

Journal of Marketing Vistas

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Beard is New Cigarette: Identity, Fluidity and Branding

Renu Kapoor and Harsh V Verma

Retailing 4.0: A Study in the Context of New Transformations of the Retail Market

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A Report on Milk Consumption

M Meher Karuna

Online Branding in the Indian Banking Industry: An Empirical Study








AV Bala Krishna, V Srikanth and P Sree Devi

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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Marketing in the new age calls for strategies that spin around new opportunities, new technologies and new challenges in the dynamic markets. Dynamism in the markets sparked off by the new alignments in the global forces, accelerated cycles, hybrid models, shifting consumer preferences, new channels of commerce and emergence of new players demand flawless game plans.

New opportunities in the form of emerging markets and increasingly available new technologies for marketing like Social Media, E-mail, Live Video Channels, Mobile Marketing though come good for customisation yet have to brush off the new challenges that emanate out of the rising inflationary trends, imminent trade wars and new competitive forces driven by the E-commerce industry and supply chains.

The current issue of Journal of Marketing Vistas carries four research papers, one marketing research report and one case study.

The first paper, on beard, explores the underlying factors and reconcile contraction between expressed superficiality and practised profundity of growing beard from a psycho-socio-cultural angle. The findings suggest that the beard besides being a physical thing operates as a signifying system operating both inwards and outwards as the negotiation device for changing the psycho-social plane.

The second paper, on retailing, studies and analyses the new look of the retail industry with reference to 4.0 retailing and how it benefits the retail sector.

The third paper, on Balanced Scorecard, looks into the adaptability and adjustability of Balanced Scorecard to different types of organizations and the feasibility of implementation of it in the Indian Telecom sector.

The case study, on Jawa, explores the reasons for the failure of Jawa as a motorcycle in India.

The research report on consumption patterns of milk studies the customer preferences in the purchase of milk, identifies the loyalty of the customers towards Liquid Milk and studies the product features of Liquid Milk.

The empirical study on Online Branding in the Indian Banking Industry studies the relationship between customers' perception of online banking and brand affinity.

We welcome articles / research papers / case studies and expert opinion on various facets of marketing management for the consideration in the upcoming issues of the journal.

Dr M Meher Karuna
Editor

Beard is New Cigarette: Identity, Fluidity and Branding

Renu Kapoor¹
Harsh V Verma²

Abstract

Purpose: The trend of wearing a bearded look has become a vogue. This study sought to explore the underlying reasons and reconcile contraction between expressed superficiality and practised profundity of growing facial hair from a psycho-socio-cultural perspective.

Study Design / Methodology / Approach: A discovery-oriented interpretive approach was adopted along the lines of qualitative research. The textual data was collected by depth probes which was analysed using hermeneutic protocols and an immersive process to develop thematic categories.

Findings: The study revealed that the beard, besides being a physical thing, is soaked in deeper meanings. It operates as a signifying system operating both inwards and outwards as the negotiation device for changing the psycho-social plane.

Originality / Value: This study looks at what apparently is conceived to be mundane and insignificant on the surface with a deeper lens and draws attention to how things implicate meanings obtain significance.

Limitations: The findings in this study are derived from a limited sample. Future research could use a bigger sample and alternative methods to illuminate the hidden meanings of beard.

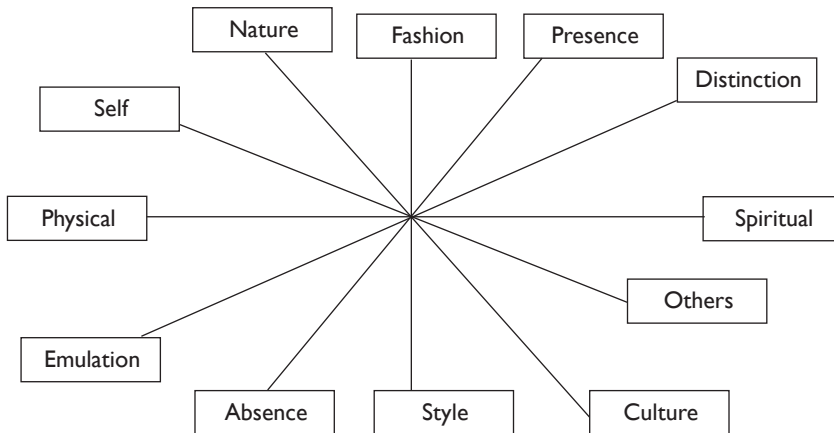
Practical Implications: Use value is taken for granted. Effective branding requires value extension beyond this utility space. This study illuminates how to build customer resonating meaning for brands that cater to this emergent market.

Keywords: Brand, Identity, Meaninglessness, Postmodern, Self Completion, Self Concept, Symbolism

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Figure-1: Beard and Dialectical Tensions



In recent times the brand Gillette which taught how the best a man can get came to face stiff competition. Surprisingly, the attack did not originate from other makers of shaving razor makers but from the emergence of a new concept of grooming. It seems the best a man can get is by growing hair on the chin and not mowing facial farm. Cashing on the trend, a new crop of brands has made it to the market to thrive among men to grow a beard. This shift in preference for a facial extension is opposite to what Gillette had constructed as the desired look. The players active in this space include Philips, Beardo, Ustra and The Man Company. Like the gardening implements, the products that have come to inhabit the beard universe include trimmers, beard wax, nourishment oil and cream.

Growing facial hair in different shapes and trims is widely spread in the youth universe. Icons like Indian cricket captain Virat Kohli and Bollywood stars like Ranveer Singh have their image fixed in the common consciousness. This was not the case about a decade ago. Then, Bollywood was dominated by actors who wore a clean look including Shah Rukh Khan, Aamir Khan and Akshay Kumar. The same was true in the world of cricket. The stars of the cricketing world like Sachin Tendulkar, Saurabh Ganguli and Rahul Dravid radiated in sporting action with a clean-shaven face. In a superficial analysis, the beard's newfound acceptability could be attributed to the mediated universe of popular culture, including cricket and cinema or casual attitude or personality. In reality, the beard, like any other product or object, may have assumed significance in the armoury of people for its instrumentality in the new discontinuous psycho-social order.

The Study

Background

One of the most important existentialist questions is 'Who am I'. At the philosophical level, any answer to this question involves reflecting on issues

like the meaning of life, its essence or identity and purpose. At the core of existentialism and existence resides the issue of identity. The discipline of marketing rarely delves into the question of existence from a higher perspective. It rather inhabits the universe of an individual consumer at the physical level, often as a supplier of products to meet material requirements and immaterial symbolic needs. Consumers negotiate identity issues by engaging at philosophical and physical levels. It is the latter that concerns marketers as suppliers of symbolic material. Who you are is encoded in the assemblage of physical goods; you become what you have. Consumers extend their sense of core self through possessions (Belk, 1988). The relationship between an object and the owner, like in the case of a car, is expressed through the words, 'my car' and the same is true for the beard.

Long before, Onkvisit and Shaw (1987) highlighted the importance of self-concept, the image of self-held by an individual in creating of relationships. Its importance stems from the congruence that consumers seek between self-concept and brand image. Later Johar and Sirgy (1992) proposed the self-congruity theory, according to which the correspondence between user imagery and user self-concept influences consumer response. This congruence is motivated by several motives including self and social consistency and self-esteem (Sirgy and Johar, 1992).

Beard, when viewed from an autonomous consumer perspective, assumes significance as if it were a commodity or product traded in the market. Its growth is a naturally occurring phenomenon, but to keep it is a choice. The way conspicuous products enjoy signalling power, the beard is likely to be no different. Beard sported on the face is akin to a brand on the body which, apart from being a physical thing, is also a symbol capable of carrying meanings hidden below like an iceberg. What meaning does a beard hide and carries beneath is an important question. The culture of beard among the youth is an interesting inquiry from the consumer culture theory perspective. It is so because consumption is accorded special importance in determining prestige, status, and well-being (Lury, 1996) and the relative dispositions and behaviours, including that of emulation and imitation, are tangibilised through consumption choices (Sheth and Malhotra 2010). It is possible to conceive beard similar to brands which offer value beyond functional utility as instruments of identity creation, enablers of social relations and generators of experiences (Arvidsson, 2006).

In the post-modern reality, individuals are structurally unhinged. Unlike the earlier societies where identity was fixed and given, it is now neither fixed nor given (Batey, 2008). Several factors have been responsible for this sense of 'personal meaninglessness' (Giddens, 1991, p. 201), like breaking up of family structure, waned religious authority and uncertainty. The self is made to free float without anchor because of this unhinging. The freed individuals move to fill identity voids by moving to the marketplace, and consumption has become the source of meaning appropriation, self-creation

and communication (McCracken, 1986). As a consequence, consumption operates in the realm of meaning. What products or brands 'do' is essential, but what they 'mean' is where existentialist value is created.

All human existence is social and wading through the social situations requires impression management (Goffman 1959). Beard is like a conspicuous product that can be used for social symbolism. Its intimate status makes it of great significance as it can fill the self with associated meanings for both the self-completion (Wicklund and Gollwitzer, 1982) and extension (Belk, 1988). A sense of self that individuals acquired from being a fixed part of the socio-cultural structure has waned. Now identity creation and negotiation across fluid social situations have become a project. As consumers create an assemblage of products and brands around themselves to borrow their essences for identity creation and communication, we believe beard operates in the same manner.

The Purpose

Keeping a beard is not easy. It is an expensive project. It consumes time, effort and money. We believe, growth on the chin, jaw and upper lip is not about casualness or 'taking it easy' rather, it is a sign of something deeper. This study was motivated to explore and understand the rising incidence of beard keeping amongst the youth. We believe, things as physical entities belong to the physical world, but they also inhabit the sphere. At the physical level, beard *prima facie* appears to be of little value. What use can the beard be put to? It may be a camouflage to hide facial defects or extend the physical dimensions of the face. It may, however, be an incomplete explanation of the phenomenon.

In the absence of its functionality, it probably is prized for its meaning. Belk (1988) states that consumer behaviour cannot be appreciated without understanding the meanings that consumers attach to their possessions and meanings do not lie in the manifest content but rather are situated in latent content (Csikszentmihalyi 1981). The way brands and products would float in a state of meaninglessness without an appreciation of the context, the beard would be nothing more than hairy growth on the most visible of the part of the body. Specifically, the objectives of the study have been:

- First, to unravel the meaning of the beard as an experienced object implicated with the psycho-social-cultural system of meanings.
- Second, to understand its significance in the context of evolving homogenisation and unhinging of the self-created by cross border flows in a society that has been highly structured.

The Method

Fundamental to meaning is the apprehending of beliefs or ideas that something stands for or represents. Ontologically, meanings are

subjectively formed and inhabit the world of beliefs. The perception of reality is personal and is constructed subjectively (Carson et al., 2001; Newman, 2003). Unlike positivist stance in which presumed objective reality is captured through manifest variables that it is represented by, we chose the interpretivist epistemological stance to reach meaning and consequences of beard keeping. Our reliance on the qualitative approach was predicated on its suitability for exploring ideas and concepts that are subjectively held (Milliken, 2001). The interpretive research framework privileges discovery over testing and allows result to emerge bottom up from data (Babones, 2016). That is what we sought to achieve through this inquiry.

The data for the study was collected from the respondents who visibly wore a beard. No attention was paid to the type of beard. Care was exercised in non-inclusion of respondents who wore beard dictated by religion. This way, the sample included only those respondents who kept their beard voluntarily. The study was done during the pandemic, and it was not possible to approach the respondents physically. A total of thirty respondents were selected from a pool of students enrolled in a post graduate program who visibly wore beard. They were contacted telephonically for depth interviews and meetings were conducted on cloud meeting platforms. The depth probes were used because they allow the gathering of information in detail and reveal perspectives, feeling and experiences of the participants needed for derivation of meaning on a subject (Routledge and Hogg, 2020). Out of the total thirty contacts we managed to conduct the 24 probes. Methodologically, these were conducted in semi-structured manner so that participants were allowed to discuss in a freewheeling manner while keeping the investigation boundaries in cognizance. The interviews lasted between 20 to 30 minutes. The textual data so produced was interpreted using hermeneutic protocols to understand the meaning (Eichelberger 1989) attributed to beard. The analysis was carried out by the process of immersion in the textual data as suggested by Braun and Clarke (2013) and analytical tool of thematic networks (Sterling, 2001) was used for developing themes (Table -1).

Findings

Ten themes emerged from the data. These themes indicate that a beard is not only a natural biological process of hairy growth on the chin. Rather, it is wrapped around in deeper meanings that extend into psycho-social plane. We found the following meanings, which range from the obvious to subtle:

Nature and Maturity

Beard at the most fundamental level was observed as a sign of progression and as a marker of coming of age for men. Here the perception of the beard is filled with naturalness as phenomena governed by biological processes. The emergence of hair on the face is also imbued with the cultural significance of 'becoming a man' or '...arrival of puberty...'. and thereby associated change of role from being dependent and receiver to being independent and giver. The beard marks a transition both biologically and socio-culturally. The shift from being a child to an adult is accompanied by the perception of a gamut of socio-cultural consequences that can be subsumed under what is referred to as 'maturity' or 'coming of age'.

The notion of maturity could be seen be to constructed both as a biological processes and socio-culturally. The hairy growth on the face caused by reasons including testosterone and genetics, a sign of biological maturity (Moller, 1987), also has destabilising psychological consequences. The hairy growth on the face indicates the arrival of adulthood and marks sexual maturity (Randall, 2008). Although beard is a dimorphic secondary trait but it was quite surprising to find its missing connection with sexual maturity rather its meaning predominantly revolved around socio-cultural aspects. The shift to adulthood is a contradictory phenomenon of filling and emptying: '...it robs you of things that you could do and get away... there is no condoning...hair chin makes you responsible...'. The sighting of facial hair changes the roles and expectations as constructed socio-culturally. The entitlements come in the form of pleasures of being an adult like 'smoking', 'drinking', 'coming late', 'deciding' and 'driving' but it also brings burden of 'being responsible', 'on your own', standing on feet' and 'behaving'.

Identity and Location

The sprouting of facial hair is also associated with men entering their teens. It is the space between childhood and adulthood. It also marks the time of psychological transition when the sense of self tends to be fluid and indeterminate. It is a period of ambiguity (Csikszentmihalyi, 2021) and identity confusion (Erikson, 1950). The process of steering out of this confusion is to seek answers to the questions as to what one wants to do and be, the reintegration of self (Bee, 1992). Confronting a basic and apparently trivial question, 'who are you' involves issues of identity (Blommaert, 2005). It encompasses a gamut of elements, including race, nationality, gender, and affiliations (Malouf, 2000). Things that one does and abstains from, including clothing, food habits and music, mark who one is. This also includes facial whiskers.

We found presence of adolescence-like feeling among participants and beard was found to play a role making sense of the self. It was revealed that

participants engaged in a two-way identity-related process with beard. It was trying to make sense of who they are by means of what they have, as echoed by one participant as 'feel grown up...' and giving it away orchestrates how one is perceived by others as 'mature...treated with respect...'. Beard was mostly mentioned to be something that participants expressed to 'have'. This expression throws beard in the league of possessions which people use for extending selves (Belk). The keeping of the beard emerges as an act of symbolic appropriation of socially constructed ideas. Beard in this regard, is enabler of symbolic extension by the process of literal extension.

The particularity of the way one presents to others assumes importance because of the floating self in post-modern society. The identity has become a project as society has replaced communities. In the absence of a fixed identity defined by the social structure, participants reported having repeatedly faced situations perception of a vacuum by which a feeling of 'being no body' or 'who you are to others' is experienced. The codified appearances determined by community structure do not operate in urban areas and individuals are tasked to negotiate situations by assembling things to form a desired identity narrative. Beard, in this context, is perceived by the participants as a resource helpful in projecting the self in an ideal form on to the unfamiliar and unknown. This way beard is used to situate oneself on the social, political and ideological plane in the desired manner. In the observation of a participant, '...it announces who you are' and accords position in correspondence and thereby eases role negotiation.

Self-Completion and Difference

Beard enables negotiation by materialising the immaterial. It renders visible the invisible. Several adjectives belonging to the domains of personality and character surfaced during the course of probes. In a colloquial expression, beard reveals '... attitude...personality...' It acts as a device to lend tangibility to what otherwise would remain impalpable. This materialisation operated in two ways: beard as materialization and compensation. In the materialization realm, the beard acts as a symbol or signifier. It not only signifies a meaning rather meanings differ as per shape and form. The shape is manipulated with an intention to convey a specific meaning depending upon the negotiated situation. It is a kind of weaponisation of facial hair. In the new civilized social world, the challenges that humanity faced earlier remain the same, but the weapons have undergone a change. Like words, apparel and possessions are deployed in social manoeuvres, beard acts as an addition to the repertoire of tools of impression management.

The adjectives discovered by the probes included power, strength, potency, individuality, confidence, sophistication, superiority and decency.

Beard sits on the edge of the internal-external dialectic. It is employed in a dual process of internal self-completion and external expression of the self. Consumers use material possessions for the meaning conference and identity expression (Dittmar 1992). Beard at one level serves to fill voids, including lack of confidence, differentiation and manliness. It operates as a tangible material to fill the intangible hollows in order to neutralize their disabling effects. For instance, a beard, to many participants was confidence boosting, something like a crutch that acts to support on unstable or slippery plane. The words of a participant are telling: 'I look childlike, immature... beard make me feel mature ...grown up. Other participants talked about beard to give him '...confidence...I trust my beard as somebody who gives me support...' The fundamental to the idea of self-completion is people search signs that help in symbolic self-definition (Wicklund and Gollwiter, 1982). In our case beard is pushed into service for this very purpose.

Beard, through the process of an external dialectics, acts to negate the forces of de-differentiation and homogenisation caused by globalisation. The new consumption culture has homogenising effect where what people eat, drink and wear is being pushed to sameness leaving individuals to look for ways to convey their individuality and distinction. The signals of difference are conveyed by tangible objects that people choose to display (Tian et al, 2001). Typically Americans, in the pursuit of distinction, use visual presentation (Ishii et al. 2013). The opposing force fields of massification of production on one hand and an individual's craving for uniqueness on the other has conferred on beard the role of marker of difference. '...it sets you apart...wolf from the dogs...' In almost similar sentiment, another participant observed, '...signature of style...'. Keeping and maintaining beard is a serious affair akin to investment with anticipated payback. It is a device of social maneuverings. The way a Rolex announces 'achievement', a beard almost does the same by pointing out coordinates on the dimensions of relevant scales of measurements.

Emulation and Distinction

One of the most common types of beard worn by participants was that of Indian cricket captain, Virat Kohli. It was reported that once full flowing beard of actor Ranveer Singh as Khilji in the movie *Padmavati* had become a rage. We found several different types of beard that were sported by the participants. These had a connection with popular culture, including the world of sports, entertainment and even business. The mechanism at work here was emulation. The participants adopted a style of beard similar to a cricketer or a movie star in a bid to create a resemblance. This was similar to consumer's adoption of things used by popular people, including celebrities. The operation of Veblen effect (Veblen, [1899]1994) was found to be palpable and clear in a limited sense of imitative behaviour. Unlike

motives of conspicuous consumption, it was neither fueled by envy or having something more than others in a relative sense.

Beard is a thing of conspicuous display and through similarity it forges an invisible connection with someone higher and aspirational. Two opposite processes of emulation and differentiation simultaneously operate in a paradoxical unity. The similarity of style creates a perceived sense of oneness between the emulator and emulated fostering a metaphysical connection with the expectation of a rub off. In the opinion of a participant, '...Virat Kohli beard makes me look like him...I become like him...' Beard, in this context is an outcome of the reference group effect caused by a sense of identification and aspiration. People inhabiting popular space subtly act as a frame of reference and invoke comparison and a drift towards imitation of their ways. Imitation involves perception, similarity of behaviour of the model and anticipated response (Meltzoff and Williamson, 2017). We found the easiest way to bridge the gap between the self and referred person is to engage in superficial practices that lie in the public domain. Here the beard came to the rescue of the participant as an easy short cut. The nuanced imitation was not possible because of lack of knowledge about their intimate lifestyle.

The anticipated response that beard was expected to produce could be labelled as difference through similarity. Beard is kept in pursuit of the fulfillment of the need to be different. It represents a paradoxical amalgamation of differentiation through conformity. The conformity is integral to societal organisation but it also pushes us into ocean of sameness. It may however facilitate assimilation and acceptance but at the cost of authentic unique self. Beard we found is employed in pursuit of differentiation by the practice of the superfluous, the facial growth. Although the participants expressed to have been motivated by the '...beards commonly found...' but it was carefully shaped by the cut, shape and color that appear '...different and unique...personal...' The participants wanted to have '... a signature beard...not like any other...'

Dissociation and Queer

This was a surprising find and quite unexpected. India has witnessed the strengthening of LGBT movement after the decriminalisation of gay sex. The waves of progressive socio-cultural changes have been hitting the foundations of deep rooted dogmatic and conservative strongholds of culture. As the people with alternate sexual orientation have seen meltdown of resistance in urbanised locations, the beard we found was used to express disassociation with the group. The whiskers on the face were used by many participants as the most visible signal of their conservative orientation: '... the beard tells look I am not available...I don't like it...I disapprove it...' It

was interesting to discover how a clean-shaven face which once upon time indicated tidiness along with whole lot of other association including 'the best a man can get' has got entangled with sexual orientation.

A man's face for centuries has been a contested space. It has been a site of meaning creation and manipulation through what sits on it. However facial hair has particularly been integral to biological distinction between man and woman. Razor companies had to fight deeply entrenched notions that shaving off facial hair is akin to abandoning male sexual identity. The strategy was to empty facial hair of gendered identity by filling it with alternative narratives including hygiene, attraction and smartness. We found that facial hair has now been removed from the male versus female gender contestation to a new dialectic of sexual orientation. The way men resisted mowing facial hair in old times as an act of resistance and assertion of their manliness, now the same has been used as symbol in prevention of possible categorisation as queer.

Experimentation and Style

We could identity two opposing strands concerning the intention behind the particularity of the looks sought through beard. Broadly two dominant categories of ideas or governing philosophies seem to emerge that share similarity with fashion and style. The way fashion operates through the process of internalisation of the external by which the new ideas are transferred by cultural industries (McCracken, 1989). Two things we found were integral to beard's conceptualisation as fashion. First, it is adopted temporarily similar to '...changing clothes...' and second '...depending upon what is in vogue...in thing... changed...it is *gharkeekheti* (domestic agriculture) ...' The two motives guiding this behavior were search for stimulation through variety and escape from boredom. The variations were pursued by the participants in quest of '...different looks...appearance...' depending upon what was perceived to be '...appropriate...right...' Here it could be observed that beard is seen as something outside the self, similar to a possession like a watch or a shoe. Further, the beard also operated as an instrument of stimulation to '...kill boredom...' of same looks like '...wearing the same shirt again and again...'. The '...changing style...but cut and trim gives me kicks...its fun...' observed a participant.

In a diametrically opposite perspective, the beard also acted as means of externalisation of the internal. It was sought to be used as a '...signature...'. In the fashion orientation, the beard changed its shape either under the influence of popular media or as an escape in the quest for stimulation through experimentation. In this strand, we found an imprint of style. It operated as an expression of individuality...one's uniqueness...'. Here the force has been that of that of resistance to mediated looks by not '...surrendering self to images...' in habiting mass media. The signature or

uniqueness was built on the idea of rejection of the collective, something that belongs to everybody. And on the time line, the beard was used as a constant amidst change, an unchanging phenomenon where the accent was to convey ‘...this is what I am...’. ‘...it is like Amitabh Bachchan’s French beard...by a glimpse of only the fragment of his beard ...you know... yes...who is it...’

Physicality and Spirituality

This strand of findings is also related to materialisation but of the base characteristics. The beard, in the opinion of the participants, is a reflector of hygiene and cleanliness ‘...one is likely to be judged as dirty or neat... depending upon the sheer look of it...’ In the opinion of another participant, ‘...it an expression of something very personal...intimate...how are you inside...’ Beard reveals how the personal, intimate issue of hygiene is practised. ‘An unkempt beard can negate the impression that I try to make with my shirt or perfume...’ ‘...it can be instantly put off...’

At a more mundane level, we could find beard’s linkages with economising. By and large this contextualisation was light hearted. Facial hair results in savings as articulated by a participant, ‘...don’t have to buy expensive razors, blades, aftershave...its cool...’ But paradoxically we noticed that the facial expression and intonation of communication contradicted with the ideas verbally expressed. A slight push back in the form of counter questions revealed that the participants were not really the economising types. Probing deeper into the phenomenon of saving through beard failed to illuminate the frivolity of observations made as expressed by a participant as, ‘...it is the most obvious thing to say...’ This mismatch we attributed to the absence of a serious import. The casual deliberations hid serious agenda as discussed in preceding paragraphs, as a man’s face is hardly a place to pursue economic ends, it is rather a location of social, psychological, cultural and political contestations.

An important surprising interpretation we stumbled upon from haphazard growth on the face was its connection with the Indian cultural symbol of sainthood. The people who give up their worldly ways in pursuit of either self or spirituality have been associated with a large free-flowing beard. This connection was also evoked in a positive sense, ‘...it’s detachment... unconcerned of appearance...concerned with higher being...’ The people with this kind of looks are usually found in religious places like Rishikesh, Varanasi and Gangotri which draw attention to the afterlife and liberation from the vicious cycle of birth and death. Thus, the unkempt and dishevelled beard carries two almost bipolar narratives. At the mundane level, it may get the bearded man to be perceived as a violator of basic hygiene. At the same time, it may also allow winning of a perception of someone in pursuit of a higher being and spiritual purity.

Discussion

Structurally, the position of the beard makes it an important inhabitant facial landscape like the eyes or nose. Together they become a complex signifying system. A lot can be inferred from the face including ethnicity, sexual orientation, personality, social class and emotions (Jack and Schyns, 2015). By sitting on the face and becoming a facial feature, it assumes significance in social communication. At the very basic level, facial expressions are encoded messages which are transmitted and decoded. These operate as a mechanism of transfer of information in psychology (Phillips, 2008) and engineering (Shannon, 2001). We found, that beard operates as an inward and outward signifying system. It operates as an encoded sign aimed to convey specific information to facilitate social exchange and manage relations. As postulated by the social theory (Burris and Rempel 2004) like any other possession, beard is deployed to portray a particular type of image in social circles.

In its contextualisation as a tool in vicinity of social cognition and communication, the beard seems to be what cigarette used to be earlier. The restrictions on cigarette advertising and promotion, distribution and smoking have left a vacuum which beard has come to fill. The real reasons for smoking which operate subconsciously, include demonstration of virility, masculinity, possessiveness or intimacy, self-expression, poise and sophistication (Martineau, 1971). We found, that beard also operates in the realm of similar meanings. When we look at the beard from the perspective of the gender binary, the act of shaving has been constructed as an act in affirmation of masculinity, for stubble is quintessentially a male thing. By positioning shaving as a male thing, shaving companies legitimised shaving products but now it seems to stand reversed. Beard has arrived in its new avatar as the defender of masculine identity against the backdrop of gender fluidity. As mentioned earlier, beard is used as a mast to flag heterosexual orientation among the youth amidst the LGBT movement gaining momentum in a conventional society like India. The diffusion and assimilation of western values and lifestyles have been at work in melting notions of sexuality and gender. The stubble on the face as against the clean and smooth hairless chinis was used to announce being sexually straight.

Beard was once an identification tool including that of social class, religion and caste. Its distribution and density have been related to ethnicity (Lookingbill et al. 1991, Winker and Christiansen 1993). The new found fancy for beard has nothing to with its role as identifier and separator among social groupings. It is worn neither to convey belongingness to a higher class nor to construct identity and identity formation as was the case with totalising social structures as was dictated under totalising social structures. (Elliot 2010). 'Who you are' is superimposed rather, it is has become a matter of choice. The waning effect of overarching narratives has the

effect of breaking the subjects into disparate flashes of subjectivity which do not bind into an identity (Standfordedu 2011). Identity is not inherited and it needs to be decided and made (Bauman 2015). The instability of identity operates both at the personal and social levels. The seduction of images in hyperreal media incentivizes experimentation and playfulness with identity. Beard like apparel and accessories operates in the realm of the fashion system in signaling identity depending upon the situation. In a paradoxical contrast, some people seek the stability of identity through beard as a style unyielding to fashion apparatus like a rock in changing waters. A stable style is employed to construct and communicate unique distinction. This is in line with what Cushman (1990) argued as was the desire to forge a coherent identity in the face of fluidity.

The transformation of communities into society, especially as a result of the incidence of urbanisation, has led to the phenomenon of identitylessness and identity crisis. The institutions that lent people stability like family and communities have become less influential. It is problematic for individuals for it creates alienation and anonymity (Bell 1976). The self is like a sign that has become unhinged from its fixed meaning and rendered to free float like an empty vessel which is filled by the individual as per choices, the individuals are free to make their own culture and identity (Thomson, 2021). The beard emerges as a tool to negotiate the tension arising out of the quest for meaning and meaninglessness. It acts both as device of self-extension both physical and literal sense. In an internal dialogue it served to fill psychological void by drawing upon the meaning conventionally associated with cigarettes. As mentioned in the previously, beard adds layers of meaning including maturity, confidence, composure, and uniqueness. It operates as a significant self-defining symbol (Brown and Wicklund, 1989), as a compensatory device in an emergent society where conventional emblems of identity have been rendered sterile by homogenizing and equalizing effects of urbanization and Westernization.

The Figure 1 shows six types of dialectical tensions on which beard sits as a negotiating device: nature and culture: innate versus man made; self and others: inward versus outward/ identity versus image; absence and presence: incompleteness versus abundance; physical and spiritual: mundane versus higher; emulation and differentiation: fitting in versus standing out; and novelty and style: change versus constancy. These opposite forces envelop and individual at different realms of his or her existence including physical, social and psychological. As marketing exchange in post-modern context goes beyond utility to building narratives and symbolism. The consumers on the other hand become producers of images, the beard as a site offers opportunities for brands to assist customers in their self-creation and signification project amidst fluid and transitory existence.

Managerial Implications

Charles Revson of Revlon once said, “in the factory we make cosmetics; in the store we sell hope.” This statement juxtaposes the meaning of cosmetic that the maker has and the meaning that consumer looks for. The meaning sits at the center of consumer behavior (Batey 2008). Consumers seek meaning in the two-directional process of self-creation and signification to express their co-ordinates in the socio-cultural spheres they belong to. Managers can succeed when their products or brands make sense. This involves not only seeing products or brands as embodiments of ‘use’ but rather as inhabitants of psycho-social-cultural universe as meaning systems. Beard we found is a semiotic entity enveloped with layers of meanings and it offers several managerial implications.

First, the beard is does not merely adds volume on the chin rather extends the concept of self in psycho-social space. It is rather a signifying system and acts as means of symbolic self-construction, self-expression, and mediator of relationship with others. First, the theory of self-completion proposes that in the lack of self-defining symbols, people try to get other symbols (Wicklund and Gollwitzer, 1981). The marketers of brands engaged in beard related products must recon the beard’s instrumentality in self-completion. Brands can address the perceived sense of incompleteness by the portrayal of a particular type of protagonist with a beard as a filler of lack that target consumers aims to fill.

The consumer would seek to fill the symbolic voids and the brand must choose to create its image accordingly. Second, related to the self completion is the idea of self-extension (Belk 1988). The beard like an object in possession can enable a person to do things which he or she is not capable of. A gun can extend the sense of power the same way a beard can foster a sense of command and control or being stylish. This idea could be leveraged by connecting beard type and the type of extension the people seek. The brand, Beardo, gives its consumers the opportunity to extend their position on the personality dimension of style and confidence (‘want to play God’).

Second, the self-concept theory (Sirgy 1982) postulates that consumers seek consistency with their self-concept and choose a brand that help them to move up to the desired image. The consumer desire to express themselves differently in different social situations. Our study finds that a beard and its type can operate as means of expression of ‘who you are’. It performs self-expressive function. By building correlation with type of beard and expression, brands can empower consumers to wear different selves as per situations. The Philips beard trimmer advertisement communicates how beard can be trimmed to wear different looks. It perceptually transforms the beard in the league of clothing and accessories which is changeable and could be experimented with as per the demands of the occasion. By materializing uncommunicable aspects of the self, the beard becomes a

tool for situational negotiation. This is in line with the postmodern reality characterized by multiplicity of styles and self-expression by means of consumption (Curbatov 2003) in the times where heterogeneous identities are sought (Chakor and Bobukr 2009) unlike modernism.

Third, in the times of fluid identities, some people seek the reverse and want to cultivate individual styles. This is opposite to Veblen's 'keeping up with joneses' in rather pleasing the 'inner man' or 'inner Joneses' (Ditcher 1965). The individuality here is forged by some internal ideals by appropriating a unique authentic style through beard. Beard, we found was a new weapon in man's arsenal to set oneself apart from others. It is therefore, the beard's shape, which used to be governed by socio-cultural religious mores, has freed itself to become a tool of very personalized expression rather than collective identity. The dictate 'what others will say' is no longer holds influence on choices rather it has evolved to become 'what I want to say'. Marketers can lend depth by anthropomorphizing their brand by enabling consumers to cultivate their individualistic styles that are both authentic and different.

Conclusion and Limitations

In the new emergent consumption landscape, things matter not only for their utilitarian consequences rather their meanings. The growth of facial hair on mens' chins has become as common and conspicuous as once cigarettes between the lips were. Cigarettes drew their pull from meanings that hid below the line visibility like and iceberg which drew smokers on their fold. Otherwise, they are nothing more than tobacco rolled over in paper which launched cancer causing tar in lungs. However, cigarette brands earn millions leveraging hidden meanings on the psycho-social plane. This study sought to uncover the meanings that the beard holds for the young. This discovery oriented investigation found that the beard on the physical plane does not hold much significance than invisible psychological, social and cultural plane. Its relevance stems from a condition that is often described as postmodern, in which people experience as sense of anomie and identity-lessness. Beard, we found, plays a role in self-definition and assists in social signification, which aids in the effectiveness of role performance.

The understanding of the meanings of beard has significance for marketing practice both for the players which market beard-related products like trimmers and others. As consumers are known to evaluate offerings based on their need to form internal self-definition and self-expression in negotiating social situations, the marketers should develop their brand, imagery in a congruent direction. Beard is a semiotic entity and operates as a signifier with a bi-directional flow of meaning as an instrument of construction and communication in the psycho-social world of people, so

should be brands. These findings are based on a limited sample, the future research could use a bigger sample and alternative methods to illuminate the hidden meanings of beard. The insights so generated would add greater depth in understanding this phenomenon and thereby assist marketers in taking informed decisions.

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Retailing 4.0: A Study in the Context of New Transformations of the Retail Market

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Abstract

As the world has changed in the last decade, this is the time for taking opportunities in the digital world to increase businesses. Transformation of the retail market by using technology to transform the economy or using advanced artificial intelligence in the distribution process can help the business at a new height. Consumer expectations are endless and cannot be captured or predicted effortlessly. This new generation requires marketing 4.0. Customers are not only looking for products to satisfy their needs but they also want to satisfy their value and creativity. Retailing 4.0 is the part of marketing 4.0. By using the retailing 4.0 in somehow it can measure consumers' judgment, and therefore retailers can think ahead of consumers to give better opportunities in selling. Marketing 4.0 concepts given by Philip Kotler are the new transformation of the market. The current study analyses the new look of the retail industry with a special reference to retailing 4.0 and the existence of this concept and how it is beneficial to the retail sector to expand their businesses. In this study retailer's performance is measured by using shifting consumer behaviour towards online retailing and the independent variables are the effort which offer technological advancement in dealing. An online survey was conducted to collect primary data for the study by using a structured questionnaire. Statistical analysis was conducted using correlation and regression analysis.

Keywords: Marketing 4.0, Retailing 4.0, Retail Transformation

Introduction

This is the high time for innovation, showing creativity, and using artificial intelligence in the field of retailing. The meaning of marketing has changed

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according to the time and need of the market. It was started from 1.0 which was focused on production than 2.0, which was targeted on selling focused on more and more sales of products to capture the large marketing share. In the era of marketing 3.0 major focused on marketing on customer satisfaction through value-added services. This innovation is now the time for marketing 4.0, the internet of things, seamless technology, online shopping experience, and many more are included in this innovation. This is the time to capture the huge marketing activity through advanced retailing (Kotler, Kartajaya, & Setiawan, 2017) Now the netizens know about each and everything in the market and have detailed information about the market. Marketing 4.0 is the innovation in the market and this is the time to learn new things about digitalisation. Digital integration of marketing makes easy to buying and selling goods and services easy. It is an easy assessment platform for customers and retailers. The digital market is a new wave but not to replace the whole physical market.

The new type of customers is the young, urban middle class with high internet connectivity. This population is more productive and the migrated people from the semi-urban area to a big city lifestyle. These young people are the motivational power of the digital market. They belong to the middle class and have the income to spend. They tend to move upward from lower social status to upper status. They search for things on the internet by using their mobile device when they make their purchase decision than search in the market store. Before going to in-store, they search for complete information about the products. The digital platform is a game changer technology. Recently due to COVID-19, everything is available on the digital platform. No touching or keeping distance rule is completely followed by the digital platform. Now Movie Theaters are closed, Netflix and Prime Video are open for a new release. This is the time for competition and collaboration between the leading retailing firms such as Medlife India's largest online medical stores which provide quality online medicines. In the same way, digitalisation and connectivity in a new retail business transformation put lots of challenges and opportunities to gain the market in a new way of thinking. A mobile device is not only the source of social connectivity but it is an experience of connectivity between customers and brands and customer experience. Today the customers are more powerful. They have complete information about a brand and high knowledge and experience. These entire things are making it difficult for retailers to know about their exact buying behaviour. Moreover, these customers are also highly dependent on other people's views. The three things are very important for making purchase decisions first source of marketing communication, subjective norms, and the knowledge and experience of customers. The story of retailing begins with Retail 1.0, which was the

beginning of supermarkets. It was the beginning of the grocery business, Piggly Wiggly was the most influential and innovative offering the first self-service grocery store in America. Retail 2.0 was started in 1963 with a hypermarket. In Paris, the first Carrefour was started and Wal-Mart U.S. Retail 3.0 was starting of e-commerce. This was a time of big box hypermarket, speciality stores, and category killer to be the market king. Retailing 4.0 was the time of multichannel and Omnichannel retailing seamless shopping experience (Desai P et. al. 2020). A report published (RAI, 2020) states that the retail industry has come a long way by facing three different waves in Indian retail over the past few decades. The first wave came in 1991 when first modern trade store opened in Mumbai. The second wave came with the opening of hypermarket; big bazaar cash and carry shop in Bengaluru in the year 2001-2003 and in 2006 Reliance also entered the market with the opening of Reliance Fresh. Third-wave was the result of the introduction of new FDI norms that was the time of introducing multiple foreign brands, a new age of the digital era in e-commerce. It was started in 2010 with the opening of a Zara store in New Delhi, Amazon entered the market in 2012, in 2015 H & M first store in Delhi, in 2018 first IKEA home furnishing store was opened in Hyderabad and Wal-Mart acquired Flipkart and in the year 2019, the first store of Uniqlo was opened in New Delhi (Singhi A. et al., 2020). Now in 2021 we are witnessing the fourth wave of retailing, the age of digitalisation, innovation, social networking, expanded the role of the netizen, and artificial intelligence.

Transformation of retailing depends on how they use a tool of connectivity to join the customers and measure their exact behaviour. This study focused on the element of retail 4.0 and its existence in the marketplace.

Review of Literature

Marketing 4.0 is a new way of marketing, this concept was given by Philip Kotler. Further studies were conducted by many other authors, which are included in the review process to be familiar with more things added to this new concept of marketing.

Technology transformation into marketing organisation gives reshape to the business space. (Vassileva B., 2017) argues on challenges and opportunities in the digital market and focuses on social media used by generation Z, to analyse the attitude of SMEs for using ICT to increase their marketing activities. Digitalisation is a very innovative step for encouraging marketing activity and its advancement. (Jara et al., 2012) focused on marketing evaluation starting from 1.0 to 4.0 to the internet of things. In this study authors highlighted three things that are most important at online creativity, cheap and seamless that can make a new world of marketing. It

was included in the various elements of marketing 4.0 by using a proposed model. Brand image is most important for every company to capture the consumer interest, creating differentiation and marketing positioning. (Gau, W.-B. 2019) the study focused on exploration of marketing strategies between the interactions of online and offline customers and their buying behavior while shopping. Customer engagement can be increased by using SMS services to create awareness about new arrivals and discount policies, social media networking to connect with people and get their feedback, and outdoor LED screen display advertisement to capture the interest of consumers. This is a time for customer communication by using advanced internet services, web portals, social media, and a lot of other innovative tools. The relationship between customers and industry is very important for the success of a business enterprise. It can be more effective to impose on enterprise needs by holistically considering the consumer's needs and satisfaction. (Wereda W. & Wozniak J., 2019) examined the relationship between marketing 4.0 and customer 4.0. It was determined that customer expectation is very high for the innovative enterprise. It was assumed that the relationship between clients and enterprises 4.0 developed the innovative enterprise by financial liquidity, a minimum number of complaints, and efficiency in major business activities. Marketing innovation is a plan for future business. It is a time required to make a strong plan and policy as per the need of consumers which makes the healthy relationship between consumer and business. (Ungerma O., & D'edková J. 2019) examine the marketing innovation and its impact on the current marketplace. It studied 17 innovative marketing tools to measure the 11 marketing effects. Marketing 4.0 is an innovative tool and a better plan for future business. Digital transformation of business-facing lots of challenges and difficulties to established their business. These are overcome by the strategist by doing strong future planning so that their business should be more effective and successful according to the requirement of time (Yıldırım, Yıldırım. 2019). Now the consumers are smart and digital to use new technology for convenience shopping behavior. An online consumer can be categorised as young kids with their parents, young urbanities, tech-smart online regular consumer, and budget-driven consumer. These are using internet devices high-speed internet service, smartphones, and other connected devices. They collect information about the listed products and services, making a comparison, review analysis then make a purchase decision (Sakata, Toshiyasu. 2020).

Younger generation technologically advanced people have their high expectations of retailers and prefer to omnichannel shopping experience (Sakrabani, Poorni, 2020). The transformation of the retail business is a new way of thinking. It is an advancement of the retail industry by using

technology in consumer dealing. In-store retailing, the role of big data and the internet of things is increasing day by day to target more customers (Jayaram, Athul, 2017). Artificial intelligence is a way of work moving towards technology systems that are currently used by the retail industry to increase their market share. Technological advancement is the need of current business as it is used by generation Z. Value-added core concept is used by the retail industry to measure the use of technology in the utilisation of resources (Weber, Felix & Schütte, Reinhard., 2019). The use of technology in functioning or system advancement is the requirement of industry 4.0. This is the new way of doing a thing to make a better shopping experience for consumers (Chauhan et. al., 2019). The retail process can be strong by using advanced technology in their basic component distribution process, store space, and customer services (Malar S. Mercia, 2019). This is smart retailing using the internet of things, cloud computing, and artificial intelligence to capture their potential consumer (Finch, G., 2018).

Research Objective

The major objective of the study is to describe the consumer behaviour towards digitalisation by measuring the role of Data and technology driven disruption in shifting consumer behaviour and to find out the new competitive forces for a retail organization. The data published by the retail association of India and many more organisations were used as secondary sources of data to make a understanding of data and technology.

Research Methodology

In the current study, 200 consumers were selected as a sample size of the study from the population of NCR Delhi and responses were taken by using an online semi-structured questionnaire. Data were collected in the month of January 2020. This is a descriptive research to know about the shifting behaviour of consumers. As this is a study of consumer behaviour and population size is infinite, so the convenience sampling method is best to justify the research. After collecting consumers' responses, the collected data were analysed by SPSS software using factor analysis, regression and correlation techniques to determine the impact of data and technology on consumer's buying behaviour. In this research work, the role of data and technology is measured by using three sub-variables and these are product information, customer information, and operations information. These variables were measured by collecting the consumer responses on a five-point Likert scale here 1=strongly disagree and 5=strongly agree.

Formulation of Hypothesis

H1: There is a significant impact of product information on consumer's shifting buying behaviour

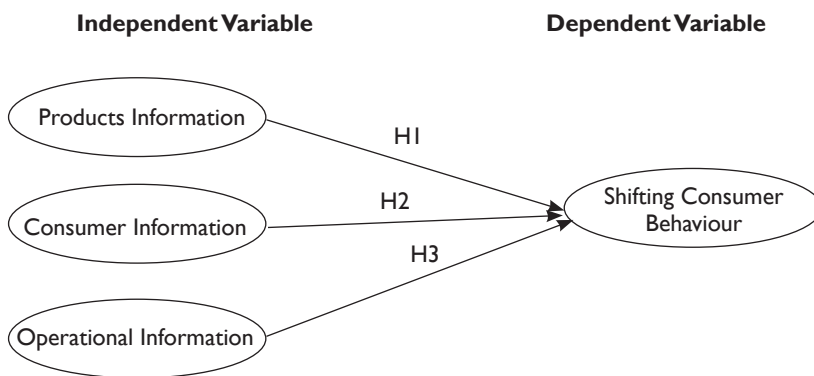
H2: There is a significant impact of customer information on consumer's shifting buying behaviour

H3: There is a significant impact of operational information on consumer shifting behaviour

Conceptual Framework

The conceptual framework in this study shows the hypothetical relationship between dependent and independent variables. Figure 3.1 represents the role of independent variables product information, consumer information, and operational information in measuring the rate of shifting consumer behaviour (Dependent variable) towards online shopping. It shows a hypothetical relationship between dependent and independent variables to measure its impact on each variable.

Figure-1: Conceptual Hypothetical Model



Interpretation and Analysis of Data

Customer responses were collected through an online questionnaire and then data entry was done into Microsoft excel and subsequently exported into SPSS software for the application of appropriate statistical techniques. In the interpretation process, the research hypothesis was proved and disproved with the result of regression analysis. In the demographic part of the respondents, some basic information was collected to know about the customer, such as age, profession, income, and gender. In the second part of the questionnaire, 21 statements related to the research variables were there to measure customers' responses on a five-point Likert scale. Those statements represented the three independent (products information, customer information, and operation information) variables and one independent (shifting consumer behaviour) variable. The factor analysis was also used to justify the factor loading value of the variables. The factor loading value should be greater than 0.5 (Fornell and Larcker, 1981) for

applying the second stage of the tool. After applying factor analysis, the factor loading value of two statements was less than 0.5, which was not suitable for analysis so these statements were deleted from the study. Table-1 show the factor loading value of 19 statements that was more than 0.5, it was around .7 and more to construct a factor (Hair et.al., 2010).

Table-1: Exploratory Factor Analysis

No	Statements	Factor Loading Value
	Shifting consumer behavior	
1	Getting new experience by using new technology	.834
2	The excitement of use of advance technology in their lifestyle	.843
3	The habit of trying new things	.829
4	To represent a better lifestyle	.840
5	To show the advancement in their behaviour	.876
6	The use of new technology is perfect for a busy schedule	
	Product Information	.789
1	Information is provided to consumers by using digital catalogue management software	.746
2	Availability of product information by using data driven marketing	.832
3	Using social media, blogs and meta description for new releases promotion of products using display advertising, content automation and Google account	.734
4	Maintaining the level of Supply and demand by tracking system	7.67
	Customer Information	
1	Getting customer profile by using big data technology of previous record of purchase	.826
2.	Data driven technology help to measure consumer behaviour	.873
3	Using advanced technology trend in shopping can be easily analysed	.849
4	Product preferences of the consumer can be assessed by using data driven technology	.834
	Operational information	
1	Product data make sure the availability of products for consumer	.899
2	Using an online transaction processing system to respond to user (consumer) request	.882
3	Management of purchasing by using digital procurement	.823
4	Building an effective marketing schedule	.866

Table-2 given below contain information about the customers' demographic profile. It is about the gender, age, and profession of the customers. These are some basic information about the customer to know about them. The result of the demographic profile shows that a total number of respondents were 200 out of those 43 per cent were the male shoppers and 57 per cent were female shoppers. It shows that female respondents are taking more interest in online shopping as compare to males. According

to the age group of respondents, young kids stay with their parents under the age category 15-20 is showing the highest interest in online shopping with 38 per cent, 23.5 per cent was young urbanities single couples in the age category 21-25, 21.5 per cent was the adult, regular buyer, in the age category of 26-30 and 17 per cent was a budget-driven consumer in the age category of 31-35 showing least interest in online shopping. As per the profession of the respondent, students were showing more interest in online shopping with 47 percent as these are young kids. 20.5 per cent of non-government employees also showing more interest in online shopping and these are young urbanities stay as a single couple. 14.5 per cent of retired people purchase goods through online mode of shopping to live their life in relaxed mode, these are pension earning old age people. The least interest in online shopping was shown by government employees (10.5%) and unemployed people (5%) because government employees believe in shopping at stores by checking products by using their sense organs and unemployed people do not showing so much interest due to lack of money.

Table-2: Demographic Profile of Customers

Demographic Profile	Categories	Percentage	Total Respondents
Gender	Male	43	200
	Female	57	
Age (year)	15-20 (young kids)	38	200
	21-25 (young urbanities)	23.5	
	26-30 (adult regular buyer)	21.5	
	31-35 (budget-driven consumer)	17	
	Govt. Employed	10.5	
Profession	Non Govt. Employed	20.5	200
	Students	47	
	Unemployed	7	
	Retired	14.5	

Source: survey by Author

Reliability Analysis

Reliability test was performed by using SPSS 21 software and the reliability in data was explained by the value of Cronbach's Alpha. If Cronbach's alpha value is more than 0.6 then the scale of the data is reliable for applying further analysis. The result of the reliability test was shown in Table-3 and the scale was reliable because the Cronbach's Alpha value of 0.923 of 19 statements out of 21 was highly reliable for applying regression analysis. The reliability of the individual variable was also a highly reliable scale with the value of Shifting consumer behavior (SCB) .819, Product information (PI) .728, Customer information (CI) .858, and Operational information (OI) .873. The alpha value shows the high internal consistency and considers as an acceptable value in social science research.

Table-3: Reliability Statistics

Cronbach's Alpha	N of Items	
Value of Total number of statements	.923	19
Shifting consumer behavior (SCB)	.819	6
Product Information (PI)	.728	5
Customer information (CI)	.858	4
Operational information (OI)	.873	4

Correlation Analysis

Correlation analysis shows the strength of the relationship between the quantitative variables. The value of high correlation between the variable shows the strong relationship between the variables. The value of the correlation coefficient should not exceed .09 here the value of the correlation of coefficient is shown in Table-4. The result of the correlation shows that the variables have a strong relationship between the variable at 0.01 significant level. After analysis, the result shows that the perfect positive significant relationship between shifting consumer behavior and product information with a .568** value at the significant level of 0.01. It shows a perfect significant relationship between shifting consumer behavior and consumer information variable with the value .676** and the strong positive significant relationship between shifting consumer behavior and operational information with the value .595**

Table-4: Correlations Analysis

		SCB	PI	CI	OI
SCB	Pearson Correlation	I	.589**	.676**	.595**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
PI	Pearson Correlation	.589**	I	.639**	.517**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
CI	Pearson Correlation	.676**	.639**	I	.713**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
OI	Pearson Correlation	.595**	.517**	.713**	I
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

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

Regression Analysis

Regression analysis is a statistical tool to show the estimated relationship between a dependent variable and two or more independent variables. In the current study, consumer shifting behavior is a dependent variable, and consumer information, product information, and operational information are independent variables. The dependent variable named shifting consumer

behavior includes six statements that show the reaction of consumers and the reason for shifting their shopping habits from one channel of shopping to another. Product information is an independent variable includes 4 statements about the information provided by the online retailer to attract their customer for shopping. Consumer information is an independent variable that includes 5 statements about the information provided by the online retailers to create awareness among the customers. Operational information includes 4 statements about the retailer's operational activities to deliver the products to the right customer at right time. In this current study, the impact of independent variables (consumer information, product information, and operational information) on a dependent variable (consumer shifting behavior) is measured by using regression analysis. Table 5 shows the model summary of regression analysis and the regression model was fit with the significant value .000 that was less than 0.05 and the model was significantly fit for analysis. The three independent variables were the reason for shifting consumer behavior towards online shopping. The value of R and R square was .720 and .518 perfectly model fit with Durban Watson value 1.592.

Table-5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.720 ^a	.518	.511	.44953	.518	70.200	3	196	.000	1.592

a. Predictors: (Constant), OI, PI, CI

b. Dependent Variable: SCB

Table-6 shows the result of ANOVA the value of F was 70.200 significant at p-value .000 in the table p-value was less than 0.05 that shows the significant impact of independent variables on the dependent variable. The independent variables consumer information, product information, and operational information were the reason for shifting consumer behavior of shopping.

Table-6: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.558	3	14.186	70.200	.000 ^b
	Residual	39.607	196	.202		
	Total	82.165	199			

a. Dependent Variable: SCB

b. Predictors: (Constant), OI, PI, CI

Table-7 shows the result of regression coefficient analysis and the value of variables that help in the acceptance and rejection of null hypothesis. These were the value of the regression equation for finding the impact of independent variables on the dependent variable. The unstandardised coefficient value of the predicted variable that was shifting consumer behavior $1.218 = PI .223 + CI .308 + OI .155$ so the value represents that every unit (i.e., more information provided by the online retailer about their product) increase in production information, 22.3% increase the rate of consumer shifting behavior towards online shopping. Here H1 the alternative hypothesis was accepted because there was a significant impact of product information on consumer shifting behavior at the significant value 0.000 that was less than p-value 0.05, holding of other variable constant the value of .308 represents that increase in awareness programs by providing consumer information (CI), 30.8% increase the rate of consumer shifting behavior towards online shopping. Here H2 the alternative hypotheses also accepted and there was a significant impact of consumer information on shifting consumer behavior and the significant value was 0.00 which was less than p-value 0.05. The coefficient for operational information (OI) was .155 which means an increase in operational information, expect to 15.5.% increase shifting consumer behavior towards online shopping this was statistically significant at the value 0.006 that was less than p-value 0.05 and H3 the alternative hypothesis was accepted, there was a significant impact of operational information and shifting consumer behavior.

Table-7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.218	.191		6.388	.000
1 PI	.223	.059	.244	3.759	.000
CI	.308	.064	.379	4.790	.000
OI	.155	.056	.198	2.782	.006

Dependent Variable: SCB

Discussion and Conclusion

Present study is an endeavour to measure the subsistence of retailing 4.0 by measuring the customer shifting behavior with the use of data and technology. Data and technology are further divided into three independent variables (product information, consumer information, and operational information). Digital retailers used these three variables with the help of data and technology to capture consumer attention. In this way customer's shopping behavior has been changed, they are shifted

towards an advanced platform of shopping. Digitalisation of retailing is called retailing 4.0 which reflect in the transformation of retail business by using data and technology. In the current study, customer behaviour was shifted towards an advanced shopping technology. This shift was measured by the retailer's product information, consumer information, and operational information used by the retailer to attract their customer. These variables included the information about catalog, availability of products, new releases, promotion, supply and demand, consumer profile, consumer activities, consumer preferences, channel distribution, logistics, allocation, procurement, schedule, inventory, etc. The study results show that all the three independent variables were responsible for shifting consumer behaviour towards online shopping. It shows a statistically significant impact of all the three independent variables and dependent variables. These variables have a strong correlation at a 0.01 significant level. Digitalisation and advancement in retailing strategy can make the retail business stronger and more sustainable.. Data houses can be more beneficial for collecting information about their buyers, their habits, and expectations from buying. The use of information technology and technological tools for promotion can increase the market share of online shopping in the future retail business.

Managerial Implication

Technological advancement is an opportunity and challenge for online retailers. Modern retailing focuses on the use of technology in the promotion and distribution of goods. As an opportunity, retailers can use advanced technology to expand their business. In their retailing process, retailers use artificial intelligence, big data houses, and cloud computing to collect information about their potential consumers. They can build strong marketing strategies for pricing products, using technology in operation and distribution, and capturing the attention of the consumer. Today the role of youth in shopping is very important to Generation Z in using technological advancement in their lifestyle. This is the big challenge for retail organisations to design their offerings as per the requirement of generation Z. In the future technological advanced firm can survive for a longer time in the retail business. Big data houses and cloud computing can reduce IT costs for the small retail business to capture their potential customers. It is making channel advancement in the operation of stock in and stock out information.

The future of retailing is a way of smart retailing with the use of the internet of things and devices that smartly monitor and control the operation of retail activities.

Limitation and Future Research

There are some limitations to this study. First, the data used by the research is based on consumer responses about their online shopping experiences. Sometimes consumers are not attentive in filling the answer, so that some shortfall may arise. However, the entire unanswered question, and incomplete forms are removed from the data sheet during content analysis. Another limitation related to the time and place of the study. This study is conducted in one specific geographic area so the results may not be universally applicable.

The suggestions for future research, in the study only three variables are identified to know about shifting consumer behavior. The future researcher can use more variables to know about the technology used by the online retailer to capture their consumers. Second, the future researcher needs to use advanced statistical tools for data analysis to examine the critical relationship between the variables. Third, this is the time of changing technology so according to time change, the future researcher needs to update their knowledge with new technology. So the future researcher needs to conduct a deep investigation with a continuous process of examining changing consumer behavior.

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Balanced Scorecard: A Versatile and Evolving Concept

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Abstract

Balanced Scorecard as the concept and model was first created by Robert Kaplan and David Norton in 1992 and it is one of the most flexible tools for measurement of performance of the organisation as a whole. However, it is seen that this tool can not be applied in its original form to all types of organisational settings. Thus alterations and variations appeared in different environs.

The basic objective of the study is to understand the adaptability and adjustability of this exceptional tool over a period of time and to different types of organizations; and its feasibility of implementation in the Indian Telecom sector.

Over these past twenty-five years, there have been numerous studies and researches explaining the concept, model and implementation of BSC. However, each study deals with either one organization or one aspect of the performance measurement system; that is only one facet appears in each study. These studies are fragmented and not correlated. There is a lack of integrated study to understand the implementation of BSC in one industry or a region as a whole.

To overcome this stumbling block, an effort has been made to bring the previous researches under one paper. About 140 articles from prominent journals from all across the world, and related books, beginning from 1992 to date, have been incorporated to reach the objective of a concise, comprehensible and correlated study, based on secondary data.

Research has shown that this model is highly adaptable and versatile; and can be implemented in various organisational settings. In some cases, new dimensions have also been added, making it a very constructive and practical tool.

Keywords: Balanced Scorecard, BSC, Kaplan, Norton, Performance Management, Strategic Management, Strategy

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Introduction

Over the years, the organisations have struggled with the process of performance measurement. There has been a constant dilemma as to what parameters to include, and which ones to exclude; which processes are more important to the organisation and what functional areas should be considered insignificant. Also, what should be the standards of organisational performance standards and how to measure the performance against these standards.

The result of all these musings has been reflected in numerous performance measuring techniques. The most commonly used techniques are financial ratios, variance analysis and performance appraisal of the employees. Unfortunately, these methods are very limited in scope and do not reflect the organisational performance in a holistic manner. Slowly techniques like Management by Objectives, Total Quality Management, Blue Ocean Strategy, Performance Pyramid and Performance Prism came into focus. However, these methods also failed to provide the answer to the complex and relevant question of ‘how the performance of an organisation as a whole can be measured?’

In 1992, Dr Robert Kaplan and Mr David Norton, proposed the concept of the Balanced Scorecard, which:

- is comprehensive and all-encompassing;
- is very contemporary and innovative;
- is an evolving concept leading to the transformation of organizations;
- is quite revolutionary in nature;
- holds timeless appeal; and
- adaptable to different forms of organization, industries, regions and cultural environments.

Labelled by the Harvard Business Review as “one of the 75 most influential business ideas of the 20th century” the Balanced Scorecard slowly developed from the initial tool for planning in the 1990s planning model into an integrated strategic management system that links long-term strategy to short-term operations.

Concept by Kaplan and Norton and Development Over Time

Although this model is not the first one to advocate the use of non-financial objectives, as General Electric way back in the 1950s and Peter Drucker, through Management by Objectives had attempted to evaluate non-financial parameters of success, this model was the first to bring the whole organisation systems under one umbrella. This concept originated in the authors’ minds when the Vice President of Analog Devices mentioned

that the organisational performance and quality of the products were on the rise in every parameter, but despite that, the company's stock price crashed by almost 70% in three years. The conclusion drawn was that the company had not been able to translate better manufacturing process and delivery system performance into increased profitability. The result was that the stock price started going down. This prompted the authors to create a methodology which could translate these quality improvements into customer satisfaction and ultimately, financial improvements.

The concept made its first appearance in 1992 in the January February issue of Harvard Business Review, under the article titled 'The Balanced Scorecard: Measures That Drive Performance' by Robert Kaplan and David Norton. The basic idea mooted at that time was that BSC is based on four perspectives, namely customer perspective, internal business process, innovation and learning, and financial perspective. However, in the article Linking the balanced scorecard to Strategy (1996), Kaplan and Norton brought in the concept of core outcomes and performance measures which were interlinked. Further, the emphasis was placed on cause and effect and the chain linking a step ladder of business objectives, business performance indicators and measures, that are consistent, co-dependent and mutually reinforcing.

In the year 2001, a path-breaking article by Kaplan and Norton, changed the whole concept of BSC from a performance measurement tool to a strategic management tool. The new premise discussed the role of nonfinancial measures in a more permanent manner and changing face of technology was incorporated into the BSC approach. This followed the valuation and measurement of intangibles. All this was interlinked and transformed into a cohesive whole through strategy maps. Authors realised that objectives and performance indicators were interlinked and hence it was important to understand these causal links to achieve the strategic goals.

The year 2007 led to another article by these two authors, wherein the detailed aspects of implementing BSC were explained. The authors added four processes and a timeline for the implementation of BSC. The four processes included Translating the Vision, Communicating and Linking, Business Planning, and Feedback and Learning. This brought more clarity and focus to the usage of BSC as a strategic management tool. As a result, many companies used it as a foundation for the iterative strategic management process. BSC allows the organisations to manage and implement strategies and it further helps them evolve and modify strategies.

For some years, the learning and growth perspective was the weakest link and the employee satisfaction, absenteeism and lateness were the

only parameters. Employee capabilities could not be incorporated into the strategy maps. Hence the emergence of concepts of strategic human capital readiness and strategic job families helped in better linkages between human capabilities and the strategy.

In 2010, authors brought in a whole new facet of BSC, that is, its usage in strategic alliances. While pondering over the issue of failed alliances, the authors stated that corporate partnerships are governed by service level agreements which fail as these are focused on the delivery commitment of each party and net gain from the partnership. It emphasises operational performance metrics rather than strategic objectives. Keeping this in mind, the authors recommended the building of an alliance scorecard and leading to an alliance strategy map. The major processes in this strategy map were, Living the Alliance, Collaboration, Speed and Process Innovation and finally, value for both.

More research over the years focused on translating the strategy into action and over the time period aligning the organisation with strategy led to the transformation of the Balanced Scorecard from a performance measurement tool to an integrated, cohesive and interactive management system for strategic planning and execution.

Changing Model Over Time

Once the concept of BSC gained ground, many authors and researchers analysed it and created modifications in the concept. From theoretical premise to research and case study linked models, BSC amended, modified, changed and varied. However, whatever the adaptations were incorporated, the basic foundation of the model remained the same, that is, the four perspectives as the “Four Pillars of Balanced Scorecard.”

The foremost contribution in this direction was from the authors Cobbold et. al. (2002), who, in their conference paper, discussed the three generations of BSC. They provided an insight into the chronological progress of BSC in ten years. In the first-generation model, they deliberate over the four box approach, which they considered vague without making any specific statement as to improvement in the organisation’s performance. In the second generation, the authors talk about the introduction of strategic objectives and the element of causality. Whereas the first generation was the Performance Measurement System, the second generation was accepted as the Core Management System. Third generation BSC was more functionality and strategic relevance than its predecessor. Its key components included Destination statements, Strategic Objectives, Strategic Linkages Model and Perspective and Measures and Initiatives. This model was considered more flexible and successful in strategic management systems in a complex organisation.

Pandey (2005) also provides insight into the changing model of BSC. According to him, the initial quest was to develop measurable non-financial goals, which led to the first balanced scorecard. Here the starting point was corporate objectives. Drawing from its strategy and strategic planning, scorecard metrics were created and a line of relationship between the metrics and strategic objectives of the organisation, was developed. Later on, the concept was evolved and starting point became the SWOT analysis of the organisation, moving on to strategy mapping.

Further, on the BSC implementation started from the Board level moving down to every division, segment and section across different geographical regions. Through the balanced scorecard, the company aimed at configuring its strategy at all channels and levels, creating awareness amongst the employees about the company strategy, mission and vision, educating them about the key performance indicators and measures; and their role and relationship with the mission, vision, strategy and performance indicators. Thus, from measurable non-financial goals to employee participation; the BSC has travelled a long way.

Bielavitz (2010), in his pursuit of understanding learning outcomes, analysed BSC as a systematic model. According to him, the balanced scorecard provides a holistic view of a complex organisation and the relationships between different functions and structures. However, the BSC is designed for a corporate structure and its applicability in educational institutions was developed as late as 2006, when several critical success factors and correct measures to implement the system were outlined. At later stages BSC was created for Non-profit organisations also and herein the BSC is so structured that all non-financial objectives of the organisation are linked in cause and effect relationship with the financial perspective.

Chan et. al (2012) provide insight into the measurement of industry performance using BSC. According to them BSC was basically designed to study business performance but with changes overtime, it has been modified to use for industry as a whole. They also discuss the change from four perspectives to creation of strategy maps and use of cause and effect relationships. They further added the concept of the strategic thrusts, critical success factors and recommendations of the master plan which were reviewed against the four perspectives of the BSC. They also emphasised the use of a strategy map as a communication tool.

The impact of the cultural and managerial practices and differences; and Labour laws was studied by MacCaskill (2012) and these were considered to be important factors in the successful implementation of BSC.

With the passage of time as the experts evaluated and reinforced BSC, from a 'fuzzy' concept, it emerged as the clear line of strategy. The steps for implementation of strategy and subsequently BSC emerged, leading to progressive understanding and application of BSC in not only

manufacturing concerns but also in other industries. The key to BSC lies in the communication channels, which flow both ways from top to bottom by making everyone comprehend the strategy and from bottom to top, keeping everyone in the feedback and learning loop.

Variations as Per the Industry

This versatile technique has been altered and modified to suit many different types of industries across the globe. Keeping the four perspectives constant, additions, modifications and variations have been brought in, with respect to the core outcomes and performance indicators. In some cases, the relative importance of the four perspectives has also been revised.

Santiago (1999), discussing the implementation of BSC in Behavioural Healthcare, states that from financial and quality parameters to measure performance, the adoption of BSC is a big step. In the past, quality parameters focused mainly on two aspects of care, clinical and financial. For the implementation of BSC, a table was created with objectives on five levels and related quality indicators. The table had two more columns, “Current Target and Benchmark” and “Action”.

When the concept of BSC was in its infancy, Noell et al. (2002) used it for Danish farms. For this purpose, the main strategy of the farm was divided into four sub-strategies and the major goal of the development of the BSC model was to translate the system of these farm-related four sub-strategies into a set of linked and interrelated performance measures, targets and indicators in the context of the four perspectives of the BSC. For this purpose, the initial sub-strategies and final strategic objectives were identified; and on the basis of that lag and lead indicators were determined. The final step was to link these with the appropriate BSC perspective. Though this model used all the four perspectives, the strategy division into further sub-strategies made it more functional and suitable for the farm set-up.

Chitu et al. (2014) created a BSC model laying more focus on the financial perspective of a leasing company. The model depended on the significance of the measurable variables: volume of sales, costs, margins across various product and geographical lines, refinancing old portfolio income etc. Using multiple regression, the authors created a model vide which the change in profitability due to change in sales, costs etc could be measured. The leasing and finance sector is dominated by parameters of monetary nature and hence it is natural that the financial perspective gets more weightage. But no organisation can function and develop without a holistic performance management system. The rule that “that what can be measured gets improved” works for all the organisational aspects. Thus appropriate significance needs to be accorded to non-financial parameters to avoid a lopsided performance management system.

Madsen (2014) conducted a study of different players of BSC, i.e., from the demand-side and suppliers side and the 18 participants in the study found that it is used as a strategic management tool and performance measurement system and considered it adaptable to many different uses in the organisation. However, the participants were not using the colinear cause and effect relationships in BSC models and some organisations are using only part of the concept. Most organisations combined and mixed the concept of BSC with other concepts and ideas, which led to variations in terms of how the concept is deciphered and used. On one side, there are authors who emphasise that for certain industries focusing on one perspective can lead to the appropriate performance management system, while on the other side, the studies are also showing that BSC is combined with other systems to redefine the performance management.

Pietrzak et. al. (2015) introduced a reporting strategy in the Polish University, adapting BSC to align with the University goals. The major characteristic of this system was that the creation of a strategy map leading to objectives against which core performance measures were identified. Later on, IT was introduced for reporting and linking. Data Access was in three stages: data upload, analysis of data and modification of measures. The system helped the University in Rankings in the international arena, Adaptability and change as per the environment over different institutions, courses and time periods and led to the measurement of intangibles.

The authors identified information technology and data as the important aspects in the strategy of a higher level educational institution. Kaplan and Norton had incorporated the measurement of intangibles in the BSC in 2004 and it was used extensively in the education and health sector. His concept gained more ground with the advent of technology as data and knowledge became the backbone of the business houses. Beyond the service industry, manufacturing and even agriculture sectors have a multitude of intangibles in their asset structure. This makes the cost and value and performance of intangibles a significant player in the overall performance management system of the organization.

Babar et al. (2016) developed a comprehensive BSC for the banking sector in Bangladesh and through statistical analysis, were able to extract 40 performance indicators from 51 variables which were able to explain 73.8% of the total variance. These 40 indicators were grouped into four perspectives. It is to be noted that the authors did not formulate core outcomes as suggested by Kaplan and Norton but framed key performance indicators.

Chung et al. (2016) developed a model for BSC for the Taiwanese bicycle industry for sustainable management. In this study, the sacrosanct four perspectives were expanded to add one more perspective – Sustainable

Development, and 21 performance indicators were identified. Further, the analytic network process (ANP) was developed to perform an important analysis of the various performance measures. Originally 27 key projects were considered, out of which five were for sustainable development. After experts' evaluation, 21 were retained and all five key indicators of sustainable management were accepted.

This study brought a fundamental change in BSC not seen before as it expanded the scope of BSC to bring more contemporary and topical aspects into the fold of BSC. With sustainable development added to the ultimate performance management system of the organisation, it will encourage other organisations to be sensitive to this vital area. However, the bottom line of organisations which is measured in financial parameters is bound to take hit if too much emphasis is placed on this particular one attribute. As the name suggests, BSC needs to be balanced enough for the existence and growth of the organisation to the extent that it does not go into red.

Kommche (2017) in case study of Ethio Telecom highlights the practices and challenges of BSC in the organisation. Using a sample of 371 employees from different sections and of different qualifications, he concluded that IT support was inadequate to successfully implement BSC. Performance appraisal and rewarding system also were considered negatively affected by BSC. However, the respondents had a positive opinion on the work method and processes showed improvement with implementation of BSC in then company. In learning and growth perspective majority of respondents accepted that organisational environment was apposite for advancement of employees but the training opportunities were not considered sufficient. According to internal business process result showed that respondents accepted all of the performance parameters other than network quality improvement.

Telecom sector is the driving force for all the economic activity in today's business environment. BSC with all its positive aspects was considered more of a control tool for top management than a comprehensive system beneficial to one and all. Considering that telecom sector thrives on IT, lack of IT support in Ethio Telecom is ironical. The research also highlights the need for constant training and learning in not only in telecom related fields but in BSC and other IT subjects which seemed to be missing in this organization. 'Dynamic' is the word which is being used to describe the telecom sector and the need for skill enhancement is simply crucial in this sector.

Kumar (2017) in his study of Oil and Gas industry of India concluded that implementation of all prospective of Balanced Scorecard in oil & gas industry is possible, but implementation of this technique in oil & gas industry has left a lot to be desired. Author also discusses the problems associated with the industry and suggests that aspects such as safety,

environmental impact, employee satisfaction and customer retention need to be added to the existing performance measurement techniques. Therefore, new or different strategies are needed to know the measure and evaluate the performance of the organization which is more holistic in nature.

Adaptations to Suit Different Forms of Organisations

Not only the corporate identities with profit motive are adopting this technique, it is seen that non profit organisations have also transformed this methodology to suit their own particular set of objectives.

Jyoti et. al (2006) developed a model of BSC for Research and Development organisation. In this model the emphasis was placed on Innovation and Learning perspective, It had three core outcomes which were to measured through seventeen performance indicators. In comparison Financial perspective had three core outcomes with five performance indicators.

Ronchetti (2006) amended the original model of BSC for making it more adaptable to non profit organisations by introducing six action steps for BSC implementation. He integrated this model with purpose-driven church model and focused more on information and communication rather than hierarchy.

Panayiotou et al (2007) provide insight into the using a balanced scorecard for corporate social responsibility. The authors conclude that CSR has meaning within the framework of organisational objectives and hence needs to be integrated with the overall strategy of the organisation. Qualitative measures associated with environmental and social issues need to be incorporated within the structure of BSC developed for the organisation as a whole. Most companies use Global Reporting Initiative (GRI) indicators to report CSR, but these indicators have no linkages with corporate vision and strategy. Thus, incorporating GRI indicators in the Balanced scorecard method will lead to the integration of CSR with corporate strategy.

In order to answer the question of how balance scorecard satisfies IT governance, Grembergen (2010) provides a different list of perspectives. He created three sets of balance scorecards: IT strategic balanced scorecard, IT operational balanced scorecard and IT development scorecard, which were interlinked by defining strategy, development process and implementation.

Rompho (2011), in his study of reasons behind the failure of BSC in SMEs, was surprised to note that the company, despite adopting and succeeding in all the critical performance factors, the company was unable to implement BSC. Interviews with the staff revealed that the numerous and repeated policy changes were the major reason behind this failure. As

a result, the measures of BSC were frequently changed without appropriate changes in the performance indicators and measurement methods. Thus the author emphasises the need for formulating the appropriate strategy and its implantation in a dynamic environment by reducing the time lag in planning and implementation.

Akbarzadeh (2012) discusses the changing character of BSC from theory to practice over time. After discussing the theoretical framework as propounded by Kaplan and Norton, the author provides a clear insight into the differences in implementing BSC in the Public sector and private sector. According to the author, the public sector has a different perception of the goals and targets. Though BSC is considered to weigh in all the functional and performance areas but all the perspectives are aligned towards the financial perspective. Thus for the public sector, the financial perspective needs to be remodelled to account for budgets, savings targets, taxation basis and other measures like creditworthiness etc.

He further adds some significant factors required to be incorporated in the public sector BSC. According to him, political interest coordination, creating awareness about the usefulness of BSC amongst employees, adhering to timelines and an organised system of communication and feedback were essential for the success of BSC in the public sector.

In a social service department in South Africa, the BSC was successfully implemented and it was evaluated by Mafini et. al (2013) and it was realised that the performance was best in two segments, that is innovation and learning; and customer satisfaction. On the other hand employee turnover, overburdening of certain functional areas, slow and indifferent implementation of the organisation's segmental programs and weaknesses in customer care services; ranked poorly in the survey.

Said (2013) researched the implementation of BSC at a government-linked company in Malaysia. BSC was implemented due to macro-economic pressures and privatisation in Malaysia. According to the author, BSC had to be implemented due to the emerging political transformations. Therefore the organisation was restructured to align with the evolving economic environment. BSC was successful as it was based on the micro management to achieve the macro goals of the economy as a whole.

For the purpose of implementing BSC, this particular organisation sent its employees to the US for training by Kaplan. The implementation of a balanced scorecard in this company was conducted in stages and directed as a top-down approach. In the first phase, 28 indicators were created and implemented for the topmost echelons of the organisation. This was followed by the second phase implementation, the implementation of BSC to the second tier of organisational hierarchy and the next implementation was for tier three of the organisational structure. Further, 18 scorecards of

various parameters were established in the second phase. In 1997, the third implementation phase was conducted to assimilate level four. BSC was completely and successfully implemented in the organisation by the end of 1998.

The relationship between intangibles and company performance was studied by Sulanjaku (2014) and he concluded that intangibles could be divided into three categories; Human capital: evaluated as an individual or in summation as the capabilities of all employees of the organisation to expound those skills as a cohesive work team; Structure capital: work procedures, database, internal network, work standardisation and Customer capital: segmentation of the special or privileged relationships that the company can create with strategic suppliers, partners and customers. Finally, the conclusion was that the BSC, as a versatile tool, is able to collect all these factors and “translate” their effects of them on financial performance for the economic unit.

Royal Botanical Gardens Edinburg adopted BSC by creating a strategy map incorporating the main external; shareholders, Governance, Resources, and Activities for the Scottish Government National outcomes. This was achieved through the reorientation of employees and the adoption of objective cost systems.

Though BSC has been in use for 26 years now, it is still relevant in the current scenario. It is interesting to note that the farm sector and Botanical gardens are also using BSC, which was predominantly created for the manufacturing sector and adapted to the service sector. The introduction of intangibles and their performance evaluation in the strategic process has opened the door for many non-profit organisations and social service outfits to create a more precise and measurable performance system which was earlier vague and nebulous.

Conclusion

Balanced Scorecard has proven it self time and again to be a versatile, adaptable and flexible instrument. For the ongoing discussion, it is evident that:

- The creators of the concept, Kaplan and Norton, brought in need-based changes over the years. Strategy maps, methodology for practical use and evaluation of intangibles were some of the contributions, which came in the later years.
- Apart from the original authors, other researchers also contributed to the concept and development of BSC. The addition of a new perspective led to a more socially responsible methodology.
- BSC is adaptable enough to be implemented in different industries, whether manufacturing or service. Applicability in the farm sector

provides a measure of adjustability of this system to suit different structures and enterprises.

- BSC has been adjusted to fit different forms of organisation non-profit, government linked etc. and is also applicable for measuring sustainable development and corporate social responsibility.

In a theoretical framework study conducted by Geuser et al. (2017), they were surprised to find that there is no substantive study highlighting the negative impact of BSC. Further, the authors went on to elaborate that there is a positive impact on organisational performance, but the quantification of this impact has not been achieved. In the survey conducted by the authors, the respondents considered that the paramount advantage of the BSC was to improve the alignment and integration of the scattered management processes of the organisation in a synergetic whole. The survey included 76 respondents from 24 different organisations across the globe.

The BSC has become a highly useful tool for companies across the globe. As per a document by MXV Consultants (2012), approximately 60% of Fortune 500 Companies use this tool. The procedure is not limited to one region or culture. BSC has been successfully implemented and used, not only in the USA. But in countries like Brazil, Malaysia, Taiwan, Finland, Bangladesh, Ethiopia, Canada and India. The list is not exhaustive, as BSC has been implemented across the world irrespective of economic, social or cultural practices, making it a very versatile and valuable device for the performance management of an organisation.

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The Slippery Road for Jawa: The Failure of the Iconic Brand

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Abstract

The re-launching of the iconic motorcycle Jawa raised the hopes of sturdy bike lovers in India with more options in the 300cc plus segment. However, the initial euphoria generated fizzled out very quickly and the motorcycle did not make any impact in the segment. Most of the customers expressed their dissatisfaction with the bike as it suffered from multiple problems. Jawa not only slipped off the road but also strengthened the rival Royal Enfield bikes, which have become all the more closer to the customers. The case study explores the reasons for the failure of Jawa as a motorcycle in India.

Keywords: Customers, India, Jawa, Market Share, Motorcycle

Introduction

Nikhil was happy that he booked Jawa by paying Rs. 5000/- and awaited the delivery of the bike. However, he wanted to go for a test ride with his cousin. As he sat on the bike, he got a wow feeling as Jawa looked muscular and sturdy with its strong build. When he started Jawa, he could recollect the typical Jawa sound which gushed out from the silence of the bike. He shifted the gear and started off on the road and as the bike zoomed, Nikhil did not feel very happy with the seating. He turned the bike into narrow roads and as he bumped into the speed breaker, he heard something hitting the bike. He was shocked that the bike could not cross the speed breaker without touching it. His discomfort levels increased as he stopped the bike in front of the showroom.

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The legendary Jawa

The legendary Jawa bikes, which once ruled the Indian roads along with Yezdi and Rajdoot, enjoyed the cult status. The bike was built for those who enjoyed adventure and powerful engine bikes. Jawa suited the category as those were the times 1970s and 80s when the two-wheeler market in India was still in a nascent stage. The powerful bikes like Jawa were looked with awe on the roads. The rugged look and performance of Jawa attracted the attention of the Indian customers and later the attraction became an obsession.

The Czech brand, Jawa made inroads into India in the early 1950s and the sporty look coupled with easy-to-handle bikes became a cult in the Indian two-wheeler market. The bikes were produced in Mysore in the year 1961 in the category of 250cc and 350cc. With the increase in the number of bike aspirants, Jawa became an iconic brand with a larger appeal among the young generation who loved to travel long distances. The high powered engines were very attractive for the bike riders as there were not many bikes available during those days.

The Jawa clubs further boosted the image of the bike further and bike riding was not just a transport but a passion. However, the Indian two-wheeler market slowly changed with the focus on fuel efficiency and nimble and lighter bikes. The entry of Honda and Suzuki bikes changed the landscape of the automotive sector in India. The affordable fuel-efficient bikes slowly gained the upper hand and enjoyed more acceptance from the bike riders. The new bikes were seen more as transport tools. The change in preferences of the customers towards the lighter bikes gradually pushed away Jawa from the market. The legendary bike thus remained in the mechanic shops and after a few years, they too were gone.

The Star is Reborn

The Classic Legends, backed by Anand Mahindra, re-launched Jawa in India as that suited the Mahindra Group. The Mahindra Group did not make a big splash in the two-wheeler market, like in the four-wheeler market with its superb products. The Group was sure that Jawa could be a turning point in the history of Mahindra Group as that would help it to place itself as a strong player in the two-wheeler market segment, dominated by Hero and Honda in the sub 150 cc segment and Royal Enfield in the 350cc segment. The Jawa was positioned not only to garner some share in the above 300 cc segment, but would have provided the key for a better understanding of the sub 200 cc market where Hero and Honda enjoyed a larger share than any other player.

The Indian two-wheeler market has been a promising opportunity for the automotive companies, which focused on addressing the need for the two-

wheeler buyers both in rural and urban areas. The exploding two-wheeler market has lured many players to launch different products to meet the demands of different customer segments. The Hero, Honda, Bajaj and TVS placed themselves in different segments – mopeds, bikes and scooters. The Royal Enfield placed itself in the premium bike segment with its products – Royal Enfield Classic and Meteor, the latest additions and enjoyed the top spot in the sturdy bike segment. With its growing customer base, Royal Enfield remained unchallenged in this segment.

With the two-wheeler market getting larger and larger with the increase in the demand from the customers coupled with affordability for the bikes, in the 300cc segment, Jawa was ideally suited for the rebirth in India in the year 2019. However, Jawa never made a splash in the market.

Why did Jawa Skid in the Indian Market?

The resuscitation of any iconic brand is fraught with certain challenges, given its legacy and history. The same is with Jawa, as the sturdy and sporty bike, as it enjoyed the cult status during the yesteryears. When a product is re-launched after a few decades, there is every danger that the people might have forgotten the product. In fact, the prospective customers for such products might have moved with the products available in the market. The same thing happened with Jawa. Most of the young customers who wanted to enjoy the sturdy and rugged bikes preferred another iconic brand, Royal Enfield.

Royal Enfield was never out of touch with the customers as there were some passionate riders who firmly believed in it and the absence of a suitable bike in the 300cc plus segment made Royal Enfield the most preferred bike. By the time, Jawa entered the market, the Royal Enfield was the top seller in the 300cc plus segment. There was no competition for the bike. Jawa, with its cult status, was supposed to garner the market share in the segment, but the customers have already accepted Royal Enfield and Jawa lagged behind.

Coupled with the collective amnesia about Jawa, the bike suffered from certain problems which irked the prospective customers. The low ground clearance for Jawa has taken a big beating from the prospective customers. As the Indian roads are sometimes bumpy with speed breakers, the issue of ground clearance always played in the customers' minds. Jawa has not come up to the customers' expectations with regard to ground clearance and many prospective customers have complained about the low ground clearance. The test rides of Jawa have proved that Jawa is not suitable for bumpy due to low ground clearance. Added to the low ground clearance, the vibrations from the engine have made the test riders a bit uncomfortable. The test riders felt that there was too much noise and too

many vibrations, which were not liked and thus, those who went for a test drive were disappointed.

Jawa was silently launched with no big hoardings and no big advertisements in print and electronic media, which further dampened the iconic brand. The fervour which should have been associated with the launch was missing when the bike was launched and many prospective customers who wanted to buy the sturdy bikes preferred the Royal Enfield as they were not very aware of Jawa. The outlets, too, were too few in number compared to the well-spread network of Royal Enfield, which has spread its network in the nook and corner of the country. The silent launching of Jawa got silenced due to the sound from the Royal Enfield, which was visible in the showrooms and also on the roads.

The pandemic has further dampened the spirit of Jawa. The lockdown, coupled with the economic hardships and economic uncertainty, has made the things very bad for Jawa. The prospective customers held themselves from buying the new product, which was yet to be tested by many in the Indian conditions. Some customers put their buying plans on hold. Expansion of the network too suffered due to pandemic conditions, particularly the uncertainty of the market and the customers. Not many have come forward to take the responsibility of selling the bikes during the pandemic, hence, the number of distributors remained low and when the pandemic weakened, the iconic brand also suffered from negative feedback from the prospective customers.

The competition from Royal Enfield (RE) has virtually shut down the doors for Jawa. The RE bikes have gained the trust and loyalty of a large number of customers both in rural and urban areas. The RE has created an iconic image in the minds of the Indian customers. They equate sturdy and rugged bike with RE only and Jawa rarely got into their mind. The models offered by other companies too, could not dent the image of the RE and the very model developed by the rival companies has led to the expansion of the market share of RE. Given such a scenario, where one bike, RE, dominated the segment of power bikes to the tune of 95%, it was but natural that Jawa could not withstand the highly biased customer preference for RE.

Back on the Road?

Given the dismal picture of selling around 2000 bikes, Jawa has failed to gain the confidence and trust of the bike riders in the country. The Jawa showrooms provide a dismal picture of no sales and no customers, whereas the waiting period for RE bikes is more than two months. Given the scenario in which Jawa has made a comeback into the Indian market, it is not difficult to say whether Jawa will get on to the road or will make a silent exit from the two-wheeler market. Relaunching an iconic brand after

more than four decades is fraught with unforeseen challenges and that too in the segment which is not driven by competition but monopoly of RE. The empty and lacklustre Jawa showrooms speak the true picture of Jawa's performance as a sturdy and rugged bike in the Indian market. With around 100 dealers selling less than double-digit bikes, Jawa has not made much progress in the market. Although, there was initial hype, the long delays coupled with production problems and quality issues,

The sales figures of Jawa bikes

Month /Year	No. of Units	Month /Year	No. of Units
January 2020	3911	January 2021	2285
February 2021	4142	February 2021	2191

Conclusion

Nikhil went into the showroom to ask a few questions in the showroom about the bike. The salesman came forward and Nikhil posed a few questions for which the salesman tried to give some answers. However, Nikhil was not very convinced by those answers. As he had already booked the Jawa by paying Rs. 5000/-, he was in a dilemma whether to go ahead with Jawa or cancel the booking. He was not sure. Just then he saw a Royal Enfield Meteor 3500cc zooming on the road. Both Nikhil and the salesman looked at the Royal Enfield Meteor 3500cc with awe and wonder.

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A legendary comeback! The Jawa is making its way back to the limelight after starring in movies like Soorarai Pottru, Edakkad Battalion 06, and soon in Kurup. It seems the soft spot our friends down south have for Jawa is spreading to the silver screen :) #Jawamotorcycles



9:22 PM · Feb 4, 2021 · Sprout Social

Anand Mahindra's tweet on Jawa

Source: https://twitter.com/reach_anupam/status/1357356273277284352



Royal Enfield Meteor 350cc



Royal Enfield Classic 350cc



Jawa Perak



Jawa 42

MotorBeam



Specifications	RE Classic 350	Jawa Standard
Engine Capacity	346cc	293cc
No. of Cylinders	1	1
Max Power	19.8 BHP	27 BHP
Max Torque	28 Nm	28 Nm
Fuel Efficiency	45 km/l	47 km/l (est.)
Kerb Weight	192 kgs	170 kgs

Comparison of Jawa and RE Classic 350

Source: <https://www.motorbeam.com/jawa-vs-royal-enfield-classic-350-spec-comparison/>

Complaints incl

It has many complaints incl. Engine shut of while running. Ground clearance is a major problem. It hits on humps on roads even when you have single person riding. Within two months all its major spare parts such as suspension and some of the key parts got rusted to a bad condition. Poor servicing too add to the woes of the customers.

Unpleasant view

I wish to share really an unpleasant view of this bike. This bike is really a waste, Keeps on giving trouble all the time, Seriously lost big amount for this bike, Keeps showing battery issue. Also very bad experience from jawa helpline. Please save yourself. Never buy this bike.

Months back

Owned a jawa classic around nine months back. Expected jawa is at par with royal enfield standard. But worst ever experience due to low mileage and worst service by the authorised service provider here. Worst spares. It has many technical issues, Mainly problems in engine continuously. Over heating, Oil leakage, Sealant complaint, Engine sound, Very low ground clearance not suitable for Indian roads, Worst spares quality, Break drum issues, Front fork issues, Speedometer water logging, Uncomfortable seat, Rust formations, Service people don't know anything about how to solve the issues. Spares and service ...read more

The customer complaints/reviews

Source: <https://www.zigwheels.com/user-reviews/Jawa-Motorcycles/jawa-300>

A Report on Milk Consumption

M Meher Karuna*

The increasing demand for processed dairy products encourages co-operatives that dominated packaged liquid milk in the dairy industry to explore marketing opportunities for liquid milk consumption. Though the organized sector contributes only 24 per cent, it is growing much faster than the unorganized sector. A study has been carried out to understand milk consumption with the following objectives:

- To explore customer preferences in the purchase of milk.
- To identify the intensity of loyalty in customers towards Liquid Milk.
- To study the product features of Liquid Milk.

A sample of 3068 members was interviewed with a structured questionnaire to understand the milk consumption patterns. The market selected under GHMC, Hyderabad, has been divided into five zones and the population of the select market is 75 Lakh. A sample of 3068 households was surveyed in the defined market. The sample selected from each zone is shown in the following table.

Table-I: Sample Selected in Each Zone

Name of the Zone	Sample Size
East Zone	610
South Zone	652
Central Zone	550
West Zone	631
North Zone	625
Total	3,068

Demographic Features of Respondents

Demographic characteristics like the number of family members, age, gender, occupation, family income etc., are collected from the respondents. The demographic characteristics of individuals will have an impact on their consumption behaviour. It is necessary to understand various demographic features that influence milk consumption.

A number of family members: The family is the most important consumer buying organization in the society. The most influential primary reference

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group is family members. Milk is a daily used product by all the members, and it is needed to know the average number of members in a family in the market area, their consumption of milk and their potential to increase the consumption.

Table-2: Number of Members in the Family

	East zone		South zone		Zone Central zone		West zone		North zone		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
1	3	0.5%	5	0.8%	8	1.5%	6	1.0%	4	0.6%	26	0.8%
2	99	16.2%	52	8.0%	60	10.9%	69	10.9%	100	16.0%	380	12.4%
3	121	19.8%	145	22.2%	103	18.7%	148	23.5%	159	25.4%	676	22.0%
4	218	35.7%	194	29.8%	173	31.5%	214	33.9%	221	35.4%	1,020	33.2%
5	106	17.4%	153	23.5%	120	21.8%	121	19.2%	96	15.4%	596	19.4%
6	44	7.2%	53	8.1%	52	9.5%	55	8.7%	20	3.2%	224	7.3%
7	13	2.1%	24	3.7%	15	2.7%	5	0.8%	10	1.6%	67	2.2%
8	4	0.7%	16	2.5%	17	3.1%	11	1.7%	11	1.8%	59	1.9%
9	1	0.2%	5	0.8%	1	0.2%	1	0.2%	4	0.6%	12	0.4%
10	1	0.2%	3	0.5%	0	0.0%	0	0.0%	0	0.0%	4	0.1%
11	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	1	0.0%
12	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
13	0	0.0%	1	0.2%	0	0.0%	1	0.2%	0	0.0%	2	0.1%
Total	610	100.0%	652	100.0%	550	100.0%	631	100.0%	625	100.0%	3,068	100.0%
Average		3.88		4.29		4.18		4		3.77		4.02

The number of family members ranged from 1 to 13 among the 3068 sample. It is observed that the average number of family members is 4. In all the five zones maximum percentage of members is four only.

Quantity of Milk Purchase by Family

The quantity of milk purchased by the family is important information to assess the market consumption. There are different ways to increase the sale by knowing the present use of the customer. New users and new usage are the typical strategies for enhancing the purchase by families. Respondents were asked to mention the quantity of milk they buy for their family members.

India is a country where economic inequalities influence more on consumption patterns more, the select market is no exception to it. The quantity of milk purchased by families surveyed varied from 200ml to 30,000ml. The maximum number of families using 500ml followed by 1000ml. Only six families purchase milk of more than 4000ml per day.

Quantity of consumption was grouped into seven categories as mentioned below

- Less than 500 ml.
- 500 ml to 1000 ml
- 1000 ml to 1500 ml
- 1500 ml to 2000 ml
- 2000 ml to 2500 ml

- 2500 ml to 3000 ml
- More than 3000 ml

The quantity of milk purchased by families is depicted in the following table.

Table-3: Quantity of Milk Purchase by Family

	East Zone		South Zone		Central Zone		West Zone		North Zone		Total Area	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
>500	70	11.5%	32	4.9%	19	3.4%	33	5.2%	21	3.4%	175	5.7%
500-1000	197	32.3%	186	28.5%	204	37.1%	279	44.2%	255	40.8%	1,121	36.5%
1000-1500	197	32.3%	213	32.6%	181	33%	195	31%	220	35.2%	1,006	32.8%
1500-2000	77	12.6%	94	14.41%	61	11.1%	49	7.8%	53	8.5%	334	10.9
2000-2500	47	7.7%	95	14.6%	60	11%	54	8.5%	53	8.5%	309	10.1%
2500-3000	15	2.5%	18	2.8%	6	1.1%	13	2.1%	9	1.4%	61	1.9%
<3000	7	1.1%	14	2.14	19	3.45%	8	1.3%	14	2.2%	62	2%
	610	100.0%	652	100.0%	550	100.0%	631	100.0%	625	100.0%	3,068	100.0%

It is understood that 36.5% of families use milk of 500 - 1000 ml per day, followed by 32.8% consuming 1000-1500 ml of milk. Only 2% are using more than 3 litres of milk. The total purchase of milk by 3068 families is 3153 litres. The average purchase of a family is 1.02 litres per day.

Total Market for Liquid Milk

- The total number of families surveyed is 3068.
- The total number of members in the surveyed families is 12318.
- The total quantity of milk purchased by 3068 families is 3152700 ml per day.
- The average consumption of milk per member is 256 ml (3152700 / 12318)
- The total market for liquid milk in twin cities may be 19,20,000 litres per day (Total population in the area surveyed is 75 lakhs)
- Market potential and sales potential data are useful to the marketer to optimize the sale by analyzing the competitors. The average consumption of families in different zones is given in the following table.

Table-4: Average Quantity of Milk Consumption in Different Zones

Zone	No. of Respondents	Total Quantity Consumption (in ml)	Average Quantity by Family	Average Quantity by Individuals
East Zone	610	584700	958.52	247
South Zone	625	770050	1181.05	275
Central Zone	550	584450	1062.63	254
West Zone	631	599300	949.76	237
North Zone	625	6154200	982.72	261
Total Area	3068	3152700	1027.60	256

Average quantity consumption by individuals is more in the south zone, followed by the north zone. Average consumption in the west zone is 237 ml per head. It is 247 ml in the east zone.

Age of Various Respondents

Buyer decisions may also be influenced by personal characteristics like age, occupation, economic status, life style etc. The family consists of different members who consume liquid milk daily. Age, occupation and quantity consumption of all the members in the families of 3068 respondents was collected to understand the consumption of milk in various age groups. As there are 12318 members of different ages, it is felt necessary to group into different categories which are depicted in the following table.

Table-5: Age Classification

Age Group	Name of the Group
0-12 years	Child
13-25	Young
26-45	Young Adult
46-60	Adult
60 and above	Senior Citizen

Age and Quantity of Milk Consumption

The need for real-time market information is more important than the information in the past. To understand the dependence of age and quantity consumption chi-square test was conducted between age and quantity consumption assuming that there is an impact of age on quantity consumption.

Hypothesis

H_1 : There is a significant relationship between age and quantity of milk consumption.

H_0 : There is no significant relationship between age and quantity of milk consumption.

Table-6: Age and Quantity of Milk Consumption

Age	Quantity Consumption								Non User	Total
	<100	>1000	100-199	200-299	300-399	400-499	500-749	750-1000		
Adult	99	8	904	1148	177	74	295	12	12	2729
Child	47	68	688	660	149	71	392	2	46	2123
Senior Citizen	15	7	109	178	53	20	74	1	12	469
Young	117	27	1096	1195	195	118	414	12	12	3186
Young Adult	139	24	1371	1414	207	101	509	11	35	3811
Total	417	134	4168	4595	781	384	1684	38	117	12318

chi-square \ df \ significance value
344.6405 32.0000 0

As the significance value is zero, less than 0.05, there is a significant influence of age on the consumption of milk. The influence of age is on the quantity they consume.

Milk Consumption of Different Age Groups

Quantity consumption of milk varies with age group. It is beneficial to understand the average quantity of consumption among various age groups. Information about the average milk consumption of various ages is useful for designing marketing communication for various age groups. Communication with various ages needs to be different to get their attention and to create interest.

Table-7: Quantity Consumption of Different Age Groups

Age	Quantity Consumption									Total
	<100	>1000	100-199	200-299	300-399	400-499	500-749	750-1000	Non User	
Adult	99	8	904	1148	177	74	295	12	12	2729
	3.6%	0.3%	33.1%	42.1%	6.5%	2.7%	10.8%	0.4%	0.4%	100.0%
Child	47	68	688	660	149	71	392	2	46	2123
	2.2%	3.2%	32.4%	31.1%	7.0%	3.3%	18.5%	0.1%	2.2%	100.0%
Senior Citizen	15	7	109	178	53	20	74	1	12	469
	3.2%	1.5%	23.2%	38.0%	11.3%	4.3%	15.8%	0.2%	2.6%	100.0%
Young	117	27	1096	1195	195	118	414	12	12	3186
	3.7%	0.8%	34.4%	37.5%	6.1%	3.7%	13.0%	0.4%	0.4%	100.0%
Young Adult	139	24	1371	1414	207	101	509	11	35	3811
	3.6%	0.6%	36.0%	37.1%	5.4%	2.7%	13.4%	0.3%	0.9%	100.0%
Total	417	134	4168	4595	781	384	1684	38	117	12318
	3.4%	1.1%	33.8%	37.3%	6.3%	3.1%	13.7%	0.3%	0.9%	100.0%

It is observed that 42% of adults' consumption falls between 200 to 299 ml. Per day. Average consumption among children and senior citizens is more. However, the number of senior citizens may not be significant in the population. Hence children can be focused on getting more usage. The percentage of the young population is more in India which is attracting more companies to target youth. Milk is no exception, 23% of youngsters consume more than 300 ml per day.

Classification of Occupation

It is noted that respondents belong to different occupations like Rickshaw Puller, Chartered Accountant, and Doctor etc. Hence it is felt necessary to group professionals based on their status in the profession. Professionals are grouped into three categories as follows:

Professional 1 category consists of Judges, geologists, doctors, advocates, professors, engineers, chartered accountants, teachers, contractors, builders etc.

Professional 2 category consists of Drivers, hair dressers, plumbers, tailors, wall decorators, small shop owners like welding shops etc., electricians, compounders, artists, cooks, mechanics, etc.

Professional 3 category consists of daily labourers, coolies, fishermen, rickshaw pullers, sweepers, iron boys etc.

Table-8: Quantity Consumption of Different Occupations

Occupation	Quantity Consumption										Total
	<100	>1000	100-199	200-299	300-399	400-499	500-749	750-1000	Non User		
Business	Count	51	8	473	568	77	38	239	2	18	1474
	% within Occupation	3.5%	5%	32.1%	38.5%	5.2%	2.6%	16.2%	1%	1.2%	100.0%
Farmer	Count	0	0	5	2	0	0	2	0	0	9
	% within Occupation	0%	0%	55.6%	22.2%	0%	0%	22.2%	0%	0%	100.0%
Government Employee	Count	7	0	94	100	11	8	19	0	9	248
	% within Occupation	2.8%	0%	37.9%	40.3%	4.4%	3.2%	7.7%	0%	3.6%	100.0%
House Wife	Count	110	15	1009	1252	193	78	371	9	9	3046
	% within Occupation	3.6%	5%	33.1%	41.1%	6.3%	2.6%	12.2%	3%	3%	100.0%
Private Employee	Count	67	10	677	642	132	65	140	13	18	1764
	% within Occupation	3.8%	6%	38.4%	36.4%	7.5%	3.7%	7.9%	7%	1.0%	100.0%
Professional 1	Count	11	2	96	113	11	12	55	0	5	305
	% within Occupation	3.6%	7%	31.5%	37.0%	3.6%	3.9%	18.0%	0%	1.6%	100.0%
Professional 2	Count	18	1	95	115	15	1	23	1	5	274
	% within Occupation	6.6%	4%	34.7%	42.0%	5.5%	4%	8.4%	4%	1.8%	100.0%
Professional 3	Count	21	1	141	113	9	3	35	1	5	329
	% within Occupation	6.4%	3%	42.9%	34.3%	2.7%	9%	10.6%	3%	1.5%	100.0%
Retired Employee	Count	11	4	63	118	30	13	44	3	9	295
	% within Occupation	3.7%	1.4%	21.4%	40.0%	10.2%	4.4%	14.9%	1.0%	3.1%	100.0%
Student	Count	121	93	1515	1572	303	166	756	9	39	4574
	% within Occupation	2.6%	2.0%	33.1%	34.4%	6.6%	3.6%	16.5%	2%	9%	100.0%
Total Count		417	134	4168	4595	781	384	1684	38	117	12318
	% within Occupation	3.4%	1.1%	33.8%	37.3%	6.3%	3.1%	13.7%	3%	9%	100.0%

Rest of the occupations are seven categories like business people, students, farmers, government employees, private employees, house wives, and retired employees. Hence, the total occupations are 10 for analysis.

Occupation and the quantity of consumption are shown in the following table.

It is noted that Professional 1, retired employees and students are consuming more milk when compared to others. Consumption of housewives is average. Consumption among business persons, professional 2 and professional 3 is below average. Among the three below average consumers business people can have potential to improve their consumption. It is easy to enhance consumption among government employees.

Gender and Consumption

Milk is a complete food for all age groups and gender. It is assumed that females require more milk consumption due to calcium requirements for that gender. The quantity of milk consumption by males and the quantity of milk consumption by females are depicted in the following table.

Table-9: Gender and Quantity of Milk Consumption

			Quantity Consumption									
			<100	>1000	100-199	200-299	300-399	400-499	500-749	750-1000	Non User	Total
Sex	Female	Count	193	70	1963	2204	388	175	800	16	34	5843
		% within Sex	3.3%	1.2%	33.6%	37.7%	6.6%	3.0%	13.7%	0.3%	0.6%	100.0%
	Male	Count	224	64	2205	2391	393	209	884	22	83	6475
		% within Sex	3.5%	1.0%	34.1%	36.9%	6.1%	3.2%	13.7%	0.3%	1.3%	100.0%
Total		Count	417	134	4168	4595	781	384	1684	38	117	12318
		% within Sex	3.4%	1.1%	33.8%	37.3%	6.3%	3.1%	13.7%	0.3%	0.9%	100.0%

Interestingly it is noted that 24% of females consume more than 300 ml of milk per day which is higher than the average consumption of the total respondents (256 ml.). Female consumers can be targeted to enhance the liquid milk consumption as the calcium can be acquired naturally by consuming milk.

Family Income of the Respondents

Respondents' income may reflect in their consumption of milk. However, as milk is a daily required product and the involvement is relatively low, there may not be much impact on income. It cannot be assumed that milk consumption increases with the income increase of a household. Milk consumption gets saturated at an average income level. The family income of the respondents is depicted in the following table.

Table-10: Family Income of the Respondents

		Family Income					Total
		<10,000	10,000-20,000	20,000 - 30,000	30,000 - 40,000	> 40,000	
East zone	Count	196	253	113	32	16	610
	%	32.1%	41.5%	18.5%	5.2%	2.6%	100.0%
South zone	Count	181	358	84	20	9	652
	%	27.8%	54.9%	12.9%	3.1%	1.4%	100.0%
Central zone	Count	153	183	102	58	54	550
	%	27.8%	33.3%	18.5%	10.5%	9.8%	100.0%
West zone	Count	232	253	94	34	18	631
	%	36.8%	40.1%	14.9%	5.4%	2.9%	100.0%
North zone	Count	195	197	142	41	50	625
	%	31.2%	31.5%	22.7%	6.6%	8.0%	100.0%
Total	Count	957	1,244	535	185	147	3,068
	%	31.2%	40.5%	17.4%	6.0%	4.8%	100.0%

- The proportion of Rich and above middle-class families is more in the central and north zones.
- The proportion of the middle class is more in the south zone.
- The proportion of below middle-class respondents is more in the west zone and east zone.
- Affluent society is not covered in the sample.

Mode and Type of Milk Purchase

The major challenge for the marketing managers is how they study, analyze and understand the consumer purchase behaviour and use that information to design a competitive strategy for market leadership. Success in the market is determined by how best the purchase behaviour is moulded to enhance sales and control the market conditions. Respondents' mode and type of purchase of milk are useful to analyze the purchase behaviour of milk customers.

In this section, the mode and type of milk purchase are depicted for understanding consumer behaviour. The unorganized sector is also prevalent in twin cities like vendors selling loose milk with cans; farmers milk the buffaloes before the consumers and supply fresh milk to the residents. Hence there are three modes of milk availability viz., can supply, directly from buffaloes, and buying branded milk packets. Different milk variants are available to the customers in branded milk based on the Fat Content and SNF content. Respondents were asked about the variant of milk that they purchase. The present section is organized under the following tables.

- Mode of milk purchase
- Family Income and Mode of Milk Purchase

- Brand preference of the respondents
- Family income and brand of milk purchase
- Mode of branded milk purchase
- Type of Milk Purchase

Mode of Milk Purchase

Though the processed milk is popularized in cities, the presence of an unorganized sector, even among the educated households, is noticed. Respondents were asked about the mode of buying milk to understand the presence of an unorganized sector.

Table-I I: Mode of Purchase of Milk

		Mode of Purchase of Milk			Total
Zone		From Milk Vendor	From Buffalo Directly	Branded Packets	
East zone	Count	63	66	481	610
	%	10.3%	10.8%	78.9%	100.0%
South zone	Count	34	44	574	652
	%	5.2%	6.7%	88.0%	100.0%
Central zone	Count	49	27	474	550
	%	8.9%	4.9%	86.2%	100.0%
West zone	Count	46	25	560	631
	%	7.3%	4.0%	88.7%	100.0%
North zone	Count	27	53	545	625
	%	4.3%	8.5%	87.2%	100.0%
Total	Count	219	215	2,634	3,068
	%	7.1%	7.0%	85.9%	100.0%

- Overall, Branded Milk Purchase is 86% and the unorganized sector is 14%.
- Branded milk purchase is less than the overall average in East Zone.
- Can Milk supply and Direct buying are more prevalent in East Zone.
- Direct sellers are less in West Zone.
- Can supply is less in North Zone.

Family Income and Mode of Purchase

The impact of income on the mode of purchase is useful to target a particular income group if they are inclined to buy from an unorganized or organized mode of purchase. To know whether there is any specific income group inclined to buy from a specific mode, respondents' income and mode of buying are tabulated.

Table-12: Family Income and Mode of Purchase

Family Income		Mode of Purchase			Total
		Can Supply	Directly From	Branded Packets	
<10,000	Count	79	85	793	957
	% within family income	8.3%	8.9%	82.9%	100.0%
	% within mode of purchase	36.1%	39.5%	30.1%	31.2%
10,000-20,000	Count	74	80	1090	1244
	% within family income	5.9%	6.4%	87.6%	100.0%
	% within mode of purchase	33.8%	37.2%	41.4%	40.5%
20,000-30,000	Count	42	37	456	535
	% within family income	7.9%	6.9%	85.2%	100.0%
	% within mode of purchase	19.2%	17.2%	17.3%	17.4%
30,000-40,000	Count	15	6	164	185
	% within family income	8.1%	3.2%	88.6%	100.0%
	% within mode of purchase	6.8%	2.8%	6.2%	6.0%
>40,000	Count	9	7	131	147
	% within family income	6.1%	4.8%	89.1%	100.0%
	% within mode of purchase	4.1%	3.3%	5.0%	4.8%
Total	Count	219	215	2634	3068
	% within family income	7.1%	7.0%	85.9%	100.0%
	% within mode of purchase	100.0%	100.0%	100.0%	100.0%

The percentage of purchases from the unorganized sector has increased with income up to Rs 30,000 and later decreased with income from 14.8% to 11.3% and from 11.3% to 10.9%. It can be understood that the above middle-class income group prefer branded milk only.

- 51.36% of the sale is of toned milk followed by Double Toned Milk with 28.82%.
- Standardized Milk is 9.64%.
- Whole Milk sale is 8.54%.
- The sale of Tetra Pack, Diet Milk and Cow Milk are very nominal at 0.59% and 0.44%.
- Among the zones sale of whole milk is more in West Zone, followed by Central Zone.
- A sale of Standardized Milk is more in Central Zone and North Zone.
- 50% of Cow Milk sale is in Central Zone.

Type of Milk Purchase

In offering different types of products, companies generally try to meet different customer requirements. Marketing managers need to know the sales and profit of different items in order to determine which items to build, maintain, harvest, or divest. They also need to understand each item’s market profile. Seven items in liquid milk are taken to understand their market penetration in the select market area.

- Whole Milk • Standardized Milk • Tonned Milk • Double Tonned Milk • Diet Milk • Tetra Pack • Cow Milk

Table-13: Type of Milk Purchase

	Whole Milk	Column %	Stan- dardized Milk	Column %	Tonned Milk	Column %	Double Tonned Milk	Column %	Diet Milk	Column %	Tetra Pack	Column %	Cow Milk	Column %	Total
East Zone	37	15.9%	55	21%	219	15.7%	185	23.6%	1	6.2%	1	6.2%	4	33.3%	502
Row %	7.4%		10.9%		43.6%		36.8%		0.2%		0.2%		0.8%		100%
South Zone	38	16.4%	48	18.3%	175	12.5%	337	43.0%	1	6.2%	0	0	0	0	599
Row %	6.3%		8.0%		29.2%		56.3%		0.2%		0		0		100%
Central Zone	54	23.3%	80	30.5%	245	17.6%	84	10.7%	8	50%	14	87.5%	7	58.3%	492
Row %	10.9%		16.3%		49.8%		17.1%		1.6%		2.8%		1.4%		100%
West Zone	67	28.9%	13	4.9%	356	25.5%	126	16.1%	3	18.7%	0	0	1	8.3%	566
Row %	11.8%		2.3%		62.9%		22.3%		0.5%		0		0.1%		100%
North Zone	36	15.5%	66	25.2%	400	28.7%	51	6.5%	3	18.75%	1	6.2%	0	0	557
Row %	6.5%		11.8%		71.8%		9.1%		0.5%		0.2%		0		100%
Total Area	232		262	100%	1395	100%	783	100%	16	100%	16	100%	12	100%	2716
	8.54%		9.64%		51.36%		28.82%		0.59%		0.59%		0.44%		100%

Who Decides the Brand?

To target the efforts properly, marketers have to figure out who are the major decision participants?

Milk is the product used by all members of the family. To know whose influence is more in deciding a particular brand, respondents were asked to mention the member who decides the milk brand in the family. Responses are depicted in Table-4.5.

Even though it is easy to identify the buyer for many products, it must know the one whom the company should target to communicate.

There are five roles people play in a buying decision.

Initiator: the person who first suggests the idea of buying the product.

Influencer: the person whose view or advice influences the decision.

Decider: the person who decides on any component of a buying decision.

Buyer: the person who makes the actual purchase.

User: the person who consumes the product.

Table-14: Who Decides the Brand?

Who Decides	East Zone		South Zone		Central Zone		West Zone		North Zone		Total Area	
Wife	434	71.15%	466	71.47%	315	57.27%	418	66.24%	463	74.08%	2,096	68.32%
Husband	148	24.36%	156	23.93%	167	30.36%	112	17.75%	148	23.68%	731	23.83%
Children	12	1.97%	8	1.23%	40	7.27%	50	7.92%	4	0.64%	114	3.72%
Neighbour	2	0.33%	2	0.31%	6	1.09%	35	5.55%	5	0.80%	50	1.63%
Grand Parents	4	0.66%	3	0.46%	9	1.64%	7	1.11%	1	0.16%	24	0.78%
Relative	1	0.16%	9	1.38%	8	1.45%	2	0.32%	0	0.00%	20	0.65%
Friend	7	1.15%	5	0.77%	2	0.36%	3	0.48%	2	0.32%	19	0.62%
Dealer	2	0.33%	2	0.31%	1	0.18%	2	0.32%	0	0.00%	7	0.23%
Mother	0	0.00%	1	0.15%	2	0.36%	2	0.32%	2	0.32%	7	0.23%
	610	100.00%	652	100.00%	550	100.00%	631	100.00%	625	100.00%	3,068	100.00%

It is noted that in 68.23 % of families, the wife decides the milk brand. In 24% of families, it is the husband who decides the brand. In joint families, it is observed that grand parents decide the brand.

Dealer influence in selecting a milk brand is negligible as there are only 0.2% of respondents expressed that dealer influences them in selecting the brand. Dealer participation is very less in twin cities.

Trust on Organization

India is a mixed economy, where both government and private businesses contribute for economic development. In Milk Processing Units also, a blend of both government and private players exist. Respondents were asked whom they trust, whether government, private or the milk vendors. Responses are shown below.

Table-15: Trust in Organization in Different Zones

	Trust on organization – Zone Wise			Total
	Government	Milk Vendors	Private Organizations	
East zone	229	67	228	524
%	43.70%	12.79%	43.51%	100.00%
South zone	363	44	153	560
%	64.82%	7.86%	27.32%	100.00%
Central zone	318	76	109	503
%	63.22%	15.11%	21.67%	100.00%
West zone	420	51	109	580
%	72.41%	8.79%	18.79%	100.00%
North zone	415	93	100	608
%	68.26%	15.30%	16.45%	100.00%
Total	1,747	331	700	2779
%	62.88%	11.93%	25.19%	100.00%

63% of the respondents' trust the government in the purchase of milk. Only 12% trust milk vendors. 25% trust private organizations. It is observed that trust in private players and government is equal in East Zone.

Customer Perception of Milk Characteristics

Quality is a totality of features and characteristics of a product that bear on its ability to satisfy stated and implied needs. Total quality is a key to value creation and customer satisfaction. Attributes of Milk are listed as Taste, Thickness, Smell, Creaminess, Curd Taste, Color, Fat Content, Shelf Life (Durability) and Price, which are perceived as quality by the customers. The presence of these characteristics in different ratios is total quality milk to the customer. Generally, customers expect high of all these features. However, the priority they give to each characteristic is important for the product manager to take care of the presence of these features in the milk. Respondents were asked to rank the characteristics as per their priority.

Table-16: Ranking of Different Attributes of Milk

Attribute	Total Area	%	RANK
Taste	24102	17.59	1
Thickness	20199	14.74	2
Smell	16337	11.92	3
Creaminess	16103	11.75	4
Curd taste	15662	11.43	5
Colour	12573	9.17	6
Fat Content	11453	8.36	7
Shelf Life	11449	8.35	8
Price	9180	6.7	9
Total Weight	137058	100	

Taste is given first priority among the nine attributes, followed by thickness. Smell, Creaminess, Curd Taste, Color, Fat Content, Shelf Life and Price in the order of importance given by the respondents. Hence the marketer needs to take care of these attributes. Brands which ensure better taste, more thickness and smell can have more leverage than the other brands. Shelf Life is not much important to the customers, because they use it within a short time after purchase. When compared to the quality attributes price is given last priority by the customers.

Bar Diagram-I: Percentage of Importance Given to Each Attribute of Milk

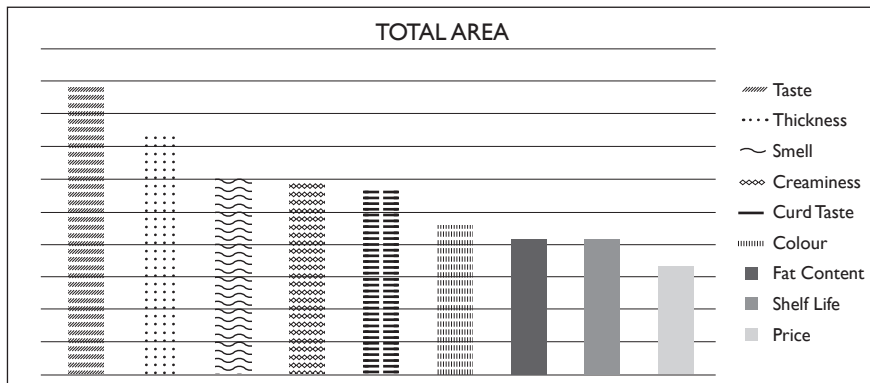


Table-I 7: Importance of Features – Zone Wise

	East Zone	%	South Zone	%	Central Zone	%	West Zone	%	North Zone	%	Total Area	%
Taste	5091	18.54	5007	16.98	4198	17.07	4847	17.25	4959	18.28	24102	17.59
Smell	3483	12.68	3577	12.13	2811	11.43	3584	12.76	2882	10.63	16337	11.92
Thickness	4326	15.75	4263	14.46	3250	13.22	4447	15.83	3913	14.43	20199	14.74
Creaminess	3162	11.51	3390	11.50	2822	11.48	3407	12.13	3322	12.25	16103	11.75
Colour	2614	9.52	2637	8.94	2417	9.83	2539	9.04	2366	8.72	12573	9.17
Curd taste	3040	11.07	3593	12.18	3144	12.79	3134	11.16	2751	10.14	15662	11.43
Shelf Life	2048	7.46	2225	7.55	2081	8.46	2082	7.41	3013	11.11	11449	8.35
Fat Content	2043	7.44	2486	8.43	1930	7.85	2096	7.46	2598	9.58	11453	8.36
Price	1658	6.04	2310	7.83	1935	7.87	1959	6.97	1318	4.86	9180	6.70
Total Weight	27465	100.00	29488	100.00	24588	100.00	28095	100.00	27122	100.00	137058	100.00

- The difference in weightage given to Creaminess, and Curd Taste is low in East Zone.
- Shelf Life is given the least importance in South Zone.
- Fat Content is given the least importance in Central Zone.

- Curd Taste is given third priority in Central Zone.
- Shelf Life is given fourth priority in North Zone.

It is useful to design different strategies for different zones as their priority varies. There may be more customers who face problems with shelf life in North Zone are required to be satisfied with long lasting milk.

Importance of Attributes in Selecting a Brand

What are the characteristics that are important to customers while preferring a brand? How do they prioritize the characteristics?

To answer the above questions, respondents were asked to rank their order of preference in selecting a particular brand of milk. Following are the important elements influencing in choosing a brand.

Quality: Quality is subjective in nature and it is only the perception of the customer. Customers were already asked about their perception of quality and the same was depicted in Table-6. Quality of milk means taste, thickness, smell, creaminess, curd taste, colour, fat content, shelf life, and price in the same order.

Packaging: Packaging basically is a container of the product. It protects the product to maintain the quality of the product till the product is consumed. Well designed packaging creates convenience and promotional value.

Shelf Life: Durability of a product. How long the product can maintain its quality.

Price: Monetary cost paid to a product.

Brand Name: It is intended to identify the goods or services of a seller and to differentiate them from those of competitors.

Table-18: Ranking of Milk Features in Selecting a Brand in Different Zones

	East Zone		South Zone		Central Zone		West Zone		North Zone		Total Area	
	Weight	Rank	Weight	Rank	Weight	Rank	Weight	Rank	Weight	Rank	Weight	Rank
Quality	2669	1	2744	1	2163	1	2803	1	2798	1	13177	1
Packaging	1144	5	1378	5	1269	5	1704	2	1336	4	6831	5
Shelf Life	1328	4	1458	4	1328	4	1525	3	1913	2	7552	3
Price	1472	3	1772	3	1381	2	1342	5	1294	5	7261	4
Brand Name	1752	2	1948	2	1345	3	1462	4	1591	3	8098	2

Quality is given top priority in selecting a particular brand. The brand name is given second priority. Both quality and brand name are subjective in nature. Companies involved in milk manufacturing need to focus on positioning strategies. Quality maintenance is the most important requirement of milk manufacturers. The influence of packaging is not much in the selection of a milk brand. There may be fewer problems at

the customer end with leakages. The influence of price change is not much with milk as it is an important intake for many people.

- The ranking is similar in respondents of East Zone and South Zone. Price is given third priority in these zones.
- Price is given second priority in the central zone. It is observed that low-income group people buy tea and curd directly than buying milk for the family, which costs less for them.
- Packaging and shelf life are given importance by west zone respondents.
- Shelf life is given importance in the north zone.

Discriminate Attributes in Milk

It is felt necessary to give an open ended question to the respondents to express an attribute which is considered as the most important attribute in the selection of a milk brand. Different answers given by respondents were grouped into 24 attributes and listed in the following table.

Table-19: Discriminate Attributes in Milk

Attribute	EZ	EZ	SZ	SZ	CZ	CZ	WZ	WZ	NZ	NZ	TA	TA
Quality	261	42.80%	370	56.70%	194	35.30%	268	42.50%	158	25.30%	1,251	40.80%
Taste	89	14.60%	65	10.00%	120	21.80%	138	21.90%	126	20.20%	538	17.50%
Thickness	53	8.70%	24	3.70%	36	6.50%	43	6.80%	33	5.30%	189	6.20%
Curd Taste	43	7.00%	19	2.90%	29	5.30%	22	3.50%	23	3.70%	136	4.40%
Health Drink	13	2.10%	42	6.40%	24	4.40%	21	3.30%	14	2.20%	114	3.70%
Purity	24	3.90%	18	2.80%	13	2.40%	17	2.70%	12	1.90%	84	2.70%
Coffee or Tea Taste	32	5.20%	16	2.50%	5	0.90%	9	1.40%	14	2.20%	76	2.50%
Creaminess	26	4.30%	12	1.80%	14	2.50%	8	1.30%	14	2.20%	74	2.40%
Shelf Life	9	1.50%	2	0.30%	26	4.70%	7	1.10%	26	4.20%	70	2.30%
Availability	3	0.50%	10	1.50%	5	0.90%	26	4.10%	13	2.10%	57	1.90%
Price	3	0.50%	4	0.60%	11	2.00%	8	1.30%	23	3.70%	49	1.60%
Freshness	6	1.00%	17	2.60%	4	0.70%	5	0.80%	13	2.10%	45	1.50%
Smell	8	1.30%	4	0.60%	8	1.50%	7	1.10%	16	2.60%	43	1.40%
Vitamins	3	0.50%	10	1.50%	9	1.60%	8	1.30%	14	2.20%	44	1.40%
Brand Name	5	0.80%	6	0.90%	3	0.50%	10	1.60%	13	2.10%	37	1.20%
Fat Content	7	1.10%	5	0.80%	2	0.40%	3	0.50%	16	2.60%	33	1.10%
Colour	5	0.80%	4	0.60%	6	1.10%	4	0.60%	12	1.90%	31	1.00%
Service	4	0.70%	3	0.50%	7	1.30%	3	0.50%	15	2.40%	32	1.00%
Trust	2	0.30%	4	0.60%	7	1.30%	3	0.50%	14	2.20%	30	1.00%
Convenience	4	0.70%	2	0.30%	5	0.90%	3	0.50%	13	2.10%	27	0.90%
Ghee Taste	4	0.70%	3	0.50%	4	0.70%	6	1.00%	10	1.60%	27	0.90%
Government Control	2	0.30%	5	0.80%	4	0.70%	4	0.60%	12	1.90%	27	0.90%
Packaging	3	0.50%	3	0.50%	7	1.30%	5	0.80%	9	1.40%	27	0.90%
Prompt Delivery	1	0.20%	4	0.60%	7	1.30%	3	0.50%	12	1.90%	27	0.90%

Readiness to Pay More

Value to the customer is the ratio between the benefits and cost. Customers are ready to pay more for more quality for some products. To design different pricing strategies for different customers it is required to know their attitude to pay more for more.

Table-20: Readiness to Pay More for More

Area	Pay More for More		Total
	Yes	No	
East zone	180	430	610
	29.5%	70.5%	100.0%
South zone	210	442	652
	32.2%	67.8%	100.0%
Central zone	283	267	550
	51.5%	48.5%	100.0%
West zone	273	358	631
	43.3%	56.7%	100.0%
North zone	434	191	625
	69.4%	30.6%	100.0%
Total	1,380	1,688	3,068
%	45.0%	55.0%	100.0%

55% of the respondents expressed that they are not ready to pay more for more. 45% have expressed that they are ready to pay more if more quality is given. The respondents in North Zone are willing to pay more i.e., 69.4% in the North Zone are ready to pay a high price for high quality. 70.5% in East Zone are not ready to pay more for more. 67.8% in South Zone are not willing to pay more. 56.7% in the West zone are not interested to pay an extra price.

Findings and Challenges

Quality is Important to Prefer Milk

76.3% of the respondents have given first priority to quality in choosing a particular milk brand. 14.3% have given second priority and 5% have given third priority to quality. It shows that the quality of milk is important to the customer. He gives top priority to quality over packaging, shelf life, price and brand name.

Consumers are Loyal to A Milk Brand

It is noted that 34% of the respondents have been using only a particular brand for more than five years. More than 70% of the brand users expressed that they are happy with the brand they are using. 25% expressed that they are strong loyalists to the milk brand.

The Attractiveness of Milk Characteristics of Various Brands are Significantly Different

Customer satisfaction on various milk characteristics is measured on a five point scale. It is observed that the satisfaction levels of different brand users vary from brand to brand. Important characteristics that influence customers to differentiate brands are use of preservatives in milk, shelf life and price.

The marketing process consists of analyzing marketing opportunities, researching and selecting target markets, designing marketing strategies, planning marketing programmes, and organizing, implementing, and controlling the marketing effort. The following survey findings are useful for developing an appropriate marketing process to enhance liquid milk sales in the GHMC market.

- Market potential for liquid milk is 19, 20,000 litres per day in the market surveyed.
- The average size of a family is four members and average consumption of milk per day per person is 256 ml.
- There is a significant relationship between age and quantity consumption.
- The average consumption of milk in children and senior citizens is more when compared with adults and youngsters.
- Consumption of milk is more among students, retired employees and in the professional 1 category.
- Branded milk purchase is 86%. Preference for branded milk is more in the above middle-income group.
- 48% are buying milk from vendors supplying to their houses.
- 33% are buying from Kirana shops.
- Among the varieties of milk toned milk, sale is 51.4%.
- In 68.23% of families, the wife decides the brand of milk.
- 63% of respondents trust government organizations for milk production.
- Quality is defined as taste, thickness, smell, creaminess, curd taste, colour, fat content, shelf life and price in the same order.
- Quality is given top priority in selecting a particular brand of milk.
- 55% of the respondents are not ready to pay more even though more quality is given to them.

Challenges

Developing Marketing Strategy

Marketing plays a critical role in the strategic-planning process. According to General Electric:

- The marketing manager is the most significant functional contributor to the strategic planning process, with leadership roles in defining the businesses mission; analysis of the environmental, competitive, and business situations; developing objectives, goals, and strategies; and defining product, market, distribution, and quality plans to implement the business's strategies. This involvement extends to the development of programs and operating plans that are carefully linked with the strategic plan.
- Customers are too numerous and diverse in buying requirements. The marketer needs to group the buyers based on the marketers chance of satisfying them.

Define and Describe Segments

Define the bases for grouping different customers. Describe the characteristics that are similar to them, which are useful to stimulate with marketing efforts.

Target Market

Identify the buyers whom the present product can satisfy more. Understand the competitors targeting the same group, understand their strategies and design a better attractive stimuli to encourage buyers towards the brand.

Market Positioning

Establish and communicate the distinctive benefits of the company's market offering.

Marketing Mix

A Marketer's challenge is to design a marketing programme consisting of a number of decisions on the proportion of marketing tools to use. The marketing mix is the set of marketing tools the firm uses to pursue its marketing objectives in the target market.

Explain the following elements related to liquid milk.

Product: Describe liquid milk on quality, variety, design, features, brand name, packaging, sizes, services, warranties and returns.

Price: Describe each item's list price, discount, allowance, and payment period and credit terms.

Promotion: Identify the ways to sales promotion, advertising, sales force, public relations and direct marketing that stimulates buyers towards the Vijaya brand.

Place: Describe channel members role, coverage, locations and transportation. Measure their performance and identify innovative ways of distribution.

The above process of STP and Marketing Mix gives a perfect strategy for sustainable competitive advantage to the organizations.

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Online Branding in the Indian Banking Industry: An Empirical Study

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Abstract

Indian Banking Industry has been using the latest technologies to win and serve the customers. Online platforms are extensively utilised by the Indian Banking Industry in delivering products and services seamlessly and thereby meeting their customer expectations. Effective online branding by the Indian banks revolves around integrated marketing communication campaigns across various online platforms. The Indian banking industry is gearing up for the continuously evolving online banking habits of the customers.

Against this backdrop, this paper presents the results of an empirical study carried out to study the relationship between customers' perception of online banking and the brand affinity. In order to collect information from the customers, the convenience sampling method was used. The research study results indicate that there is a positive correlation between satisfaction of internet banking (as against off-line banking) and affinity towards the bank.

Keywords: Indian Banking Industry, Online Banking, Online Branding, Online Platforms

Introduction

Indian Banking Industry has been leveraging technology to target, appeal, win and serve the customers. Anil B Malaliet al.(2020) elucidates that in the present-day context, the conventional customer care methods are replaced with the Artificial Intelligence-driven new technologies. The gamut of services furnished on the internet is referred to as Online

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platform (OECD iLibrary). Online platforms' usage has become the order of the day for the Indian Banking Industry to meet the aspirations of the customers. By availing the online platforms, the Indian Banking Industry purposes to notch up seamless delivery of products and services and there upon, racking up the blooming customer experience. Major Banks in India endeavours to furnish more secure and varied banking services by employing the internet. In the Indian banking environment, Branding via the internet evinces in the manner of employing social media, facilitating digital payments, churning out new internet banking services, launching apps, designing the content and customising communications with the target groups. Furnishing Internet banking services in the continuously evolving business environment demands huge investments in the cutting edge digital technologies. Addressing the diverse banking needs of the customers' demands furnishing good CRM practices through increased digital presence.

Online Branding of the Indian banks hinges on booming Marketing and Corporate communications for the effectiveness. By focusing on integrated marketing communication campaigns across various online platforms, the Indian banks strive to deliver relevant and consistent messages of their brands to the target audiences located in India and abroad. Websites, Social Networking Sites, E-mails, Text and Visual Ads, Search Engine Optimisation etc., are harnessed sensibly by Indian Banking Industry in the brand building.

This paper aims to discuss the online branding strategies of the Indian Banking Industry, describes how the Indian banking industry uses various online branding tools, studies the impact of COVID-19 on the continuously evolving online banking habits of the Indian Banks' customers and concludes the paper by discussing the future trends. This paper, by using the empirical research, analyses the data collected from the 155 customers of Indian Banks located in select areas of Hyderabad city.

Further, the paper is divided into five sections which include 'Review of Literature' followed by the section titled 'Online Branding by the Indian Banks', which discusses the online branding strategies undertaken by the Indian Banks and how the continuously evolving banking habits of the Indian Banks' customers demand greater emphasis on the internet by the Indian banking industry and discusses the impact of COVID-19 on the continuously evolving online banking habits of the customers of the Indian Banking Industry. Its next section furnishes the objective of the empirical study and 'Research Methodology' used. The analysis section bestows the data analysis and divulges the findings of the study. The paper concludes by focusing on the future trends.

Review of Literature

Arti Chandani et al.(2022) observes that Indian private sector banks are more dynamic in using social media when compared to Indian public sector banks.

Mohamed Abd El-Hamid Farag Ahmed Askaret al. (2022) elucidates that in the context of increased reliance of customers on social media in making decisions, they became increasingly suspicious of traditional media. The authors further delineate that social media is a low-cost tool that can be exploited by businesses to enhance the customer awareness of their brands.

Kumari, S. & Jindal, P.(2021) investigates the influence of Social Networking Sites on Indian Banks' customers contentment. Three Social Networking Sites, Facebook, Twitter and YouTube were utilised for the study. The five dimensions of customer gratification that were used in the study were Information Trustworthiness, Customer Linking, Benefit / Usefulness, Responsiveness, Security/Privacy. For undertaking the study, quantitative research, convenience sampling, primary data and a five-point Likert scale were used. The data were analysed by using percentage analysis, descriptive statistics and correlation. The study revealed that out of the five dimensions of customer gratification, except Security / Privacy remaining four dimensions have a pronounced impact on customer contentment.

Bhupendra Singh Hada (2020) looks into the different facilities, driven by internet technology, offered by leading public and private sector banks of India to their customers. The author assesses the influence of these facilities on customer gratification. The author elucidates that online banking can be visualised as a betterment of the conventional banking method. The author further elucidates that this new method of banking decreased the transaction expenses besides being better effective and strengthening the relationship between the banks and the customers. In order to conduct the research, the author used descriptive research, convenience sampling method, Z test and Chi-Square test to analyse the data. The study results indicate that both private and public sector banks customers are gratified with the online banking system however, private sector bank customers are better gratified than the public sector bank customers.

Fatehi Almgari et al.(2020) observes that in the context of Indian banks, convenience, social influence, privacy, safety and awareness show a remarkable influence on the espousal of the internet of things, while cost & habits do not show influence on the espousal of the internet of things.

Bhadrapa Haralayya (2021) predicates that out of the important five aspects that frames the Retail Banking Industry in India in the future, 'Social Media' and 'Cyber Security' form the two important dimensions.

Harinder Hari et al. (2021) elucidates that in the coming up period, 'Chatbots' are contemplated to prevail in the banking industry by virtue of betterment in customer service. The authors study the precursors and effects of customers' engagement with the brand in availing 'Chatbots' of the banks. The investigation reveals that customers' engagement with the brand by way of 'Chatbots' is positively affected by trialability, compatibility, and interactivity, which in turn unequivocally affect the brand experience and inclination to use the brand.

Moonis Shakeel et al.(2020) delineate that, similar to the other Social Media Platforms, Twitter has achieved many-fold growth since its inception. The authors further elucidate that Twitter is not only used to promote products and services but is also used as a service platform.

Sivakumar, R et al. (2020) investigate the impact of the digital marketing campaigns on the accomplishments of the banks in the rural areas of India. The study looks into the impact of various components of digital marketing on the customers of the banks in the rural areas of India. The study reveals that while mobile marketing tool offers fast accessibility and comfort in partaking information to the customers, social media marketing tool brings about greater brand image and different sources of web partake information by way of search engines.

As per RBI (2021), the 'Internet Subscribers' base in India by September 20, 2021, stood at 776.45 million, broadband connections stood at 726.32 million and mobile connections stood at 1151.73 million.

The current surge in 'Digital Banking' as the favoured banking service delivery channel made the Reserve Bank of India (RBI) focus on the augmentation of 'Digital Infrastructure'. Thus, the RBI has been contemplating bringing in 'Digital Banking Units (DBUs)' and as per the RBI's Working Group recommendations, the modalities for the establishment of DBUs by Commercial Banks in India have been worked out (RBI, 2022).

Online Branding by the Indian Banks

Online branding platforms of Website, E-mail, Social Media and SEO are judiciously employed by the Indian Banking Industry. Design, content, videos, message, logo and name - all become crucial components of online branding strategy for the Indian Banks. Best Design, Layout, Function, Navigation and Quality Text embedded with colours and visuals becomes the essence of the online branding strategy of the many of the leading Indian Banks' websites. Email branding embeds an intelligent mix of customised colours, consistent fonts, inviting visuals, attractive logos and embedded links. These branding elements make the online branding of Indian Banks dexterously simple.

Sagacious demeanour in which different Social Media platforms of Facebook, Instagram, YouTube, Pinterest, Twitter and LinkedIn are availed

by the Indian Banks amaze the customers of these banks. Designing social media posts, including social media profiles, embody the social media branding strategy of Indian Banks. Meta Descriptions, Title tags, Relevancy, Speed, Keywords and URLs are pivotal to the SEO branding strategy of many of the Indian Banks.

Indian Advertising Industry witnessed changing pattern in the spending across different categories of Advertising over the last one decade. In 2012, spending on Digital Advertising was INR 2,303/- Crores accounting for 8% (rounded off) of the total advertising spending of INR 28,854/- Crores, while in 2021, the spending share of digital advertising rose to 34 % of the total Advertising spending. That is INR 25,438/- Crores out of the total advertising spending of INR 74,231/- Crores (Pitch Madison Advertising Report, 2022). Classification of advertising spending share across different product categories indicates that BFSI (Banking, Financial Services and Insurance) account for INR 1,300 Crores or 3.6% of the total advertising spending across all product categories. In 2021, the BFSI (Banking, Financial Services and Insurance) product category will account for INR 1,910 Crore or 4.1% of the total advertising spending across all product categories (Pitch Madison Advertising Report, 2022).

By hiring Advertising and PR consultants, major Public and Private sector banks of India embraced online branding campaigns to boost the image of their brands. The largest Public Sector Bank, SBI and the largest Private Sector Bank, ICICI Bank, lead the way. RBI, the central regulator of the Indian Banking Industry, too in its efforts to educate and build awareness of the customers on safe and secure banking practices, hinge heavily on online branding campaigns.

The two major developments that further made the Banks to focus more on internet banking are demonetisation and COVID-19 pandemic. Because of the demonetisation, digital payments have increased substantially. Due to the COVID-19 pandemic, work-from-home practices have come into force and the COVID-19 restrictions on physical movements have sparked more and more dependence on online banking. Anil Kumar et al. (2021) elucidates that digital financial instruments' usage is undertaken by Indians in the post-demonetisation process and during the COVID-19 pandemic to make it convenient, comfortable and safe for themselves. These two major developments in the Indian Banking scenario provided an opportunity for the Indian Banks to strengthen seamless online delivery of products and services and thereupon, racking up blooming customer experience. In order to strengthen their brands, by gearing up for these new opportunities and challenges, many Indian banks chose online branding as their major weapon.

Objective of the Study

The present research study is carried out with the following objective: To study the relationship between customers' perception of online banking and the brand affinity.

Research Methodology

The present research study is an empirical study. The study is carried out by collecting information from the customers of banks in Hyderabad, India. In order to collect information from the customers, a structured questionnaire is used. To collect information from the customers, the convenience sampling method is used. Data is collected from the respondents by sending the Google form questionnaire to their E-mail Ids. A total of 155 respondents gave their responses to the questionnaire.

The collected data is analysed by using Percentage Analysis, Frequency Distribution, Graphical Presentation, Cross Tabulation Analysis, Correlation Analysis, Regression Analysis and One-way ANOVA.

Analysis

i) Frequency Analysis

A. Gender Basis

The total of 155 respondents, when classified based on the 'Gender' of the respondents, the frequency analysis yielded the following results (Annexure 1). Males constitute the dominant part of the respondents of the two genders. They form 63.9% (99 in number) of the total 155 respondents, while Females form 36.1% (56 in number).

B. Age Basis

The total of 155 respondents, when classified based on the 'Age', the frequency analysis yielded the results (Annexure 2). It can be understood that '22' age group respondents form the highest with 14.8% (23 in number), followed by '29' age group respondents with 9.7% (15 in number). The 'Age' analysis of the respondents further indicates that the majority of the respondents are in the age group of between 20 and 30 with 61.9% (96 in number).

C. Customer of the Bank

When customers were asked which type of bank account they have, whether 'Public Sector Bank' or 'Private Sector Bank' or are they customers of both the banks? the following responses have come (Annexure 3).

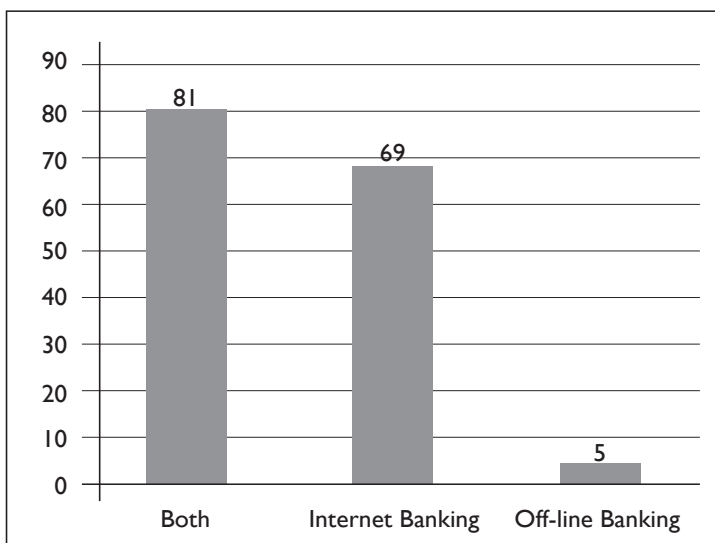
Out of the total of 155 respondents, when classified based on the 'Customer of Type of Bank' the percentage analysis, yielded that the 'Public Sector Bank' customers comprise of 31.6% (49 in number) of the total respondents, while 'Private Sector Bank' customers comprise of 22.6% (35 in number). However, 'Customers having accounts in both types of the banks comprise of the highest percentage with 45.8% (71 in number).

This analysis indicates that respondents preferred to have multiple bank accounts instead of having a single bank account which is quite reflective of the general trend prevailing in the present-day bank customers. Having multiple Bank accounts and holding multiple credit and debit cards are the present-day trend.

D. Mode of Banking

When customers were asked which mode of banking they are using, i.e., Internet Banking or Off-line Banking or Both types, the respondents' responses to the question when portrayed graphically, they yielded the below given Graph-1. From the graph, it is clearly evident that out of the 155 respondents, 81 respondents (52.3%) use both types of banking, i.e. both online banking and off-line banking, 69 respondents (44.5%) use internet banking alone and five respondents (3.2%) use Off-line banking alone. This data corroborates the prevailing trend of inclination amongst customers for utilising online services instead of off-line services in order to avoid time delay.

Graph-1: Mode of Banking

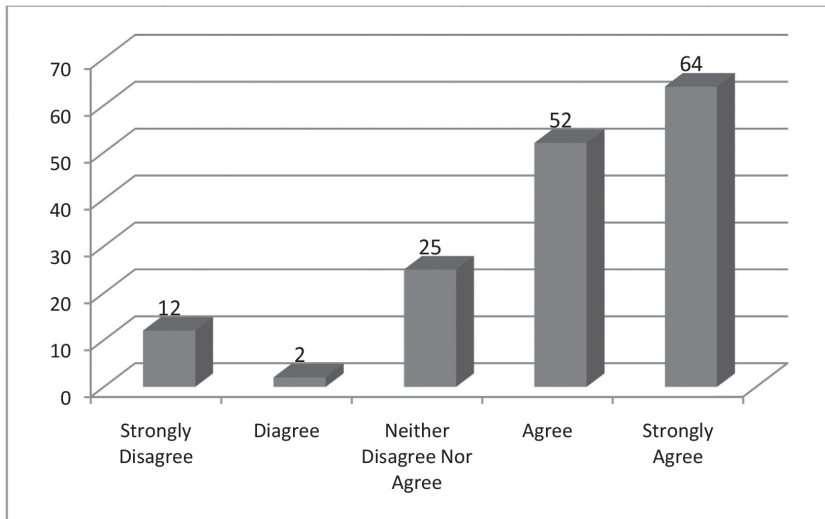


E. Internet Banking is More Satisfactory

When respondents were asked to mark their option for the statement 'Internet Banking is more satisfactory to me than the off-line banking' on a 5-point Likert type scale ranging from 'Strongly Disagree' to 'Strongly Agree' they marked their option. The below given graph of 'Graph-2 revealed the results. It is clearly evident from the Graph-2 that the 'Strongly Disagree' class consists of 12 respondents (7.7% in percentage terms), 'Disagree' class consists of 2 respondents (1.3% in percentage

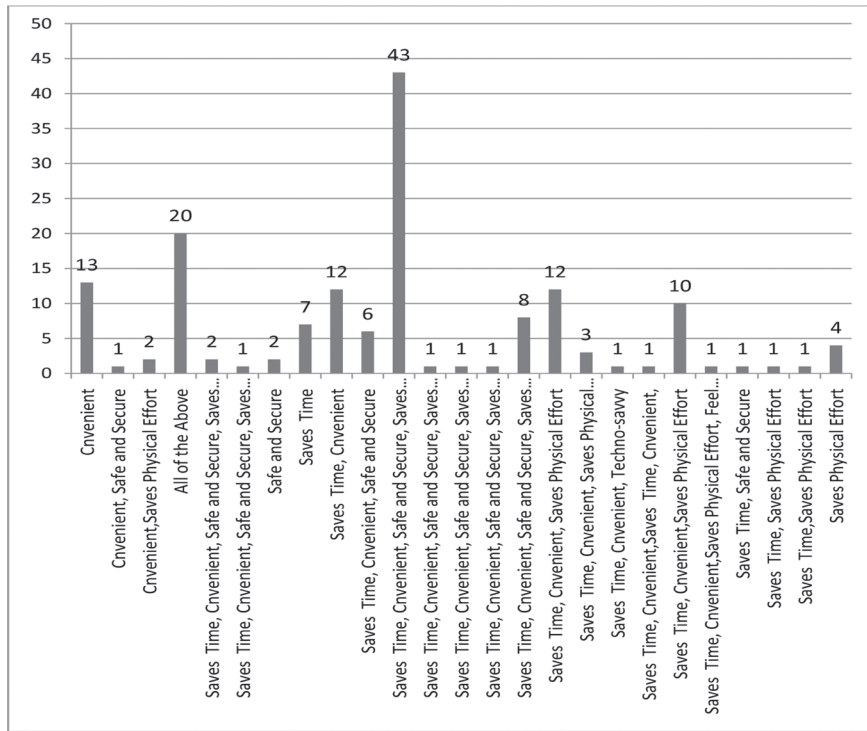
terms), 'Neither Disagree Nor Agree' class consists of 25 respondents (16.1% in percentage terms), 'Agree' class consists of 52 respondents (33.5% in percentage terms) and 'Strongly Agree' class consists of 64 (41.3% in percentage terms) respondents. This clearly indicates that 74.8% of respondents belong to the classes of either 'Agree' or 'Strongly Agree.' In other words, 74.8% of respondents neither opted against the statement nor were neutral to the statement but favoured the statement.

Graph-2: Internet Banking is More Satisfactory



F. Using Internet Banking

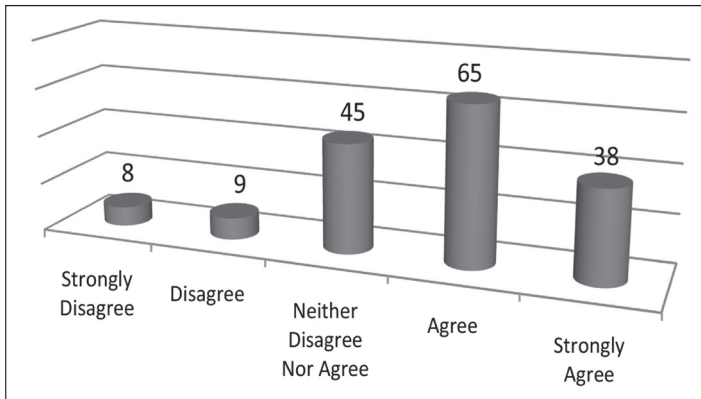
When respondents were asked to check the boxes to notify the reason why they are 'Using the Internet Banking' the resulting graph of Graph-3 illustrates the choices of the respondents. Out of the total 155 respondents, a total of 43 respondents (27.74 % in percentage terms) checked in that they are using the 'Internet Banking' because 'It saves time, It is convenient, It is safe and secure, It saves physical effort,' while 20 respondents (12.9%) gave their responses as 'All of the above' i.e., they ticked in 'All the above' box and thus these respondents mentioned that 'Internet Banking' Saves Time, Convenient, Safe and Secure, Saves Physical Effort, Feel Pride in Operating Internet Banking', 'To be Part of the Fellow Internet-banking Customers' and 'Techno-savvy.' Thirteen [(13) 8.38%] respondents chose 'Convenient' as their option for using 'Internet Banking' while 12 (7.74%) respondents chose 'Saves Time, Convenient' and 12 (7.74%) respondents chose 'Saves Time, Convenient, Saves Physical Effort' as the main reasons for using Internet Banking. The choices of the other respondents are vividly manifested in the Graph-3.

Graph-3: Using Internet Banking

G. Developing Affinity Towards the Bank

When respondents were asked to mark their responses for the statement 'I developed affinity towards my bank because it offers 'Internet Banking' on a 5-point Likert scale ranging from 'Strongly Disagree' to 'Strongly Agree' they marked their option. The below-given graph of 'Graph-4' depicted the results. It is clearly evident from the Graph-4, that eight respondents (5.2% in percentage terms) 'Strongly Disagreed' with the statement, nine respondents (5.8% in percentage terms) 'Disagreed' with the statement, 45 respondents (29% in percentage terms) 'Neither Disagreed Nor Agreed' to the statement, 65 respondents (41.9% in percentage terms) 'Agreed' to the statement and 28 respondents (18.1% in percentage terms) 'Strongly Agreed' to the statement. Thus, it is evident that the majority of the respondents, i.e., 93 respondents (60% in percentage terms), either 'Agreed' or 'Strongly Agreed' with the statement while 45 respondents (29% in percentage terms) were neutral to the statement. However, 17 respondents (11% in percentage terms) either 'Disagreed' or 'Strongly Disagreed' with the statement. Thus, 138 (89% in percentage terms) are not against to the statement but, either favoured to or neutral to the statement.

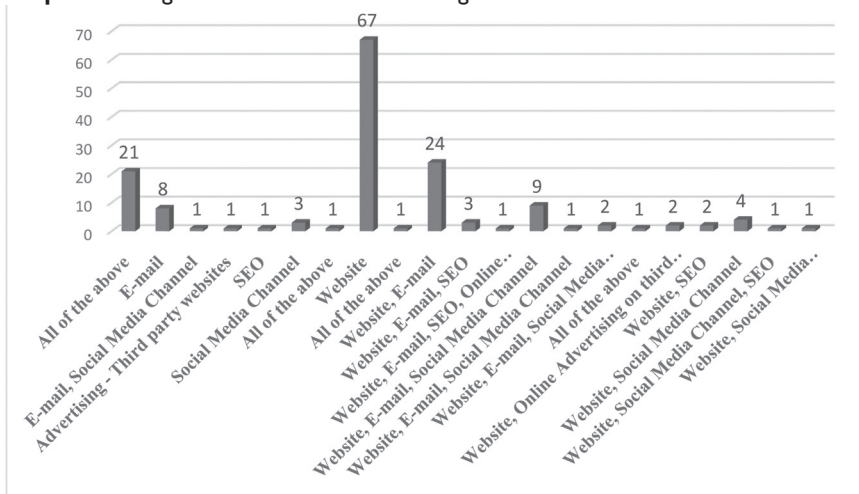
Graph-4: Developing Affinity Towards the Bank



H. Liking the Different Online Branding Platforms

When the respondents were asked to mark their responses by checking the boxes to notify their liking for the different Online Branding Platforms (of their bank) such as 'Website', 'E-mail', 'Social Media Channel', 'SEO', 'Online Advertising on Third Party Websites' they marked their options and when their responses were represented graphically, it resulted into the below given Graph-5. The below-given Graph-5 clearly illustrates that 67 (43.22%) out of the total 155 respondents chose their option as 'Website' followed by 24 (15.48%) respondents opted for 'Website and E-mail' followed by 21 (13.54%) opted for 'All the above' or 'Website, E-mail, Social Media Channel, SEO, 'Online Advertising on Third Party Websites.' The Graph-5 clearly depicted the choices of the remaining respondents.

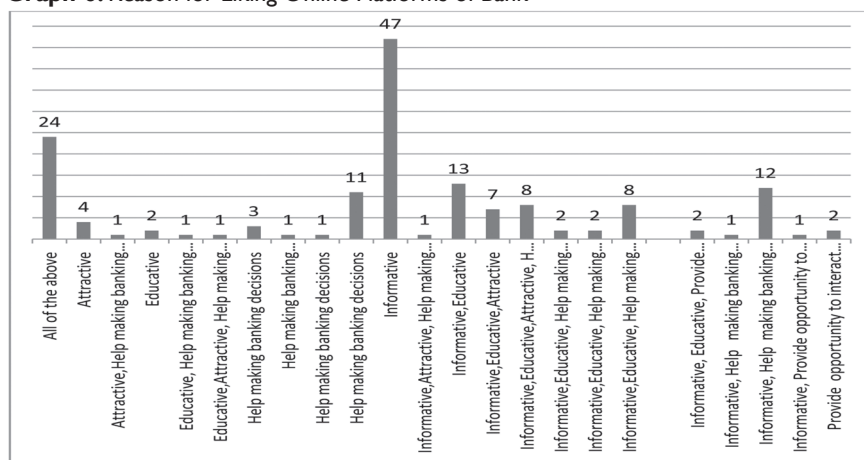
Graph-5: Linking the Different Online Branding Platforms



I. Reason for Liking Online Platforms of Bank

When respondents were asked to check the boxes to notify the reason why they like the online platforms of their bank, the resulting Graph-6 illustrates the choices of all the 155 respondents. Forty seven (30.32%) chose their option as 'Informative' while 24 (15.48%) respondents chose 'All the above' option or in other words 'They are Informative', 'They are educative', 'They are attractive', 'They help in making banking decisions' and 'They provide an opportunity to interact with other customers.' It was followed by 13 (8.38%) respondents who chose their options as 'Informative' and 'Educative', 12 (7.74%) respondents chose their option as 'Informative' and 'Help making banking decisions', followed by 11 (7.09%) chose their option as 'Help making banking decisions'. The options of the remaining respondents are clearly evident in Graph-5.

Graph-6: Reason for Liking Online Platforms of Bank



ii) Cross-Tabulation

A. Gender-customer of the Bank

A cross tabulation analysis was undertaken between 'Gender' and 'Customer of the Bank'. The below given Table-1 yielded the cross-tabulation results. From the table, it can be understood that 'Males having accounts in both the Public Sector Bank and Private Sector Bank constitute 52 (in number) whereas the 'Females having accounts in both the Public Sector Bank and Private Sector Bank' constitute 19 (in number). The table further renders that 'Males' are dominant in all the three types of Bank accounts holders compared to the 'Females.'

Table-1: Cross Tabulation of 'Gender' and 'Customer of the Bank'

		Public Sector Bank	Private Sector Bank	Both	Total
Gender	Male	27	20	52	99
	Female	22	15	19	56
Total		49	35	71	155

B. Gender-Using Internet Banking and / or Off-line Banking

A cross-tabulation analysis was undertaken between 'Gender' and 'Using Internet Banking and / or Off-line Banking.' The below-given Table-2 yielded the cross-tabulation results. From the table, it can be understood that 'Males using both, online banking and off-line banking services constitute the highest with 50 (in number) followed by males using online banking services alone with 47 (in number) followed by males using off-line services alone with 2 (in number). Whereas the 'Females using both, online-banking and off-line banking services constitute the highest with 31 (in number) followed by females using online banking services alone with 22 (in number) followed by females using off-line services alone with 3 (in number). The table further renders that 'Males' are dominant in all the three types of usage of banking services compared to the 'Females.'

Table-2: Cross Tabulation of 'Gender' and 'Using Internet Banking and / or Off-line Banking'

		Using Internet Banking	Using Off-line Banking	Both	Total
Gender	Male	47	2	50	99
	Female	22	3	31	56
Total		69	55	81	155

iii) Correlation and Regression

A. Correlation Analysis

a) A Correlation analysis is undertaken between the two variables of 'Internet Banking is more satisfactory than the off-line banking' and 'Developing affinity towards the bank because it offers internet banking.' The resulting Table-3 indicates that there is a positive correlation between the two variables and the value of, r , the Pearson Correlation Coefficient value is + 0.312 and it is significant at the 0.01 level (2-tailed).

Table-3: Correlation between 'Internet Banking is more Satisfactory than the off-line banking' and 'Developing affinity towards the bank because it offers internet banking'

		Internet Banking is more satisfactory than the off-line banking	Developing affinity towards the bank because it offers internet banking
Internet Banking is more satisfactory than the off-line banking	Pearson Correlation	1	0.312**
	Sig. (2-tailed)		.000
	N	155	155
Developing affinity towards the bank because it offers internet banking	Pearson Correlation	0.312**	1
	Sig. (2-tailed)	.000	
	N	155	155

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

B. Regression Analysis

a) A Regression analysis is undertaken between the two variables of 'Internet Banking is more satisfactory than the off-line banking' and 'Developing affinity towards the bank because it offers internet banking'. 'The resulting Table-4 indicates that the value of R, i.e., the correlation coefficient is 0.312 and the value of R Square (the coefficient of determination) is 0.098. R^2 indicates the percentage of variance in the dependent variable that the independent variable explains. In this regression analysis, 9.8% variance in the dependent variable, i.e., 'Developing affinity towards the bank because it offers internet banking', is explained by the independent variable. i.e., 'Internet Banking is more satisfactory than the off-line banking'. 'The values of the two numerical coefficients, i.e., a and b, are used to predict the value of the dependent variable from the value of the independent variable by using the Regression equation of $Y = a + bX$, i.e., $Y = 1.558 + (0.287) X$.

Table4: Regression between 'Internet Banking is more Satisfactory than the off-line banking' and 'Developing affinity towards the bank because it offers internet banking'

Inde- pendent Variable (X)	Dependent Variable (Y)	R	R Square	Numerical Coefficient a	Numerical Coefficient b	Regression Equation	Sig. value p
'Internet Banking is more satisfactory than the off- line banking'	Developing affinity towards the bank because it offers internet banking	0.312	0.098	1.558	0.287	$Y = 1.558 + (0.287) X$	0.000**

** Significant at 0.05% level with $p < 0.01$

Table-5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	26.439	1	26.439	16.556	0.000 ^b
Residual	244.335	153	1.597		
Total	270.774	154			

a. Dependent Variable: I developed affinity towards my bank because it offers internet banking

b. Predictors: (Constant), Internet Banking is more satisfactory to me than the off-line banking

The above Table-5 of ANOVA indicates how well the regression model predicts the dependent variable. From the last column of Table-5, it can be clearly visualised which specifies the statistical significance of the regression model and which is, p , and is < 0.0005 and which in turn is < 0.05 and it indicates that the model is a good fit for the data.

One-Way ANOVA Test

A One-way ANOVA test is carried out between the demographic data and the customers affinity development towards their banks.

Hypothesis I

H_o – There is no significant difference in customers affinity development towards their banks across different Age groups

H_a – There is a significant difference in customer's affinity development towards their banks across different Age groups

Table-6: One-way ANOVA for Age and Customers Affinity Development Towards their Banks

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	85.779	37	2.317	1.465	0.064
Within Groups	185.036	117	1.582		
Total	270.774	154			

A One-way ANOVA test is carried out to investigate differences in customers affinity development towards their banks across different Age groups. The resulting Table-6 shows that p value is 0.064 and it is greater than 0.05 and thus is insignificant. Hence no evidence was found to reject the null hypothesis.

The calculated F value of 1.465 at the specified degrees of freedom of (37,117) is less than the table value and hence the null hypothesis cannot be rejected.

As a consequence, the null hypothesis of 'There is no significant difference in customers affinity development towards their banks across different Age groups' is accepted.

Hypothesis II

H_o – There is no significant difference in customers affinity development towards their banks between the two genders

H_a – There is significant difference in customer's affinity development towards their banks between the two genders

Table-7: One-way ANOVA for Gender and Customers Affinity Development Towards their Banks

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	2.618	1	2.618	1.494	0.223
Within Groups	268.156	153	1.753		
Total	270.774	154			

A One-way ANOVA test is carried out to investigate differences in customers affinity development towards their banks between the two genders. The resulting Table-7 shows that p value is 0.223 and it is greater than 0.05 and thus is insignificant. Hence no evidence was found to reject the null hypothesis.

The calculated F value of 1.494 at the specified degrees of freedom of (1,153) is less than the table value and hence the null hypothesis cannot be rejected.

Consequently, the null hypothesis of 'There is no significant difference in customers affinity development towards their banks between the two genders' is accepted.

Hypothesis III

H_o – There is no significant difference in customers affinity development towards their banks across customers of different sector banks

H_a – There is a significant difference in customer's affinity development towards their banks Across customers of different sector banks

Table-8: One-way ANOVA for customers of different sector banks and customers affinity development towards their banks

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	13.243	2	6.621	3.908	0.022
Within Groups	257.532	152	1.694		
Total	270.774	154			

A One-way ANOVA test is carried out to investigate differences in customers affinity development towards their banks across customers of different sector banks. The resulting Table-8 shows that p value is 0.022 and it is less than 0.05 and thus is significant. Hence there is sufficient evidence to reject the null hypothesis.

The calculated F value of 3.908 at the specified degrees of freedom of (2,152) is greater than the table value and hence the null hypothesis cannot be accepted.

Consequently, the null hypothesis of 'There is no significant difference in customers affinity development towards their banks across customers of different sector banks' is rejected. Hence, the alternative hypothesis of 'There is a significant difference in customer's affinity development towards their banks across customers of different sector banks' has been accepted.

Conclusion

The research study results indicate that when respondents were classified based on demographic data, 'Males' formed the dominant section (63.9%) of the respondents, while the majority of the respondents (61.9%) are above 20 years but below 30 years. The respondents having accounts in both types of the banks (Public Sector Bank and Private Sector Bank) comprise of the highest percentage with 45.8% of the total respondents.

Cross-tabulation analysis indicates that 'Males' are dominant in all the three types of Bank account (Public Sector Bank, Private Sector Bank and accounts in both types of Banks) holders compared to the 'Females.'

The correlation analysis indicates that there is a positive correlation between the two variables of 'Internet Banking is more satisfactory than the off-line banking' and 'Developing affinity towards the bank because it offers internet banking.'

The regression analysis indicates that the regression model is a good fit for the data. One-way Anova test results indicate that there is no significant difference in customers affinity development towards their banks across age and gender, but there is a significant difference in customers of different sector banks.

The trends that guide the future online banking / branding scenario in India are technological advancements and the penetration of the internet and mobile. Technological advancements like 'Mobile Internet,' 'APIs', 'Vertical Search Engines', 'Artificial Engines', 'Big Data Analytics', 'Cloud Computing' etc., and accessibility of Smart Phones. These trends will drive India's future growth of online banking / branding in India.

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Annexures

Annexure-I: Gender Basis

	Gender	Frequency	Percent	Cumulative Percent
Valid	Female	56	36.1	36.1
	Male	99	63.9	100.0
	Total	155	100.0	

Annexure-2: Age Basis

Age	Frequency	Percent	Cumulative Percent	Age	Frequency	Percent	Cumulative Percent
20	1	.6	.6	41	1	.6	85.8
21	14	9.0	9.7	42	1	.6	86.5
22	23	14.8	24.5	43	1	.6	87.1
23	12	7.7	32.3	45	1	.6	87.7
24	14	9.0	41.3	46	1	.6	88.4
25	8	5.2	46.5	48	3	1.9	90.3
26	4	2.6	49.0	49	1	.6	91.0
27	2	1.3	50.3	50	3	1.9	92.9
28	2	1.3	51.6	51	1	.6	93.5
29	15	9.7	61.3	52	2	1.3	94.8
30	1	.6	61.9	54	2	1.3	96.1
31	4	2.6	64.5	55	1	.6	96.8
32	2	1.3	65.8	56	1	.6	97.4
33	2	1.3	67.1	60	1	.6	98.1
34	3	1.9	69.0	62	1	.6	98.7
35	4	2.6	71.6	65	1	.6	99.4
36	5	3.2	74.8	66	1	.6	100.0
37	4	2.6	77.4	Total	155	100.0	
38	4	2.6	80.0				
39	4	2.6	82.6				
40	4	2.6	85.2				

Annexure-3: Customer of the Bank

Bank	Frequency	Percent	Cumulative Percent
Public Sector Bank	49	31.6	31.6
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Both	71	45.8	100
Total	155	100.0	100.0



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