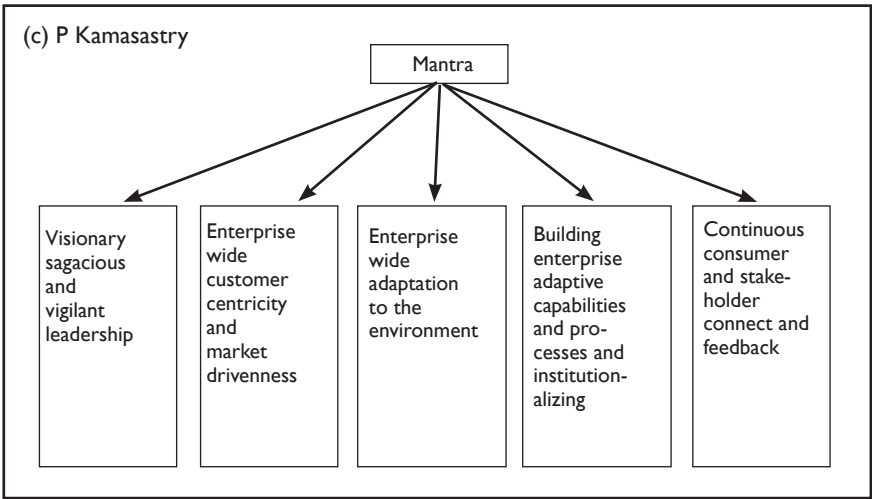
Conclusion

This paper has reviewed and analyzed significant seminal literature relevant to the topic of marketing myopia from the time of its initial postulation by Theodore Levitt in his seminal work. Literature has been studied over time to arrive at a more contemporary understanding of the issue of myopia. It has delineated the reasons for the myopia. Based on a review and analysis of literature it has delineated some mantras for overcoming myopia. Practitioners and students of marketing should not be overtaken by myopia and should be proactive so that the organizations that they represent thrive and flourish, rather than, become obsolete and dead. The key to extended enterprise life cycles is market drivenness. Extended enterprise life cycles are the *sine qua non* of sustainable enterprises. Academicians and researchers will find it useful to understand what it takes to be successful long term marketers and, therefore, can inculcate this in the students and in their research work. New research directions are in the field of corroborations and empirical validations of the competitive analysis framework, the adoption of adaptive marketing and acquisition of the societal and stake holder perspective. This literature review based research paper presents a contemporary perspective on the reasons for myopia and the possible mantra to avoid it.

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A Study on Marketing Strategies for Self-Published Authors through Online Platforms

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Abstract

"A study on marketing strategies for self-published authors through online platforms." is a project on the marketing strategies that can be adopted by self-published authors, otherwise known as indie authors or independent authors. The authors who haven't chosen the path of traditional publishing are a part of this category and are thriving with an increasing share in the printing and publishing industry. This project analyses what are the best strategies for independent authors to market their book and reach a large number of customers. The project also explores how this industry remains untapped, unknown, and is yet to be explored by many countries and customers. The research paper finds the prospective marketing strategies for self-published authors in a vast and ever-growing book industry globally. The Self-Publishing Marketing Process (SPMP) helps to distinguish the various marketing strategies and promotional measures which can be capitalized by independent authors who, generally, perform the marketing activities independently as well.

Keywords: Authors, Independent Authors, Literature, Marketing, Marketing Strategies, Publishing Industry, Sales Promotion

Introduction

The Internet was made available in the world on January 1, 1983. Since then, the growth and advancement of the online community and resources

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haven't come to a standstill. Time-Bernes Lee invented the World Wide Web and it has been used vividly and in numerous ways ever since mankind found it as the most resourceful in terms of monetary and non-monetary use. After the WWW showed its USP and mankind were able to understand how it could be put to use, there was one such person who took it upon himself to start an online platform called 'Amazon'. On July 5, 1994, Amazon opened its portal for the internet, or perhaps, the popular term of present-day, 'netizens'. Jeff Bezos started it as an online portal for books initially. Things took a very diverse turn, and the company added many other diverse departments to its portfolio. It is what it is today.

Several authors and publishing companies chose to sell their books through Amazon and other online platforms as the online book-selling industry was booming. But, the rate at which publishers have been rejecting manuscripts is visibly higher than the rate of acceptance. This led to a large market of 'rejected' unpublished authors who have been wanting to make their way in the book-selling industry.

Book-selling industry is a global industry of $143 billion as of reports in 2017[1]. The market of authors who remain unpublished with their manuscripts rejected is large as well. This can be understood when online platforms launched the 'self-publishing' portals. Under the self-publishing category, authors can publish their own books. There is no extreme process of review. Amazon Kindle Direct Publishing (Amazon KDP) is an online platform for self-publishing of books. There is a maximum of 72 hours of review before the books make it to the market and are available for sale. Other online publishing companies have created a separate department for self-publishing but still, emphasize on a rigorous review of the book. Online platforms such as Amazon, CreateSpace, IngramSpark are at an advantage due to their liberal publishing policies and less strict review procedures.

The growth of this industry can be seen through the data of Amazon KDP. In the year 2016, there have been sales of over 4 million as e-books and 40% of those were self-published. Amazon had paid royalties of over $300 million in 2019 to authors on KDP.[2]

Literature Review

A Review on the Self-Publishing Platform through the Years

(Dr. Philip Kotler) Kotler Marketing Group: Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures, and quantifies the size of the market and the profit

potential. It pinpoints which segments the company is capable of serving the best and it designs and promotes the appropriate products and services.

(Christina Patterson, 18 August, 2012) Independent, UK: There has been a history of self-published work or do-it-yourself. For instance, Pound's A Lume Spento, Woolf's Between the Acts published by her Hogarth Press. "Marcel Proust, and Laurence Sterne, Martin Luther, Walt Whitman, Ezra Pound, Emily Dickinson, Nathaniel Hawthorne, Jane Austen, Derek Walcott, and Virginia Woolf all did, at least according to an exhibition newly opened in York, was publish, or pay to publish, their own work. The exhibition, which first appeared at the Whitechapel Gallery in London, is called DO or DIY."

(Carlos Harrison, 11 November, 2012) Miami Herald: On Publishers Weekly, it was reported that the analysis by Bowker, shows the number of self-published books has considerably tripled in the United States. Growing at 287 percent since 2006 with 235625 books released only in 2011.

"With self-publishing, you don't waste years trying to get published, which can take years of query letters, and agenting, and all this stuff." said Howey.

(Heather van der Hoop, 24 April, 2014) Persistent marketing of the books and views on the book's Amazon page helps it to meet the algorithms of Amazon and be noticeable to buyers. The marketing, however, continues even after the book launch and as long as the author wants to make sales.

(Siobhan Morrissey, 16 November, 2014) Miami Herald: The internet is a great equalizer for the publishing industry. Authors have the opportunities to get their words transformed into e-books. The time spent to get the first book printed can now be put to better use, Howey reasons.

(Jenni Laidman, 29 January, 2015) Chicago Tribune: Anyone can upload their manuscripts on Smashwords, which thereby converts the work to digital book format for wide distribution. Through this way, the book is available for sale within minutes of upload. Every would-be author has a chance of being an author. Smashwords has become a leader as a supplier for OverDrive (an ebook platform for libraries), Apple iBooks, and Kobo (a supplier to several ebook retailers) as said by Mark Coker, founder of Smashwords.

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(NCS.net (admin), 22 April, 2015) When an author chooses to publish through KDP, it's chosen on Amazon's merchandising algorithms. Cross-promotional areas show the new books in the clickstream such as 'More items to consider', 'Customers who bought this item also bought', and 'customers with similar searches purchased'.

(Elaine Pofeldt, 29 November, 2016) Forbes: Reedsy is a marketplace where freelance publishing pros are hired. Authors can hire designers, marketers, ghostwriters, editors, and more through Reedsy. There are Several marketplaces which offer similar services to authors. (Leonid Bershidsky, 27 January, 2017) Bloomberg Opinion: Books have stubbornly refused to be disrupted and sales figures vindicate the stubbornness of the book world in the face of the ebook revolution.

(Jane Friedman, 14 September, 2017) Jane Friedman: Traditional publishers are experiencing more backlist sales and comparatively lesser frontlist sales as compared to the previous year. Frontlist sales are new titles. On Twitter, the book marketer and publishing industry veteran, Pete McCarthy, had stated that "Marketing backlist is like 'Moneyball' equivalent of trading for a veteran you know can hit. Frontlist is drafting a high school pitcher." It is projected that Amazon holds 70% of the ebook market, followed by iBooks, Nook, Google, and Other. Michael Cader of Publishers Marketplace states that 60% of Kindle Unlimited reads and borrows are self-published works.

(Thu-Huong Ha, 20 September, 2017) Quartz qz.com: To receive a bestseller status with 5-star reviews, not one, but a large number of them, and other ways to figure out if the book is good or not. But, the customers are at risk of fraud. On September 6th, 2017, Amazon had recognized 5 alleged violations of rules for self-published books which created an illusion of quality and popularity. Publishing the same book again with a few changes on Amazon then issuing them as free books. The authors self-download their books continuously and then obtain the best-selling status.

(Deborah Soloman, 2 December, 2019) New York Times article of an interview with Jeff Bezos where he said that for every 100 copies of physical books sold, 48 are Kindle editions. Electronic books are soon going to take over physical books.

A Review on Marketing Strategies for Authors, with Special Reference to Self-Published Authors

(Chandler Bolt, 2 April, 2020) Self-publishing school: three main sections of book marketing. Pre-launch: Building your book marketing launch team.

Pricing your book for Maximum Sales

Post Launch: 8 book marketing strategies to be used

- A website
- Email List
- Use influencers
- Focus on at least 2 social media platforms

- Get on bookbub
- Interviews and podcasts
- Book clubs
- Write another book

(IngramSpark Staff, 25 December, 2018) IngramSpark: For the book marketing the things to be done are:

- Advanced review copies
- Book Publicity
- Tip sheets
- Making a connection
- Author Website
- Blog
- Social media: Facebook, Amazon, Twitter, Good Reads

Research Design

Objectives

- To establish various marketing strategies that can be opted by self-published authors.
- To feature the stage-wise Self-Publishing Marketing Process (SPMP) through careful analysis and study.

Scope of the Study

The scope of this study is to understand the various marketing strategies and promotional measures available to self-published authors. The understanding of the marketing strategies and promotional measures is derived through applied research - where the researcher has been a self-published author herself and also from the questionnaire survey results from various self-published authors across the globe. The study also features a process called Self-Publishing Marketing Process (SPMP) which shows which marketing strategy can be formulated at what stage of the publishing journey. The study aims to make the promotional measures clear to independent authors who are, at most times, devoid of marketing techniques for their books.

Case of Present Study

Independent authors, popularly known as self-published or indie authors are those who haven't chosen a publishing company to accept, review, edit, and publish their book. The authors who submit their manuscripts to a publishing company who would thereby manage the 4Ps (product, price,

place, and promotion) and also accept, review, edit, and publish their book are called traditional authors who have published their books traditionally with support and dependency on the publishing company. On the other hand, self-published authors are those who are primarily responsible for the 4Ps (product, price, place, and promotion) and also review, edit and publish their work through an online platform such as Amazon KDP, CreateSpace, IngramSpark, and others. Here the online platforms look at the technical suitability of the book primarily. The book is up for sale within 72 hours from uploading it for acceptance for sale on the online platform. Self-publishing is low cost as compared to traditional publishing and also does not require adherence to any guidelines and 'genre' of the publishing company. Any, and every book, is suitable to get published on the online platforms through self-publishing mechanism. The long wait of 3 to 6 months, which is incurred in traditional publishing, vanishes as compared to self-publishing which does the work in minutes and the other months can be solely devoted to the marketing of the book.

A human is not born with the skill of marketing. It is learnt and understood through theory and practice. Most importantly, practice makes man perfect. Many self-publishers fail to market their book. Many publishers choose fraudulent practices on the online platforms, looking for loopholes of the website, to be on top of the SERPs (Search Results Page) of the website and also attain the best-seller status. Fraudulent practices may or may not be noticeable by online platforms at all times and this is capitalized by a few self-published authors resorting to these techniques. Therefore, marketing strategies can help authors who independently publish their books to have an 'organic' reach and 'organic' best-seller status.

Statement of Problem (The Gap)
Many authors opt for trial and error methods. The notion 'try everything under the sky to see what works' ultimately falls out because of the displacement of the marketing measures. It is important to recognize the various stages in the publishing process and the buyer-seller behavior that has to be tapped in those stages. Marketing is about creating awareness, highlighting, capturing the mind, attracting consumers to purchase, and offering a value proposition. Not always, numbers define success. It is not important that every strategy's by-product is money. There are various by-products to different strategies and promotional measures undertaken by the authors and their allies. The problem is the lack of knowledge on the online and offline marketing strategies available to self-published authors. A few countries across the globe are yet to acknowledge the presence of such online platforms for self-publishing.

This research report establishes a connection and fills the gap of

unawareness of marketing strategies available to book marketers. It also draws a clear picture of the stage-wise progress of the publishing process and establishes the marketing strategies that can be used as promotional measures specifically for the books to reach a wide audience.

Research Methodology

The research is fundamental and experiential in nature for analyzing the various marketing strategies available to book marketers of self-published books. The primary research will include surveys (scaling and samples), interviews, observation and secondary research from case studies and online research. The fundamental research is conducted for a new study. It is experimental or theoretical works which are primarily done to obtain new knowledge and perspective on facts and observed phenomenons. It intends to develop solutions or establish priorities and improve research design.

The research aims to gain familiarity with a phenomenon and to acquire insight. It is specific and gives a significant meaning to a given situation.

The fundamental research studies from observation also devices the stage-wise Self-Publishing Marketing Process (SPMP) which highlights the various marketing strategies for various stages of the publishing phase. The insight of these marketing strategies is also derived from experiential research.

Geographical Area

The geographical area taken into consideration in this project is both national and foreign countries as indicated in Figure-1.

Figure-1: Geographical Location of the Respondents
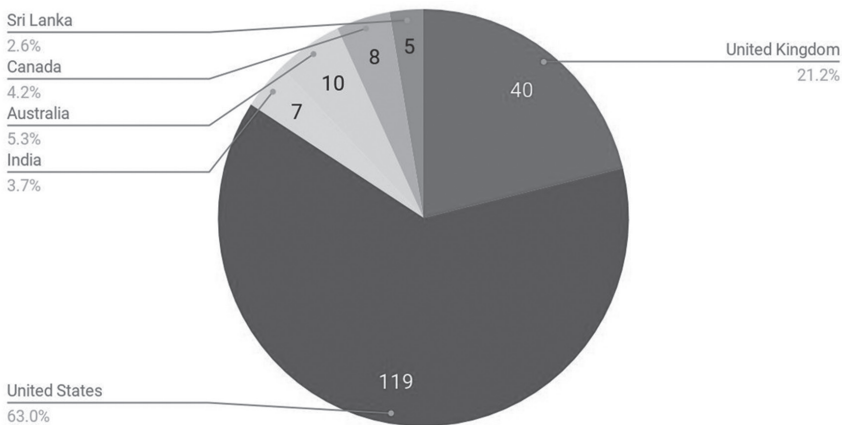
Source: Primary Data

Period of Study

The study has been conducted for 2 months. The spring months from February 1, 2020, to April 10, 2020.

Analysis of Data Collected

Theoretical Backdrop of the study

(Dr. Philip Kotler) Kotler Marketing Group: Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures, and quantifies the size of the market and the profit potential. It pinpoints which segments the company is capable of serving the best and it designs and promotes the appropriate products and services.

This definition of marketing as stated by Dr. Philip Kotler strongly states that marketing is to:

- Explore
- Create
- Deliver
- Satisfy

Every business requires marketing because it fulfils the needs and desires of the consumers in one way or the other. Many years ago publishing companies commenced because of the potential it had in them. The publishing companies minted money from the authors and book sales. With the advent of the internet, the publishing companies had a new source of income by tapping untapped markets around the world. Amazon started as a bookselling website with an e-commerce model. It faced competition and had competitors as the business began to grow. Here, publishers could reach readers across the seas without worrying about the distribution network. The publishing companies continue to be prosperous to this day. But, it is because they have coped with change.

Amazon, CreateSpace, IngramSpark, are the widely known names in the self-publishing market. When the market changed the traditional companies had to change paths and divulge to the new market. Traditional companies soon chose to expand their portfolio to conventional publishing or independent publishing or self-publishing. Notion Press is one such example which primarily dealt with traditional publishing but soon adapted to the changing environment. But the diversification does not stop here.

In the case of companies such as Amazon Kindle Direct Publishing (Amazon KDP) the authors who self-publish do not receive services of agents, editors, reviewers, illustrators, and most importantly, the marketers.

On the other hand, traditional publishing companies who adopted self-publishing as well decided to fill this loophole by providing paid services of illustrators, editors, reviewers, and agents. However, it came at a cost and marketers came at a higher cost. Whereas, self-publishing on online platforms like Amazon is free of any cost and there is no marketing of the books available as well.

Marketing is taught and learned. One may have learnt convincing skills over the years, but not all can market their book. Also, the quick door to success pushes people to adopt inorganic and unethical means to climb the ladder. The major self-publishing platform, Amazon, noted a few scams by a few self-published authors on their site and quickly took them down. But the unethical means of marketing may be put to rest if fundamental research in the area can solve problems for book marketers resorting to unethical ways. There are various ideas of book marketing which need to be put under a pile as they lie segregated and cluttered. Also, book marketer's understanding of the various stages of the publishing process has to be highlighted as well because in each phase the behaviour of the consumer is varied. This research project also lays down a foundation or marketing strategies 4Ps of marketing mix and Integrated marketing communications 6Ms for the self-publishing market. This research also explains the publishing process and the stages-wise process of self-publishing marketing.

Questionnaire & Sampling

The questionnaire survey method is used as a tool for obtaining primary information from the participants who are mainly self-published authors from different geographical areas around the world.

The points to be noted from the questionnaire are:

- Location of the respondents
- Diversity in age
- The number of books published
- Where the respondent has chosen to self-publish the book
- The age group the book mainly caters to
- Checklist marking of the marketing strategies used by them. Also, specifying their own
- The technique found to be most effective
- The inclination towards paid or unpaid marketing
- Checklist marketing of various promotional strategies used to popularize the book, also specifying their own
- Experience with self-publishing mechanisms

The respondents are chosen based on simple random sampling. The requisites of respondents are:
• To be a self-published author
• To have at least 1 self-published book

The research does not establish any other constraints for the simple random sampling method used.

Analysis

The analysis is done through Microsoft Excel (MS-Excel). The respondents belong to different geographical locations. The total of all the respondents is 189. There are 7 continents in the world:

• Africa

• Antarctica

• Asia

• Australia

• Europe

• North America

• South America

In this study, we have respondents belonging to Asia, Australia, Europe and North America. Since the sampling method is simple random sampling, there is no reason why most of the respondents belong to these locations. As depicted in Figure-2.

Figure-2: Geographical Location of the Respondents
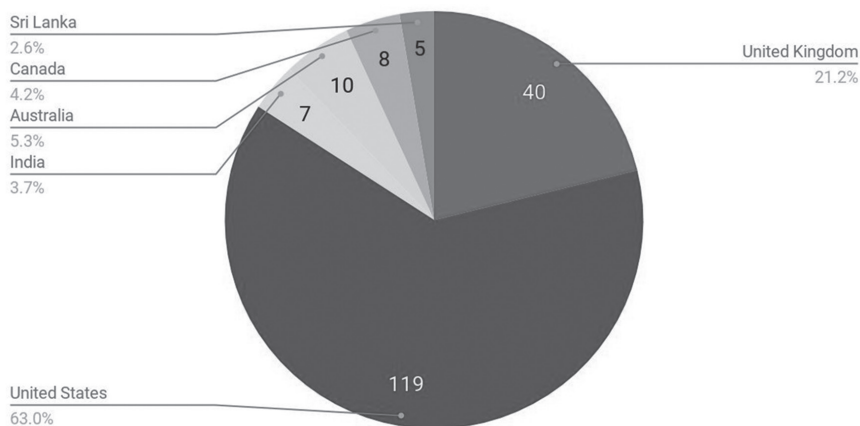
Source Primary Data

Figure-3, below shows the respondents belonging to Indian and international territories. This also vividly describes how most of the self-published authors belong to foreign countries as compared to India. Most of the self-published authors belong to the United States of America, India too is not far behind but it is yet to get accustomed to self-publishing platforms. The awareness of self-publishing platforms has not yet developed in developing and underdeveloped nations.
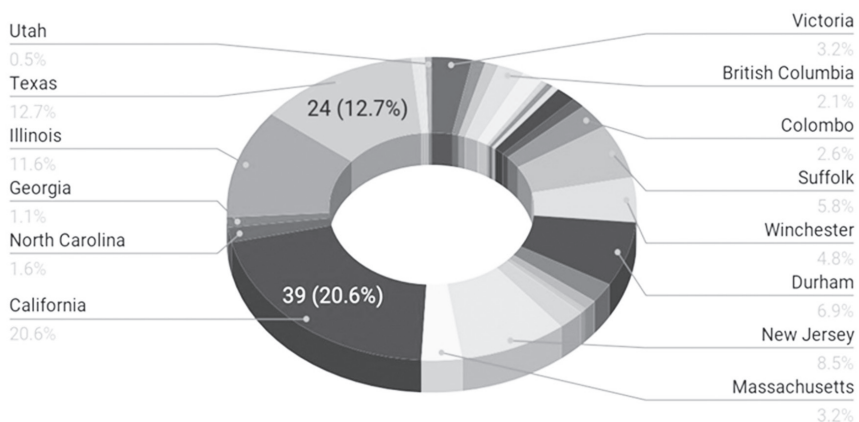
Figure-3: Domestic and Foreign Respondents
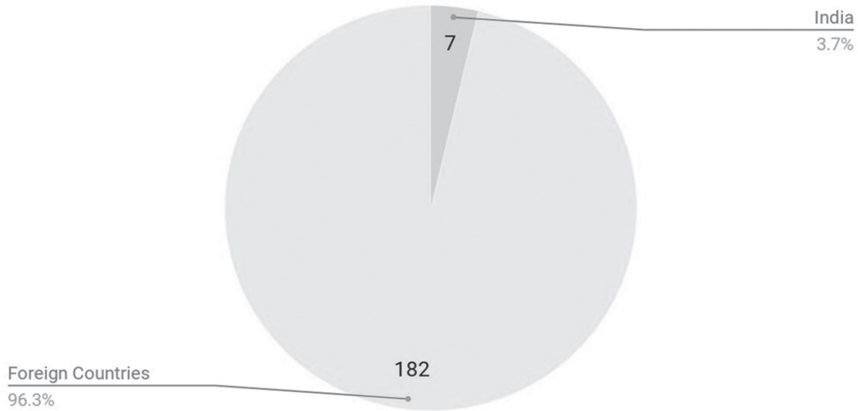
Source Primary Data

We also notice the various states that these self-published respondents belong to, in their respective countries as shown in Figure 4.

Figure-4: The States the Self-Published Authors Belong to

Source Primary Data

The age group of self-published authors is graphically represented in Graph 5. This graph primarily shows that the self-published authors belong to mainly 35-65 years of age. There are many reasons which may be assumed for the self-published authors to belong to this age group. As shown in Figure-5.

Figure-5: The Age Group of the Self-Published Authors
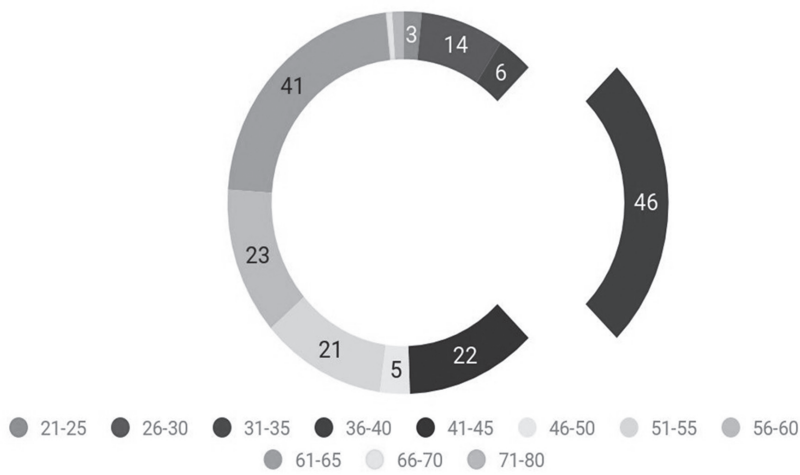
Source Primary Data

It is also important for this research that all the respondents are self-published authors. Therefore, all respondents are self-published authors. It is of primal importance that the self-published authors should have published at least 1 book. Above statement is depicted through a graphical representation.

**Figure-6:** Number of Books Published by the Independent Authors
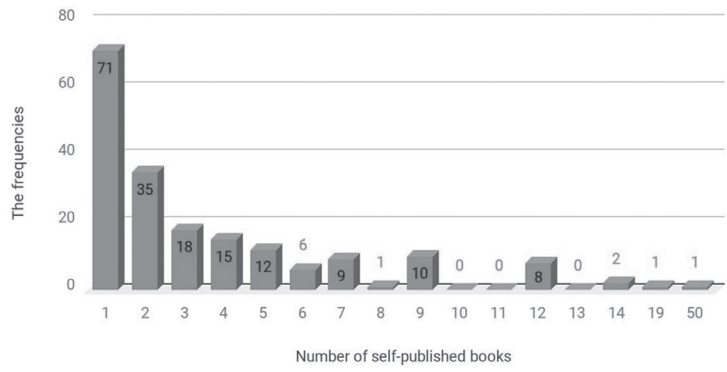
Source Primary Data

Most of the self-published authors have published at least 1 book. It is rightly said that if you publish 1 book and enjoy doing it you will do it again, and again. Therefore, more than half of the authors have published more than 1 book through various self-publishing platforms.

The above information is the basic information for the fundamental research's foundation.

Figure-7: The Self-Publishing Platforms Majorly Used for Publishing
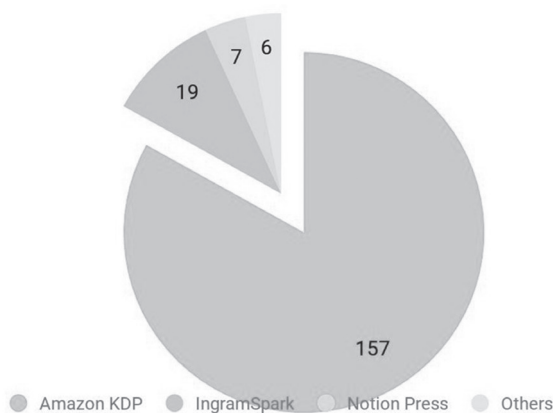
Source Primary Data

As indicated in Figure-7, Amazon Kindle Direct Publishing is the most preferred self-publishing platform. Through experiential research, it can be stated that it has the following characteristics which make it easy to use:

- Zero cost of publishing the book.
- Distribution network across most Amazon marketplaces.
- Books available for sale at a low price and the author can choose and edit the price of publishing from time to time.
- A hold on the royalties. Author can choose and edit the royalty percentage.
- Book is available for sale within 72 hours of upload on Amazon KDP.
- There are no stringent policies and guidelines, apart from technical considerations.
- Creates a brand image for the author by making books available on one of the largest online platforms.

There are many other qualitative and quantitative reasons for which Amazon KDP may be the most preferred platform.

The ethical marketing techniques enlisted in the questionnaire through experiential research are ordered as a checklist. The respondents mark the techniques as used by them (if any) for self-published book's marketing.

The respondents are allowed to choose all or 1 strategy that they have used as a marketing means for reaching their books to the readers.

Online marketing techniques are more popular than offline marketing techniques. With the most popular ones, receiving the highest number of votes, as listed below:

- Facebook Page
- Facebook Groups
- Instagram Posts
- Twitter Posts
- Blog posts on your website/blog

The above list is irrespective of any order/ranking.

Offline marketing techniques all together have garnered only 61 votes. The offline marketing techniques from the checklist are as follows:

- Hosted Parties
- Book launch events
- Storytelling events
- Traditional marketing- newspapers, magazines, and other

Out of the above-listed ways of marketing self-published books, the research finds out the most effective and efficient way of marketing for the self-published author. The strategy which has been proven to be most relevant and helped them gain attention for their book.

Figure-8: Marketing Strategy Most Effective for Self-Published Author

Marketing strategy most effective for self-published author
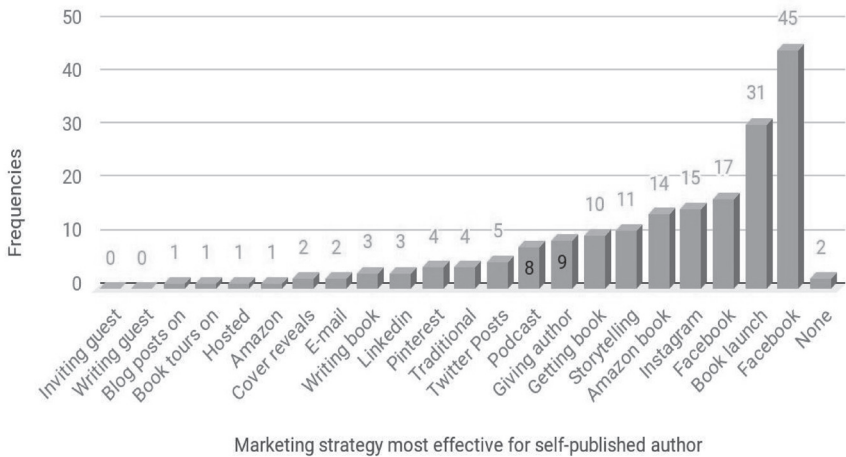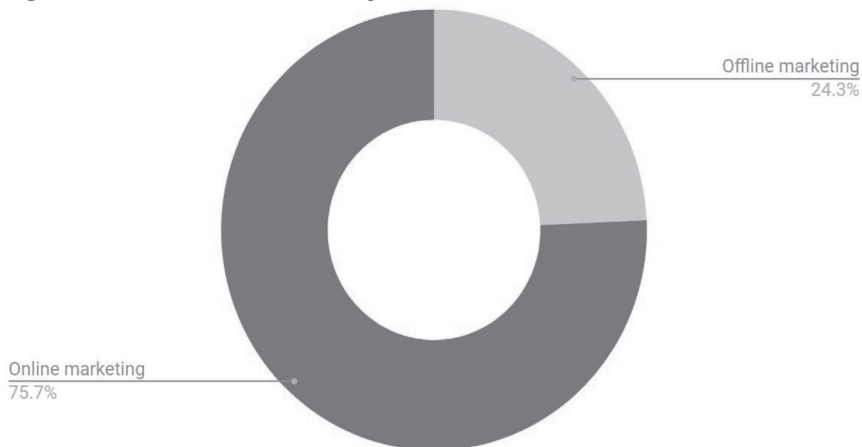
Source Primary Data

Figure-8 aptly demonstrates the most effective marketing strategies for self-published authors.

From Figure-8 we understand that:

• Social media marketing on Facebook and Instagram, are most effective for self-published authors.

• On Facebook, Facebook pages and groups are highly efficient. Facebook groups help to reach more people and are proven to be more effective.

• Book reviews on Amazon (book-selling website), other blogging websites helps to reach readers and helps to gain attention towards the book.

• Amazon marketing - creating an Amazon author page, promotions on the website helps to be on top of SERPs. Also, according to this research most self-published authors have listed their books on Amazon. Therefore, Amazon marketing is helpful for gaining more views.

• In the offline marketing book launch events which are in-person events help to create a connection with the readers.

Not only do the authors prefer online marketing over offline marketing, but also unpaid marketing over paid marketing as indicated in Figure-9.

Figure-9: Online Vs Offline Marketing for Self-Published Authors

Source Primary Data

As indicated in Figure 10, Sales promotion measures are undertaken to attract traffic, push up the sales, and clear out the inventories and more.

The sales promotion measures which can be effective and efficient in self-publishing are:

• Coupons
• Discounts

- Win a book contest
- Gifting books
- Providing sample copies for free
- Exhibitions
- Book shows/literary events

In the 'other' category, the respondents have added:
- Free on Smashwords
- Offering free delivery
- Donate to non-profit raffles
- Ads on social media
- Advisory Groups
- Free ebooks
- Free bookmarks

Figure-10: Paid Vs Unpaid Marketing by Self-Published Authors

Paid   Unpaid

Source Primary Data

Most of the self-published authors have opted for unpaid marketing. Unpaid marketing does not require any cost burden on the author.

Stage-wise Self-Publishing Marketing Process (SPMP)

Self-publishing is a do-it-yourself process where authors have ditched the publishing houses and the vanity press, for a quick and easy way of getting the book on the bookshelves, either online or offline.

Through experiential and fundamental research studies the SPMP process is formulated. The Self-Publishing Marketing Process (SPMP)

is a strategically organized process, taking into consideration the various stages of the publishing process. The marketing strategies to be used in the various stages of the publishing process are listed based on their effectiveness and impact on the target audience.

The effective ways to generate traffic and increase the sales of books are analyzing the various stages of the publishing process.

It is evident that there are 3 stages of publishing.

Pre-book launch - The characteristics of this stage are:

- The book is ready.
- The book is ready to launch.
- Enthusiasm and curiosity have to be generated among the target audience.
- A 'trailer' is to be revealed.

The period of this stage is 1 month before the date of the launch of the book. The marketing strategies that can be used in this stage are:

- Social Media Marketing- According to this research, social media is effective for marketing by 47%. Therefore, all author activity from the pre-launch stage should be documented for 'influencing' the followers and creating a foundation of the brand image of the author.

- Cover Reveal - According to this research, 1.1 % of the responses from self-published authors specify that cover reveals have most importantly benefitted them for creating a brand image. The cover is the first look of the book. The cover has to be attractive and leave a hint about what the book could be. The cover should be intriguing for the readers. There are websites and blogs which host cover reveals for authors. These online platforms have a readership on their website and it is an effective way to gain the initial attraction.

- Mini book tours- According to this research, 0.5% of the responses from self-published authors have stated that they found book tours very effective for gaining traffic towards their books. Many websites and blogs indulge in book tours where the writers write about the contents of the book. The curiosity is levelled up here as all details are not given to the readers. A write-up about the illustrations, humour, thrill, and other characteristics of the book are conveniently highlighted.

- Pre-order links- According to this research, 0.5% of the responses from self-published authors have stressed the effectiveness of blogging on their websites. The authors can prepare a pre-order link at least 2 weeks before the book launch which would help them to analyze the traffic towards their book and prepare accordingly. The author can write blogs

or articles for their website and other websites which are of their genre and welcome guest writers on their portal.

Book Launch - The characteristics of this stage are:

- The book is on sale.
- The early adopters or early birds have to be targeted.
- The aim is to reach maximum readers through personal interaction.

The period of this stage is 1 week. The week when the book has launched in the market and is on sale for purchase.

The marketing strategies that can be used in this stage are:

- Book Launch events - According to this research, 16.4% of the responses from self-published authors have rightly said that book launch events which are in-person events are helpful for interaction with readers. It is a form of personal selling and maintaining public relations. The book launch events can be conducted at various venues such as libraries, book stores, schools, and more.

- Storytelling events - According to this research, 5.8% of the responses from self-published authors have rightly said that storytelling events as suited to the age group and target audience is useful for pushing the sales. It also offers a scope of word-of-mouth.

- Social Media Marketing - According to this research, the effectiveness of social media marketing is 47%. Since, the social media activity has been initiated in the pre-launch stage for building brand image, in the book launch stage the author has to build the book image. More inside information of the books.

- Book Reviews - According to this research, book reviews on Amazon and other websites show 14.3% effectiveness for self-published book marketing. It creates a mode of advertising the book by highlighting its features. Therefore, readers, bloggers, influencers, writers, and others should be asked for a book review for authenticating the content of the book and pushing the target audience to purchase.

Post Book Launch Stage - The characteristics of this stage are:

- The 1st week since book launch has lapsed.
- The early majority and late majority need to be targeted.

The period of this stage is post the 1st week of the book launch to the following 2 months. The marketing strategies that can be used here are:

- Facebook Groups - According to this research, 23.8% effectiveness is proven for the marketing on Facebook groups by self-published authors. All posts related to the books can be directed to be shared in Facebook Groups. The groups can be selected on the basis of:

- The genre
- The category
- The number of group members

- Facebook Page - According to this research, 9% of self-published authors have said that Facebook page marketing is the most effective for consistently interacting with readers and for the marketing of books.

- Instagram Posts - According to this research, 7.9% of authors have shown their primary interest in the importance of Instagram as the main source of marketing.

- Author Interviews - According to this research, 4.8% effectiveness is proven for the marketing of self-published books. It acts as a mode of publicity. A host of websites and blogs offer author interviews to self-published authors where the author can create recognition by divulging personal and professional facts.

- Podcasts - According to this research, 4.2% primal importance is given to podcasts which are audio interviews. Podcasts also help in gaining attention towards the author, creating the brand image. It acts as a means of publicity and public relations.

- Amazon Marketing - According to this research, 0.5% effectiveness is levied on Amazon marketing. Creating an amazon author page would also help to build internet optimization.

- Sales Promotional measures - The research also highlights the sales promotion measures which are effective such as, Coupons, Discounts, Win a book contest, Gifting books, Providing sample copies for free, Exhibitions, Book shows/literary events, and Others

In the 'other' category, the respondents have added: Free on Smashwords, Offering free delivery, Donate to non-profit raffles, Ads on social media, Advisory Groups, Free ebooks and Free bookmarks.

Since most of the authors look for unpaid forms of marketing, this research also satisfies that requisite of self-published authors.

Summary of Findings and Suggestions

Findings and Suggestions

- Amazon Kindle Direct Publishing is the most preferred self-publishing platform at 83.1%

- Online marketing is more efficient than offline marketing.

- From the marketing strategies derived through experiential research, the most effective marketing strategy is Facebook Group followed by the book launch event at number two, again Facebook page ranks third as an effective marketing strategy.

- Of all the marketing strategies, social media marketing is given huge importance.
- Online marketing has several classifications.
  - On-site marketing - here the author promotes the books and creates an identity for themselves on their own website using the various marketing strategies as listed in this research in the various stages of Self-Publishing Marketing Process (SPMP).
  - Off-site marketing - here the author promotes the books and creates an identity or image for themselves on other websites and blogs using the various marketing strategies as listed in this research in various stages of SPMP.
  - Social media marketing - here the author promotes on social media platforms such as Facebook, Instagram, Pinterest, Linkedin, and more.
  - Traditional marketing - Only 2.1% effectiveness is given to traditional marketing which is through newspapers, magazines, and more.
  - The United States of America has the most number of people who have accustomed themselves to self-publishing. Many people around the world are yet to adapt to this technological change.
  - Most self-published authors belong to the age group of 30-45 years.
  - Self-publishing is easy and quick and has led to the publishing of 50 copies by a self-published author. Self-published authors with at least 1 self-published copy are in works for another, again independently published.
  - Self-published authors are also taking the help of publishing houses who have diversified their portfolio by adding self-publishing services. Through these platforms, the authors may or may not have to pay for getting the book published. Unlike Amazon KDP where the authors do not have to pay for publishing.
  - Authors opt for unpaid marketing and are satisfied with the results as compared to paid marketing. The SPMP also satisfies the requisites of authors wanting unpaid marketing techniques for promoting their books.
  - The Self-Publishing Marketing Process (SPMP) is strategically organized process, taking into consideration the various stages of the publishing process. The marketing strategies to be used in the various stages of the publishing process are listed based on their effectiveness and impact on the target audience.

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MIRACULOUS RELEVANCE OF ADMINISTRATIVE SKILL OF ACADEMICIANS

(By R D Sharma, Former Vice Chancellor, University of Jammu)

Ample evidences in History do indicate very convincingly with impressive output that those in teaching and research career for a reasonably significant time are most suitable for effectively productive impact to any unimaginable challenging task in the common interest of all due to their knowledge, skill, ethics, patience, confidence, clarity, commitment and experience they would have earned while having remained associated with processes, procedures, autonomous governance, team work and systems etc. relating to building and shaping all round knowledge and personality development of kids and making all kinds of efforts connected therewith within different sets of governance mechanisms during their work life. Such a teaching and research career always gives invaluable feeling of being next to the parents of the children, some time even more than that where parents have least

time for them due to numerous spine breaking circumstances of modern life, while bringing up these innocent angles with every time meaningful inputs for their learning during very long time they remain with them since the early age till finally they leave the educational institutions to settle in life finally, no matter at what levels the teachers might have worked as each level is equally challenging and lifelong outcome based for living a meaningfully happy life.

It is in this context that timely promotion on the job with bigger responsibilities makes the incumbents much more energetically relevant to the system for comparatively greater productive contribution relevant to the future generations and mankind as a whole. Dr. R. D. Sharma, who had worked in University of Jammu on different academic and administrative positions about 32 years till then, was appointed as Chairman, Jammu and

Kashmir Board of Professional Entrance Examinations (BoPEE) on deputation basis by the State Government for admission to professional courses like MD, MS, MDS, MBBS, BDS, BE, BAMS, Polytechnics etc in Universities and Colleges of the state and also for those admissions sanctioned in various institutions outside the state on nomination basis for central pool seats as per norms established. He worked in this Board during July 24, 2012 to October 17, 2014 during which from the very beginning he tried to make the system much more systematic in procedure & Processes, transparent & objective in actions. The answer keys in all the entrance examinations conducted by the Board used to be displayed on its website for two days so that candidates could report discrepancy, if any, in the question papers and answer keys. All entrance examinations for admission to the aforesaid various professional programmes were conducted as per well established norms widely circulated with satisfaction to all the stakeholders. In fact he joined the BoPEE when it was in news regarding examinations conduced during immediate past with due to resentment among the parents and their children who had appeared in the entrance tests for admission to these courses. Just within few months in the beginning of his tenure the BoPEE gained lot of image due to the transparency and flawless procedures applied in modified forms for admission. However due to minor mistake of the packers just like an act of God only that a few copies of question paper in Biology of Common Entrance Test (CET) for admission to various professional courses got mixed in the packet of question papers of Chemistry which lead to a routine type of problem in the five examination centres in Srinagar city out of about 40 centres in the whole of the state. Virtually these are common human errors in the examinations which could not be corrected ordinarily before the sealed packets could be opened at the time of examinations in the centres. So as a common sense and as per norms also whenever it happens like this fresh examinations are always conducted. However this time this an act of God proved a miles stone in the form of a rare opportunity to lot

many people who were since long aggrieved with BoPEE to protest at the top most power at their command along with duly active involvement of media in its own manner.

As already stated such problems are handled the way sanctity of the examinations remains intact. Thus by the evening of June 22, 2013 the BoPEE cancelled the examination conducted for CET 2013 in the afternoon that day in the subject of Chemistry with which few copies of the question paper in Biology found mixed in the packet and also postponed the conduct of examinations in the remaining question papers to maintain the sanctity of the test. However there are always the people in the society who are extra ordinarily keen to use such a situation for both well meaning purposes and also due to nefarious designs. Consequently a group of people from Kashmir Valley apparently comprising parents of the examinees, prominent citizens, representatives of coaching centres for competitive examinations, and the candidates etc. approached the then Chief Minister Shri Omar Abdullah in writing for immediate action on the episode, taking this routine type of human error in examination uncharitably as a big scam of serious leakage of question papers due to their accumulated trust deficit with the functioning of the Board. They had in fact justified their complaints too on the basis of their past bitter experience in the conduct of these examinations by BoPEE vis-a-vis few cases of question paper leakage in the past already lying with the Crime Branch unattended till then. How media could remain away from playing its own due role in the troubled waters of this case? Accordingly all print and electronic media not only covered it widely but went on adding tons of fuel to the fire, charging the community with all kinds of spices it could have done. Seeing the sensitivity of the issue the State Government without taking any report on the episode from BoPEE cancelled the CET examinations conducted till then in the session and those listed till then, as it was quite common in the given environment for the government to win over the people like this even with huge damage to the system. Some of the Newspapers who were annoyed with Dr. R. D. Sharma

due to his refusal to dance at their blackmailing dictates for advertisement spent all the weapons they had to target him on this episode, one can see the then media stories even today as in digital India it is possible to trace this media record. So much so the media got further surcharged in building stories when the sitting judge of J&K High Court Mr. Justice Attar filed a PIL on this so called episode of Paper Leakage in BoPEE followed by "court on its own motion" case against BoPEE and others. One could gauge the hardship Prof. R. D. Sharma might have passed through during all this, one of the toughest times he ever faced in life. Story went on getting more and more heightened pitch with all kinds of Statutory Bodies, even some of them till then quite defunct, entering into this episode by pointing out their all kinds of guns on BoPEE. Accountability Commission, Human Right Commission, Information Commission, Vigilance Commission, Crime Branch of J&K Police etc. immediately jumped into this happening to contribute in their own styles with the purpose for unearthing the root cause of this

episode. In fact this episode had drawn the wider attention of the masses as they had not forgotten till then the most infamous Scam of Madhya Pardesh in the admission to medical courses that had taken place some time back. Accordingly acting on this episode quickly the State Government constituted a one man Inquiry Committee for thorough Investigation and concrete recommendations for an action against the guilty. Thus the case went to Crime Branch of the State for thorough investigation. Some kind of Track-II network also figured simultaneously which approached Dr. R. D. Sharma informally to suggest him quite convincingly to take an anticipatory bail as he was widely and publically targeted to be arrested by all quarters including those who happened to be annoyed with him on account of his gross scale reforms introduced in BoPEE. Many times all the people responsible for their sinful acts in public governance concoct the story to implicate an innocent as an escape goat, who generally have no fathers left with him around in such a situation, just to have safe passage out of the

scene surrounded with mass scale controversies.

Dr. R. D. Sharma had enough clarity and confidence for handling this highly charged public pressure through various agencies simultaneously as he had done his job with utmost professional commitment, however with too limited logistical support that too under adverse conditions in the Board. In fact the system of examination that he followed in BoPE on the basis of life long experience he had gained in the university system till that time was most scientific and transparent right from the very beginning in the sequence of steps to the final stage. BoPEE did supply complete information to the aforesaid statutory agencies vis-a-vis while facing media and court trials simultaneously. In addition to thorough investigation in BoPEE, the Inquiry Committee did ask the media personnel to disclose the sources of information on the basis of which they were building stories after stories on the episode, particularly targeting Prof. R. D. Sharma. Simultaneously the matter was investigated by the crime branch of the state under the direction J&K High Court and finally about thirty candidates were found to have got MBBS/BDS seats during 2012 CET examination, one year before Dr. Sharma took over as Chairman, through unfair means wherein appropriate action was taken against all the guilty including candidates and their parents who were found guilty. With this, BoPEE came up as an institution of fair and transparent system during the tenure of Prof R. D. Sharma. This story of professional success will be incomplete without having an idea as to how Dr. Sharma came out of all this concocted post episode network of ill-founded forces.

In this process the one man Inquiry Committee requested the General Public through two detailed public notices issued during July-August 2013 to assist the investigation by supplying any information with regards to the various allegations made publically in press against BoPEE with regards to CET 2013 in particular, though response remained inadequate and non-substantiated except some individuals narrating their own frustration due to rejection of their wards in admission to

various courses. However a few people directly connected with BoPEE earlier in different capacities did point out the nature of lapse in the conduct of CET 2013 within their own perceptual understanding, yet without any evidence. Thus finally Inquiry Committee did go into the sequence of the steps Dr. R. D. Sharma had taken as Chairman in the conduct of CET 2013 including visits to the palaces secret agency engaged and found truth in his first public statement in the evening of June 22, 2013 that it was just a "Human Error". Surprisingly, along with many others, two leading local Newspapers viz. Greater Kashmir of Srinagar and Daily Excelsior of Jammu had uncharitably built up lead story during those days as False Story by BoPEE on the basis of human error, thus adding unlimited fuel to the fire which had virtually rendered Dr. D. Sharma that time as friendless person till final outcome of the investigation by the foresaid agencies.

In fact just within few days of his joining BoPEE as Chairman on July 24, 2012 he was highly uncomfortable and perturbed with the work environment and infrastructure available there. This reminded him of what his daughters, viz. Shitanshu and Diwanshu, who too qualified CET earlier with moderate score, had advised him for not joining this Board as both had heard of very sinful and unbelievable stories about its functioning from their classmates and seniors. Rather such a picture about the functioning of the Board encouraged him to face the challenge for the cause of the kids of the state and to restore the confidence of public in faithful public governance. That time it was virtually one man show since the exit of Secretary and Controller of Examination of the Board vis-a-vis inadequate permanent staff. At one point of time seeing this chaotic atmosphere and nil attention of the Government to such a sensitive institution of far reaching significance Dr. Sharma did approach the then Vice Chancellor, University of Jammu for calling him back to the University due to all these adverse conditions in the Board, yet he didn't press the same much due to lukewarm response from the university itself and highly respectful request by the then Chief Secretary of

the State Shri Madhav Lal to contribute to the system. The Board had never been provided even the needed trained staff and those posted there used to be transferred very frequently. Just during few months in the beginning of his tenure three Law Officers were transferred and so much so the Private Secretary to the Chairman was changed six times within 6-8 months. One cannot even think of that as to how such an examining body operates from rented buildings from the very beginning but to talk of other infrastructural facilities. Despite all these odd conditions and lack of logistic support, Dr. Sharma tried to handle the affairs of BoPEE very boldly in a hassle free manner with utmost secrecy and professional commitment. Thus it may not be out of place to mention that had that episode of human error not happened those who managed MBBS/BDS seats in 2012 would have not paid the price for their sinful acts, hence it proved blessing in disguise for the state as such. In fact this mess in BoPEE had prompted Dr. Sharma to dispense with the then existing system and outsourced the whole process of confidential work, thus

eliminating the role of BoPEE people in 2013.

In fact before aforesaid episode came into light, lot of hue and cry was raised regarding leakage of question papers in CET 2012, factually that became ground for the wide spread unrest for the CET 2013 too and with the conclusion of the Government Inquiry for 2013 the case of "Court on its own Motion" through the Crime Branch took up those complaints to the logical conclusion as said earlier too. Since Crime Branch had to report its periodical progress to the Hon'ble J&K High Court followed by the implementation of its orders accordingly by BoPEE, Dr. R. D. Sharma had to take up all these matters much more carefully and scientifically. It had three major dimensions viz. Identification of the beneficiaries of the paper leakage in CET 2012, people responsible for the leakage of the papers and corrective actions there off. In all about thirty candidates were identified to have been benefitted due to paper leakage in CET 2012, and several of their parents and guardians were also found to have managed the leakage of the question papers through a

middleman of South Kashmir in connivance with the then Chairman of BoPEE.

It may not be out of place to mention there that it is the moral, ethical and legal responsibility of any public institution to do justice with the system not withstanding any kind of pressure from any quarter till finally the correctness of the action is established. As stated above about thirty candidates were found to have got MBBS/ BDS seats just because of question paper leakage in CET 2012 and thus court directed BoPEE to cancel the admission of these candidates admitted fraudulently and admit new candidates from that merit list in subsequent years. BoPEE had no objection under rules in cancelling the admission of those fraudulently admitted in 2012 but had no right to admit in their place new candidates from the same list in subsequent sessions at the coast of fresh candidates. Surprisingly many forces on the behest of concerned candidates and their parents were forcing Dr. R. D. Sharma informally either to admit the candidates from merit list of 2012 in 2014 or leave the Chairmanship to pave the way for such admission. In fact logically it could have been possible if those meritorious candidates of 2012 could be admitted to a special session of 2012 in the year 2014 that too only with the consent of all the concerned agencies viz. State Government for providing needed infrastructure and Faculty for this special session as required under MCI/ DCI guidelines provided such a relaxation of norms could also be accepted by MCI/ DCI specifically for a special session for 2012 merit list candidates in 2014. In that case it would have also taken care of cascading chained effect on the admission of those of the candidates who had gone to BDS, BAM, BSc Agriculture or even B E course in order of merit, reopening the admission for the entire list of 2012 afresh. So much so even Legal Counsel of BoPEE declined to pursue the case on these grounds and advised to implement the court orders which were yet fully challengeable.

There are some time very very crucial situations in public governance when right decisions are extremely difficult to be taken like the present case

where Dr. R. D. Sharma got placed between wall and well. The aforesaid court direction under the given situation seemed very logical to the society besides the candidates concerned and their parents but would have heavily damaged the system and flouted even the laws of land, as all regulations of statutory bodies like MCI/DCI are treated as directions of Supreme Court of India. Despite reluctance by the legal counsel of BoPEE, the case was pursued in the Division Bench of the Hon'ble High Court by engaging new counsels outside the panel approved by the State Government. However, Hon'ble J&K High Court found logic to allot the MBBS/BDS seats in 2014 against the seats vacated because of the said fraudulent admission of 2012 despite the fact that BoPEE that time was not convinced with the court directions. Finally BoPEE under the team of Prof R D Sharma, Chairman, Prof Frooq Ahmed Mir Controller of Examination, Shri Khurshid Ahmed Shah, Secretary and Shri Ishtiyaq Ahmd Wani, Dy. Secretary Legal filed SLP before Hon'ble supreme Court of India against the wishes of many in the state of J&K, thus it was finally observed that the foresaid directions of the Hon'ble J&K High Court were not tenable under law.

It is astonishing to note as to why such unique events quite often happened to be experienced by Dr. R. D. Sharma, however for meaningful management of the affairs of the concerned institutions and logical conclusion of the problems in question for the overall betterment of the mankind.

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