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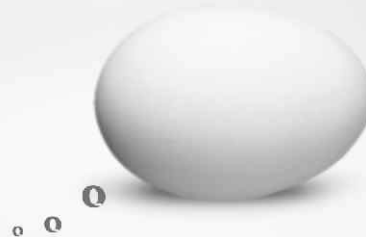
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A Peer Reviewed Research Journal

Prin. L. N. Welingkar Institute of Management Development & Research

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Swar Kranti

Making learning a lifetime goal

Somehow our life is compartmentalised...
we devote our young life to visiting institutions
where we are 'imparted' learning.

We go to Schools, Colleges, Classes, Institutes, Training Centres,
Universities and gain Intellect, Knowledge, Wisdom etc.

This presupposes that in order to grow
we need to visit these places,
from learned Gurus who share their knowledge.

There is a significant home truth.
Which we generally disregard.

We also learn... while **doing nothing**, while **reading**,
while **discussing**, while **watching** and **observing**,
while **participating**, while **playing**, while **travelling**,
while **walking** or even **driving**.

The mind's eye captures all.

The organisation can capture
all that the various members of the
organisation assimilate.
This is a huge resource and it conveys
that the organisation respects:
**You, Your Intellect &
Your Thought Process.**

So have more
'Speak out' sessions,
discuss the various suggestions
put in those colourful boxes,
action out those ideas and give
credit to those who in the first place gave it.

They will **'learn'** to share it
in future too!

Learning makes our life more inspiring,
stimulating and exciting!



Dr. (Ms.) Ketna L. Mehta, PhD
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'Nano Thoughts on Management'

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- (If it is an article in a journal): Hannan, M.T. and Freeman, J. (1977) The Population Ecology of Organizations, *American Journal of Sociology*, 82 (5): 929-964.
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Self Development: Is the Prescription the same for all?

Shyam Nataraj & Harini Nataraj*

ABSTRACT

A central theme of sociology, and perennial point of revision, is the understanding of the individual in a larger context. That is, the scientific attempt to observe and explain the individual's dynamic interaction with the group, community or society in which they participate. This paper will explore the scope of possibility with reference to a universal prescription for the development of the individual. The attempt is not to compare techniques or qualify one approach against another but rather revisit some essential (and universal) human traits. More so, to see how a person is developed from human to humane, from a person who is individualistic to having healthy individuality.

What propels action in every human being is desire, the desire to be happier and more contented. This paper will explore this phenomenon and its relationship to possibly becoming, in sociological language, a negative 'social actor'. That is, a member of society whose actions do not concur with the group, and even creates friction. In short, an egocentric person who acts on desire (as they must) but in a manner where they do not develop themselves. The paper focuses on what it means for an individual to 'develop', and how we can practically incorporate the objective reality of desire without being individualistic (egocentric).

The Micro in the Macro

What can be revised are the forces at play at any given time in a given community of people. Through this we can create a template to explain the condition of that particular group. As a result we obtain a macro perspective. This is derived as a resultant of various sociological forces such as religious doctrine, political ideology and economic policy etc. But another area for revision could be the individual themselves. The purpose of this paper is to explore the possibility of a universal blueprint for individual evolution; a prescription as

pervasive and relevant as the macro sociological forces mentioned. This schema should balance and correlate the integrity of individual freedom with social cohesion. But pertinent to this paper, C.E. Joad, in his text 'Return to Philosophy', refers to the psychologist Bishop Butler who describes healthy self-development as "...man's general desire for the good of the whole, that is, for his good as a whole." (1947:125). It is statements like this which are most susceptible to misunderstanding by the layperson. Holistic and integrated wellbeing often can be associated with the self-absorbed egoist but the fact is that

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happiness is pursued by oneself and for oneself. The question is the *modus operandi* used.

To revise our perspective of a society we may start with the general preconceived notions that we hold. Once such notion is that when we conceive of a society of developed individuals one is generally presented with an idealistic, sometimes fanciful scenario divorced from the influences of social engineering; a realm wherein the resultant effect of collective individual development renders sociology redundant. In short, there appears to be a misconception that the prescriptions arising from sociological forces, and those concerned with individual self-development, are mutually exclusive. That is, if a collective of individuals is well developed then sociology becomes superfluous and, in turn, if the influence of macro social policy is effective the individual need not engage themselves in alternate pursuits for personal growth. Bertrand Russell addresses this idea indirectly when he states in his book 'Human Society in Ethics and Politics' that "Without civic morality communities perish; without personal morality their survival has no value" (1954:28). He is essentially commenting on the sanctity of individuality and the need to redress the priorities related to a purposeful life along with a harmonious society. He further states that it is not enough to be qualified as an evolved person by virtue of abstaining from forbidden acts. This only indicates the absence of dysfunction, a benign 'social actor'. Being sans personal disorder is a mere prerequisite for self-development. In fact, this avoidance of wrong doing could produce a "... self-centered frame of mind, which interferes with ... breadth of outlook, ..." (ibid:41). In short, you are not

defined as a personally developed person solely by your adherence to the norms of the group. What Russell (and others) is saying is that a preoccupation with qualifying one's merit by their place in the group dynamic may stifle personal development.

In terms of civic duty, Thomas More reiterates Russell's view when he questions how an ideal individual is distinguished. In his seminal work 'Utopia' he asks whether the institutions of society are designed to produce ideal individuals (individuals with self-development) or if an ideal individual is merely gauged by their willingness to participate in the perpetuation of society's institutions.

In sociological terms, we could say that prescriptions for personal development in a way that correlates to the duties of being a member of society would be termed 'utopian'. Herein is an important distinction for the purpose of this paper. That is, an evolved society need not be the description of an idealistic circumstance but rather an ideal pattern wherein the individual and society are mutually inclusive and evolve at rates that paralleach other. We may take Plato's 'Republic' as a reference wherein his utopian society included social welfare and even a prison system. This clearly conveys that the practical philosopher, and competent sociological observer, understands that a perfect society would be one which accepts, integrates and manages individual imperfection. This principle of macro management ought to be applied at the individual level also, addressing themes such as internal harmony vs. disharmony, integration vs. non-integration and content vs. discontent. Ultimately, the development of society and the individual

could be achieved with a formula that is almost the same. They need not be seen as coexistent opposites like profit and loss.

Reviving the Individual

It would appear that modern sociology has erred by deeming social psychology as a field of its own, independent of sociology. In more recent times this distinction has been accentuated for the sake of convenience. An attempt to bifurcate individual and group development, which may be useful to academics wishing to distinguish their position, may be counterproductive for the layperson who may misunderstand the individual and group as an 'either/or' conundrum. The concern over this distinction is that it serves to separate, not integrate, the phenomenon of individual and society. Given that the birth of sociology arose from the desire to understand a human in the context of community, it would seem that the 'sociology vs. social psychology' argument is a clear deviation from the primary purpose of sociology itself. Therefore, social psychology must be revived and reintegrated into sociology.

If we hypothesise a society whose members demonstrate receptivity to abiding by a universal blueprint for self-development, the question would be-Who could reasonably provide the required guidance? At this point we may look at the relevance of philosophy and philosophers. The reason for this is because historically, if we look at sociology we see that social work was not conceived by social workers, or politics by politicians, nor banking by bankers, nor business by businesspeople. All of these were the product of philosophy and philosophers who excelled in understanding how to achieve the synthesis of a progressive society and evolving

individuals. Put simply, it would be naïve to think that mapping the psychological development of individuals started with Sigmund Freud.

The importance of philosophy appears to have diminished, but this may be due to the fact that its direct impact on social structure is less apparent. The absence of visibility does not imply the absence of relevance, persistence and impact. The exclusion of religion in deeply religious Russia and China due to the ideology of Communism, or the Hindu theme of tolerance and equality manifesting as the world's largest democracy are clear examples.

To explore the evolution of self one must understand the term 'self' before its development can be conceived, planned and practised. One must look at the sense of self as a resource, a commodity. If we have a positive sense of self we can clearly project what our experiences would likely be. Similarly, a negative sense of self would obstruct one's capacity to properly experience even the most positive external circumstance. What is important to note in the term 'sense of self' is the first word. What this means is that the understanding of oneself is subjective. While the term 'self' is objective, in that it applies to all people, the "sense" of oneself is subjective. Meaning one could have a positive or negative, reasonable or unreasonable as well as developed or undeveloped sense of self. In John Taylor's 'The Shape of Minds to Come' he refers to this combination of the objective fact of 'self' and the subjective possibility of its development. "He [man] appears to be the only living being who has been able to extract himself from his environment and use the world 'I'." (1971:198). Taylor goes on to say that this may be because man has created a language

to articulate self-recognition. More importantly, we must rejuvenate the body of knowledge that can further explore and develop this recognised sense of self. If we refer to the various texts by A. Parthasarathy one may establish a sound understanding of the idea of self.

What is self?

In simple terms an individual is built on the existence of thought. Regardless of their quality, it is thought that qualifies the 'sense' of self. Before one can explore the idea of self-development one must know what constitutes the self. In the work of A. Parthasarathy we see a clear and simple description of self.

The Mind – a flow of impulses, likes and dislikes, desire and emotions.

The Intellect – the capacity to observe, understand, govern and guide the mind.

What we may derive from the above mentioned distinction is that the individual is required to apply the faculty of the intellect to the activity of the mind. When this is done the individual is reasonable, possessing discretion and perspective. In short, the mind is dealt with in a way that cultivates an accurate 'sense of self'. This implies the ability to correlate choices in perception, action, emotion and thought in a way that resonates with who we understand ourselves to be. The correct admixture of dynamism, feeling and thinking will lead to an integrated personality (the platform for advancement towards self-development). This will also properly position a person in society. Thus ensuring the individual's temperament is fulfilled and as a result society may benefit from its appropriately positioned members. The effect of striving for self-development

is that, according to Smelser, it would follow "...such society encourages only the most talented, skilled members and responsible persons to fill its highly critical positions". This emphasises that it is the evolved individuals that lead any group, thus highlighting the importance of developing individuals. An added bonus is that "As part of this encouragement, a society often rewards its successful members with power, prestige, honor, income, or anything else that is considered valuable" (1970:206). Presently it would seem that the words of Jaspers more clearly describe post-Industrial Revolution society where he observes "... a levelling-down process characteristic of the mass-order, there is a tendency towards the disappearance of that stratum of cultured persons who have come into being thanks to a continuous disciplining of their thoughts ..." (1959:117). The juxtaposition of these two views is to demonstrate that development is the elevation of thought, and would be applicable to any person. A benefit is that society desires and rewards such persons.

The principle of fulfilling individual temperaments in order to maximise the productivity in society is clearly articulated in any reference to utopian societies. The caste system of India, Plato's 'Republic', John Stewart Mills' 'On Liberty' and Thomas More's 'Utopia' are examples of attempts to construct a society wherein the predominant tendencies of the individual are facilitated. This is not to deviate from the micro to the macro but one must note that the importance of the individual's development, and the value of this for society, has been addressed as a social policy in the past. The need today is to revive the relevance of the individual and remind the sociologist that the human personality is not a static unit used as a building block for

social structures. Although the individual is of course part of a group they are not merely part of an array of individuals. Karl Jaspers states "The word 'masses' befools us, that we may be misled into thinking of mankind under the category of multiplicity as if it were a single nameless unity" (1959:75).

What is Self-Development?

To develop one's self is to develop one's 'sense' of self. This distinction is essential as one must appreciate that the personality is an object to be modified. It is a complex and subtle phenomenon that, while ultimately abstract, is fundamental to how life is experienced. But the question is how a blueprint for self-development can have a tangible impact on an abstract phenomenon and, more so, how that blueprint/prescription can be universal. Here the term 'abstract' must be adhered to properly. That is, the sense of self is a realm that has to do with, or exists in, thought rather than matter. In short, the sense of self that an individual has is no less real than a material object. The fact that thought cannot be demonstrated does not mean its existence is any less real. The demand for empirical evidence of thought can be proven by distinguishing deep-sleep from waking. In deep-sleep there is no thought and therefore no sense of self.

Reverting back to the definition of the personality as thoughts emanating from the mind and intellect, we may explore their respective development. Moreover, we can then correlate this to a developed sense of self. Self-development (or any of its numerous synonyms) can be understood as an ongoing process in which the individual exerts conscious effort to discover innate potentials, and improve and optimise their functioning, bringing them to fulfilment. A greater understanding of the composition of

the human being is required in order to understand the process that a person undertakes. Maslow loosely defines self-development as "the full use and exploitation of talents, capacities and potentialities, etc" (Motivation and Personality, p. 150). "Self-actualization is not a static state. It is an ongoing process in which one's capacities are fully, creatively, and joyfully utilized. I think of the self-actualizing man not as an ordinary man with something added, but rather an ordinary man with nothing taken away. The average man is a full human being with dampened and inhibited powers and capacities," (Dominance, self-esteem, self-actualization, p. 91). This is generally the essence of self-development in the context of a universal prescription. That is, the individual must explore, locate and cultivate "...those characteristics of individuals that give patterning, meaning, and coherence to their thinking, emotion and behavior", (Rhodewalt, 2008:49). The principle that people are the previously mentioned tripartite division of intellection, feeling and acting is reiterated in Statt's 'Concise Dictionary of Psychology' (1998:100). It defines the individual as, "The sum total of all the factors that make an individual human being both individual and human; the thinking, feeling and behaving that all human beings have in common, and the particular characteristic pattern of these elements that makes every human being unique."

For the purpose of this paper we must explore the faculties available to us from which these three expressions emanate. The importance of this is to reinforce the principle of human development which is: in order to improve the personality one must attempt to improve and develop the equipment from which the expressions

arise. A simple example would be, in order to improve one's physical stamina one must deal with the body. When one posits the development of thought one reverts to the faculty of reason, the intellect. When one considers the nature of their desire they must revert to the mind.

The pillar of the mind is essentially desire. Depending upon how one relates to desire, the ego can increase or decrease, which is integral to self-development or the lack thereof. The two (desire and ego) 'individualise' the individual. If we subtract these two thought textures the human personality would be left with primitive and instinctive impulses, superficial likes and dislikes and indiscriminate feelings, rendering the individual in such a state as to make self-development impossible.

While we clearly see a collective set of tendencies within the various species in the animal kingdom it is the prerogative of human beings to individualise themselves. Through the availability of free-will the human alone can cultivate a personal set of desires. It is the freedom to choose to change one's desires that gives rise to the very notion of change leading to development. That is, to choose to change one's desires to further develop the personality.

Desire

Desire can be defined as consolidated thought flow. That is, it is a flow of thoughts that have a relative persistence towards an object or being with the purpose of attaining more happiness. It is important to note that all desires, however we may qualify their quality, exist for the sole purpose of achieving a greater sense of happiness. This means a significant

proportion of thought is invested in an aspect of the external world in order to attain inner contentment. For the purpose of this paper we may consider an alternative which is universally applicable and achievable. That is, the choice to cultivate desires for developing the personality itself as a way to be happy. This means that being engaged in the improvement of thought becomes the means and ends with respect to being a happy individual. As the famous psychotherapist Sheldon is quoted in Fosdick's 'On Being A Real person', "Happiness is the sense of going somewhere wholeheartedly, one-directionally without regrets or reservations." (1943:32). This sense of momentum built on a sound understanding of oneself and one's purpose seems to capture a perennial human need: meaningful movement. This of course is not literal, but rather, to be understood as progressive and meaningful thought. This is the foundation of self-development for any individual.

By achieving this we, relatively speaking, redefine the formula for happiness in that it is not a consolidated thought flow towards an external object or being. Rather the thought flow is towards the development of the very thoughts that constitute the sense of self. This simply means that if thoughts are improved then one's sense of self will be proportionally evolved. This developed sense of self in turn would complement even greater effort to actualise one's full potential. One could further suggest that the development of oneself would neutralise extroverted concerns.

Returning to the idea of desire, one needs to appreciate the universally accepted idea that the direction of your desires is only one aspect of the desiring process. This means that desires for external circumstances such

as name, fame, power, position, family, money and assets are merely the symptom of the way a person thinks. In simple terms, one may apply deductive logic and presuppose that desires for material things are the outcome of materialistic thoughts. Similarly, the need for relationships could be sourced to particular emotional predispositions like security and companionship. When terms such as materialistic, possessive or emotional are used one must appreciate that this is a description of the individual and not the material acquisition, possessions owned or emotions felt. The individual becomes materialistic when an excessive number of thoughts turn into disproportionate investment of oneself in the material world (for the attainment of happiness). This brings us back to the idea that it is not what you desire but the way you think about your desires. Herein an important distinction should be made. That is, the difference between desires that are categorised as selfish, unselfish or selfless. Referring to the general teachings of philosopher and author Parthasarathy, we may define them as;

1. **Selfish** – a motive that is self-centred. The desire for happiness is for oneself, to the exclusion of others. The absence of self-development.
2. **Unselfish** – a motive that considers and includes others. The desire for happiness is achieved through identification beyond oneself. A means to self-development.
3. **Selfless** – no motive with reference to acquiring or creating happiness. Actions are directed to higher ideals beyond specific worldly outcomes. A person established in self-development.

In qualifying and distinguishing the three

we may refer to pervasiveness as a means to establish a hierarchy. Personal development can be, rather ironically, gauged by the extent to which one is not preoccupied with their individual personality. “So long as a man has a preference for certain persons over others... there is a conflict of interest, ... if the one for whom he has a preference happens to be himself, then he may be said to be selfish or self-interested. If those for whom he has a preference are members of his own family, close neighbours and his intimate friends... the stronger his preference for those living inside the circle the more strenuously he will work for their interests and against the interests of others. Rivalry in some form is inevitable and eradicable except among such people, if such there be, who have no preferences whatever” (Carver Nixon 1915:59). Put simply, man can only achieve a complete sense of self when his identification with others is complete and unconditional. That is, he sees himself as he sees others: the same

Selfish, or self-centred, desire particularises the pursuit of happiness to oneself or a preferential circle, hence minimising the chances of achieving it. Greater friction is created with the world as people are divided according to a two-dimensional perspective. That is, those who can be utilised for obtaining happiness and those deemed an obstruction.

“Desire is the essence of men” states the often quoted French psychiatrist, psychoanalyst and social commentator Jacques Lacan (Kordela 2007:13). Moreover, the reformation of desire is the basis for developing the personality (Grieve et al, 2006; Watson et al 1988). In the context of this paper we are reminded, by these statements, that the development of the personality can only be through the

process of analysing, revising and improving one's desires. This is an effortful task because human behaviour according to Erich Fromm "...does not follow a preordained instinctual course, for we possess such unique characteristics as self-awareness and imagination. Instead we must struggle to ascertain the reasons for our existence and create our own place in the world. We must confront the distinctively human problem of... discontent" (Ewen, 2003:131). Regarding a universal prescription we may conclude that the development of the sense of self must translate as the increase in perspective beyond individualism. This equates to exchanging an exclusive mentality for an inclusive mentality. The appreciation of this is only possible when the individual appreciates the words of Durkheim, quoted by Myneni, who states "Sociological reflection is bound to prolong itself by natural progress in the form of [personal] philosophical reflection" (Myneni, 2007:24). When the sanctity of the individual is revived we can return to the principle that "Development of self is the soul of socialization" (2007:162). Returning to the theme of unselfishness, wherein individual perspective is broadened, the concern is still happiness. That is, the happiness of oneself and others. Spencer (2004:196) states "...the pursuit of happiness within the limits prescribed by social condition is the first requisite to the attainment of the greatest general happiness" (Spencer, 2004:196). Establishment in this would "...so mould human nature that eventually, sympathetic pleasures will be spontaneously pursued to the fullest extent advantageous to all" (ibid:198). In this context we can understand "spontaneously" as natural and effortless. This symptom of self-development relates directly to sociology as sociology is, reverting back to Myneni, "...primarily interested in man's behaviour

in relation to other men" (2007:5-6). The condition of unselfishness would create sociology's positive 'social actor'.

Beyond these ideals arising from unselfishness is the rather ambiguous realm of selflessness. This is the condition that must be associated with the epitome of self-development – the end rather than a means. Enumerating five reasons for facilitating the other Bhushan and Sachdeva (2005:180), in their last point, encapsulate the focus of selfless desire.

1. Desire for Individual benefit
2. Desire to give
3. Devotion to common purposes
4. Situational necessity
5. Desire to achieve larger [higher] ideals

To understand the point of having a desire to achieve higher ideals we may refer to Bishop Butler's statement used in the beginning of the paper. Man's primary concern is "...his good as a whole." The means to achieving this is to transcend egocentric concerns. For the purpose of simplification we may say that selfless desire is above consideration for the self or selves per se. This conveys the paradoxical idea that benefit to oneself or others is not the central concern of person development ('benefit' meaning pleasure or enjoyment). Although a complex idea, Joad touches on this well. In exploring the idea of choosing less quality of "higher" pleasure over more pleasure of a lower quality Joad states "..., this can only be because something higher than pleasure is admitted to be desirable, namely, its height. Now 'higher' pleasure cannot be equated simply with more pleasure, or more intense pleasure, because, if it were, a smaller quantity of 'higher' pleasure would not in fact be a smaller quantity at all; it would simply be more pleasure quantitatively. 'Higher' pleasures

must, therefore, mean pleasure plus something else which is other than pleasure, but which is also recognized as desirable, and the view that pleasure alone is desirable must be abandoned” (1947:53-4). We may take 'higher' to mean transcendent of oneself. The adherence to pursuing this ideal means, to continue with Joad in his chapter 'Defense of Reason', that “...the impulse to enjoy... is not frustrated by rationally imposed restraint; on the contrary, reason by guarding it against premature fulfilment, has secured its maximum satisfaction”.

Therefore, the development of self is the changing of the qualifying appendage that is other than self. Namely, it is to evolve from a 'selfish' self to 'unselfish' self and ultimately to a 'selfless' self. Therein, the individual can function unencumbered by desires for pleasure or motives to enjoy. This condition is the state that Joad refers to; a realm that is positively experienced but is apart from enjoyment (as we usually understand it). Such a person, established in an impersonal sense of self, has attained “...a comprehensive wholeness: the cultivation of inner harmony and peace, the development of a unitary and comprehensive pattern of... organization” (1947:82). This organised wholeness is because the personality “...is neither divided against itself nor pitted against the world” (Russell, 2006:175). Bertrand Russell further prescribes the path to this state of growth. “It should be our endeavor therefore, both in education and in attempts to adjust ourselves to the world, to aim at avoiding self-centered passions and at acquiring those affections and those interests which will prevent our thoughts from dwelling perpetually on ourselves.” (2006:174).

Ego

The exploration of self-development would be incomplete without engaging the concept of ego. It is a phenomenon which every individual experiences in various ways but can, objectively speaking, be referred to as 'the image of oneself'. That is, the building blocks of ideas and feelings that make up the edifice called 'I'. “The [economic] deterministic interpretation of social change is too simple. A number of social thinkers... consider non-material elements of culture the basic source of social change. They regard ideas as the prime movers in social life,” (Bhushan and Sachdeva, 2004:740). In the context of this paper the non-material, yet universally real idea, is that of self. The complexity of this phenomenon lies in the difficulty faced when one tries to isolate themselves from their own sense of self. At least for long enough to take stock and revise the ideas one has about their existing personality. This is well described by Grieve et al. “When I talk about myself, I am a self talking about itself... In other words, I am a self that has a mental picture of itself... When I try to get to my own essence and see myself for what I really am, I have to go through thought. I have to make a picture of what I am through thinking about myself. Obviously, the picture that I get in the end depends on how I make the picture. In other words, what I see of myself is a function of the way in which I think. We are stuck with a double self, namely the subject who thinks, and the self who appears as the object of thought.” (2006:267). This duality of selves is unavoidable and therefore the division of the self into subject and object is required.

To deal with oneself as the subject one may say that one is focusing on the creator of

the picture about oneself. In the context of this paper it is the subject that dictates the object. In short, it is the way we think that decides the general idea we have about oneself. We can approach this in the negative by becoming aware of, and thus avoiding, the egotistic tendencies that would compromise and distort the thought processes that would lead to a 'true' understanding of who we are. This means that self-development is not merely a 'good self' but rather a 'true' understanding of oneself. This true and accurate self-appraisal can surely be applied universally. Mead, quoted in Haralambos, states that "...the idea of a self can only develop if the individual can 'get outside himself' (experimentally) in such a way as to become an object to himself." (1985:545) Continuing with the idea that your own subjective thoughts create the objective picture of yourself, Mead says this is possible "Only by acquiring a concept of self can the individual take the role of self... Thus unless the individual is aware of a self, he would be unable to converse with himself and thought would be impossible" (1985:545). In particular, the critical thought necessary for self-development. In fact, one may say that the distinction between a subjective and objective self is the first step in developing oneself.

Returning to the earlier essential, and universal, themes for self-development the idea of improving the quality of one's desires was explored. This would seem to lead to Maslow's previously mentioned 'self-actualization' wherein latent or obstructed qualities would be able to surface and express. This means when the subject changes their way of desiring i.e. from selfish to unselfish to selfless, the objective picture is one of a more developed person having induced and cultivated their higher

nature. Fosdick states that "The consciousness of having personal possibilities makes one feel important" (1943:102). Herein, the sense of feeling important merely conveys the appreciation that one's personality is valuable enough to merit enhancement. On the same page he concludes by stating "Anything is important that has potentialities." McIver explains the process of individualisation as "...that social process which tends to make the individual more or less independent of his group and to create in him a self-consciousness of his own... Man become more autonomous or self-determining in which they advance beyond mere imitativeness..." (2003:142). What would obstruct this would be the subjective tendency toward self-absorbed, self-aggrandising egocentricity which leads one quite often to feeling important while divorced from their actual optimum potential as an individual – in short, an inaccurate sense of self.

In A. Parthasarathy's book 'Governing Business and Relationships' he creates a tripartite division of egoism. Stating that they are "...an exhibition, overemphasis of one's person. An exaggerated projection of oneself..." (2010:92). On the same page he enumerates the three:

1. I am supreme
2. I alone exist
3. I am the doer

In the first case the declaration is an extension of a superiority complex. This is a magnified expression of a disparity between your actual self and your imagined self. Such a person cultivates their developed self-involvement by consciously putting themselves "on a higher pedestal and regards others inferior to him. Thus

estranging himself ..." (2010:92). This, of course, is the antithesis of a developed personality which integrates seamlessly with others because their understanding of themselves stands independent of others. Their value is not based on juxtaposition (accurate or inaccurate) against others. The outcome of the superiority complex is. This personalisation of the experience is the gateway through which the complex enters, as it were, into the personality, thereafter functioning as the controlling entity within it. Ivey et al, (1997:149) state, for example, that "... a narrow focus on the self leads to neurotic and painful outcomes." The reason for this is the self-perpetuating cycle of devoting oneself above others, experiencing the attendant isolation and as a reaction to this the complex is amplified by thoughts that one's superiority is not understood, not appreciated or that the "inferior" bear ill-will ('persecution mania'). This pre-occupation with one's self-assigned position of elevation creates a separateness that is so precarious that the sense of self is not consolidated, and certainly not developed. Rather the rumination over oneself means that "engaging in a passive focus on one's symptoms of distress and on the possible causes and consequences of these symptoms" (Nolen-Hoeksema and Jackson, 2001:37) leads to the devolution of the personality. That is, rather than the cultivation of positive qualities, instead, thoughts of insecurity, imagined ill-will from others as well as a magnified sense of isolation arise. The universally accepted idea amongst psychologists, social psychologists and psychotherapists is that a superiority complex is an act of 'transference'. That is, a body of repressed thoughts are not dealt with and are 'transferred' into an outlook that is more self-pleasing, and ultimately self-aggrandising. Regardless of the method used it is deemed imperative to tackle, not the

superiority complex per se (the objective picture) but the repressed thoughts (the dysfunction in the subjective thought processes). In short, when a person apprehends the fallacies in their subjective thought processes the erroneous objective picture created is undone. One attains a realistic sense of oneself and as a result can perceive others without the obstruction of said complex.

The second expression of egocentricity is the self-absorbed declaration "I alone exist". In N.S. Xavier's book entitled 'The Two Faces of Religion' he refers to Webster's Dictionary which seems to depict this mentality as 'Excessive concern for oneself without exaggerated feelings of self-importance' (1989:78). It is merely the misconception that the world, and the people in it, serves as a vehicle for one's personal concerns. Every situation and circumstance is woven into one's realm of experience. The problem, according to Bertrand Russell is that "...self-deception of this kind cannot lead to any solid happiness. In the back of your mind you will know that the facts are otherwise, and in order to conceal this from yourself as far as possible, you will have to invent more and more fantastic hypotheses. The strain of trying to believe these will, in the end, become very great" (2006:84). An unfortunate, and common, by-product of this is a hard heartedness wherein the capacity for sympathy and empathy are stunted by the fact that the self-absorbed person believes they do not receive their reasonable share of the same (caused solely by unrealistic demands of the world). This is the epitome of persecution mania wherein the individual who believes that they alone exist withholds positive personal qualities on the basis that others have not catered to their individual needs. Continuing this line of thought the

psychologist Fosdick mentions in his aptly named book 'On Being a Real Person' that "Along with this accumulation of self-engendered troubles, the egocentric person is undermined and disarmed by his malady,... His whole world consists of what happens to him and in the way he feels... Self-centeredness by unavoidable gravitation becomes self-pity" (1943:83). This leads, in a worst case scenario, to the previously mentioned persecution mania.

An expression of mature self-development would be the appreciation that one is merely a miniscule portion of the complex edifice called society. The qualities necessary for understanding this all point towards individual development i.e. engendering qualities that culminate in "the renovation of one's ideals about one's 'self', the radical reinterpretation of the self's meaning, and the widening extension of its boundaries" (ibid:1943:90). Within Fosdick's text he refers to Professor Gordon Allport who states "Paradoxically, 'self-expression' requires the capacity to lose oneself in the pursuit of objectives, not primarily referred to the self." (pg 94) As compared to the possible error referred to by Russell who states "In all this vast universe the thing that appears to him of the most importance is that he himself should be virtuous. It is a grave defect ... where self-development often causes ...this particular kind of self-absorption" (2006:172). What Russell is conveying is that the concern with virtuous development is pursued in a way that perspective is constricted rather than expanded.

Lastly, the notion that 'I am the doer' is the egoistic misunderstanding of the value of one's actions, particularly, the disproportionate value for one's actions and, as a result, the obliviousness to the

actions of others. In psychological terms their actions are seen as central rather than peripheral to an activity or its outcome. "A sense of arrogating every piece of work done to one's sole effort, none else. Such a person fails to recognise the contributions of many others towards his achievement." (Parthasarathy, 2007:93). Bertrand Russell further explores this and wonders, while a person may be dynamically and consistently engaged in work, what is the actual cause and effect of this. Is it "habitual self-interest" which leads to a "...higher degree of conscientiousness..." which leads "...not infrequently to a kind of fanaticism"? (2006:156). He goes on further to encourage "...an enlargement of the mind," which would facilitate an "...impartial survey of the world."

In conclusion, it would seem that the zenith of self-development is just that – the capacity to view the world impartially, unobstructed by the limited self-centred myopia. In Adler's theory of personality (Meyer et al 2002:131) "the individual is naturally geared towards attaining superiority or perfection and that this upward pressure is the overall motivation of the person, in fact life is not possible without this pressure."

What the pressure of self-development must address is superiority over what in order to attain (ideally) perfection. It is superiority, or more aptly transcendence, over any quality that extenuates any fibre of individualism at the cost of nobler individual qualities which are inclusive, integrating and complementary to social cohesiveness.

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SPIRITUAL QUOTES

*“Your physical body continuously changes, grows, and adapts.
When you open your mind and heart to a broader spectrum of ideas, concepts, and
possibilities, you evolve consciously.”*

“Until you Change your thinking, you will always recycle your experiences.”

*“MIND is not a dustbin to keep anger, hatred and jealousy.
But it is the treasure box to keep love, happiness and sweet memories.”*

*“People say never expect anything in return from anyone.
But the truth is when we really love someone, we naturally expect a little care and
love from them.”*

*“A “healer” is not Someone that you go to FOR healing.
A healer is someone that triggers within you, your own ability to heal yourself.”*

Anonymous

Daughter With Child

Suresh Lulla*

This is a story I love to hear, again and again, from a member of the Qimpro Fraternity, about how the whale shark has been saved. And it is not fiction.

The whale shark is the largest fish in the world. It can grow to over 50 feet in length and weigh more than 10 tons. Each year, this gentle fish comes swimming all the way from the shores of Australia to those of Saurashtra, between September and May, to spawn in these waters. Whale sharks can live up to 150 years.

For years, its size and mellow temperament made it an easy prey to fisherman who profited from them. Until the turn of the century, these fishermen killed about 1,200 whale sharks each year. Not only was the whole fishing operation cruel, but by not allowing the fish to breed, survival of the species was in danger.

Thankfully, in 2001, the Government of India banned the fishing and trading of the whale shark.

Soon after, the Managing Director of a leading chemical company in Gujarat, set a challenging goal to save the whale shark along the coast of Saurashtra. But with the condition that it must become a world-class conservation project. He encouraged all

employees from his company to get involved.

As a result, the 'Save the Whale shark' campaign was launched, facilitated by this chemical company. The campaign had a team of logical, but unlikely, partners, the partners included: the company, Wildlife Trust of India, Reefwatch. Besides providing financial assistance, volunteers from these organizations and institutions created awareness in the fishing community.

Street plays, games, posters, inflated flotillas, postage stamps, and school art competitions became the feed for building awareness. However, as always, building awareness had its own majestic pace.

Almost miraculously, the tide changed when the spiritual leader Morari Bapu, an interpreter of indic traditions, was co-opted into the campaign. In his discourses he reminded the community of the age-old Indian tradition of welcoming a 'daughter with child' into her parents home to give birth.

The analogy melted people's hearts, and since then, the whale shark has not just been welcomed on the shores of Saurashtra but also fiercely guarded with parent-like protectiveness.

*Suresh Lulla, Founder & Mentor, Qimpro Consultants Pvt. Ltd. (Excerpted from his book 'Quality Fables')

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Indian Political Scenario and Scope of Branding

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ABSTRACT

Branding, as a phenomenon, has come to characterize various facets of our lives. Politics is no exception to the same. The concept of political branding has come to reshape the equations of politics in a big way. Nowhere the same was more prominent than the last general election when brand Modi triumphed over its rival political brands. This research paper is aimed at highlighting the significance of political branding as a contemporary facet of politics. This research paper would highlight the factors of making brand Modi and how it reshaped the Indian politics. The paper would talk about the return of charisma, which went into oblivion due to lack of influential leaders, when we think of Indian politics. Also, the research paper would talk about how regional political brands play a significant role in the overall scheme of Indian politics.

KEYWORDS: Politics, Indian Politics, Branding, Political Branding.

Introduction (to Brands and Related Concepts)

If one goes by the definition of what comprises a brand, there are many versions of it. Some of the popular ones are as mentioned below:

Brands have been around us since “the dawn of history” existing as trademarks (Danesi, 2006, p 10). This goes on to highlight the fact that brands, as a concept, are much older than we normally perceive them to be.

Brands are described as any visual symbols that identify a product or service (Danesi, 2006). This definition underlines the generic nature of brands which is universal

in its appeal and could be applied in all such scenario as deemed fit.

A brand is any combination of names, slogans, logos, symbols, shapes, colors, letters, signatures, product design, packaging, advertising, and marketing that together give particular products or services a physical, recognizable form that is visually distinctive (Williams, 2000; Clifton et al., 2009).

In the increasingly commercialized world, nothing is wrong in projecting an individual's personality on the lines of a brand as long as it adds value and enhances the credibility of the purpose for which it is done. Many such evidences are to be found in the Indian landscape. The brand

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personality of such celebrities like Sachin Tendulkar and Amitabh Bachchan have reinforced the appeal of the brands they endorse riding on their individual charisma. As an extension, the same could be applicable to the political scenario as well.

A brand is defined as 'A name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors' (AMA, 1960). As can be understood from the definition, the ambit of the term brand is quite broad and could include political parties, leaders, their views and thought processes.

Scammell (2007) has discussed how a successful brand is made up of two set of features, namely its functional ability and emotional engagement. The latter of the two helps a brand to stand differentiated from its competitors in a much distinct way. It is in this regard that a political leader or party could very well be identified as a brand as the emotional attachment which the voters develop with the party or leader generally supersedes the functional aspect (read manifesto, poll promises) of the political brands. At the same time what is important here to understand is the fact that just as it is erroneous to ignore emotional engagement with the electorate in its entirety, it is equally faculty to rely solely on it thereby completely sidelining the technical issues (functional aspect) on which the election is being fought. Having said that, consumers find it easier to connect with the emotional aspect of brand than its functional/technical aspect. This is so because it is human tendency to avoid new and complex learning. The functional aspect of a brand keeps on getting updated with time. Consumers find it hard to keep up with the same and might get confused

(thereby becoming uninterested). Many of them give up in the process. On the other hand, the emotional 'connect' such as values, trust, relatedness, legacy, stories don't change with time, in fact they become even stronger. Such a concept is very much applicable in the field of politics. Keller and Lehmann (2006) have added their own perspective to the extant literature on branding by bringing a consumer-oriented perspective to the same. They have been instrumental in terms of bringing the human angle to the phenomenon of branding. The amalgamation of the phenomenon of consumerism with that of branding has definitely brought a new perspective, namely that of political branding.

THE POLITICAL SCENARIO

Based on the above discussion, it becomes a bit unusual, though not unexpected, especially for the Indian electorate, to imagine the leaders whom they vote to power, as brands. To an extent this might be the case as well. Most of the existing literature related to branding could be used with regard to developing an understanding about political parties, leaders and their views.

Such political leaders and parties which have developed a rapport with the consumer-citizen (read electorate), find it easier to win their trust thereby registering a thumping victory as against those who are new to the field but promise to deliver on their manifesto. This is not to say that it happens all the time. Delhi assembly polls of 2015 was handsomely won (67 out of 70 seats) by a relatively new Aam Aadmi Party as compared to such parties with a legacy like Congress or BJP. The triumph came riding on the promising manifesto of the party. However, such success stories are

more of an exception rather than the norm. The parties with a history, a scion, a political family or background, a story to back its claim to govern, along with their own set of promises, normally do well than parties who intend to win the election solely on the back of poll promises without having any legacy to back their claims. This is very much the case of Indian political scenario where elections are fought more on individual charisma, legacy, stories and claims to historical glories more than anything else.

It is quite difficult for a political outfit to challenge the hegemony and loyal support enjoyed by the national parties as well as strong regional parties in an election. The partisan voters even forgive and forget the troubled past or dubious records of their preferred political leaders and give them that 'one more' chance to deliver. They are as supportive of their favourite political brand as they are critical of the rival political brand/s. They would go to any length to defend their 'own' political brand and would grab every opportunity to criticize and malign the image of the opposing political brand. They even don't hesitate to use dubious tactics (such as sting operations which work on the premise of sly, stealth and breach of personal space) for the same. The situation becomes even worse when the political brands endorsed by these partisan voters encourage and call upon them to do the same. There have been many instances in political history in the western democracies as well as in India when the end has justified the means whereby supporters of a particular party or leader have used questionable methods to get footage about a rival brand to bring it down.

French and Smith (2008) have their own take on partisan voters. They are of the

view that in the case of such voters, blind fan-following takes precedence over logic. Such loyal followers overlook the failures of their political brands. If they indeed decide to criticize their shortcomings, they do so mildly. On the other hand, they rarely forget and forgive the misdeeds of rival political brands.

POLITICAL BRANDING

The overall perception associated with a political candidate, party, policy or campaign which is communicated to a population, with the help of both material and immaterial language or cues, is political branding.

Political branding has been instrumental in terms of defining the course of action in such western democracies as US and UK which are leader-oriented. The role played by it in the overall success has been quite significant. Take for example the stupendous success of brand Obama in the US presidential election, first in 2008 and then again in 2012. He was able to project his image successfully in the minds of the consumer-citizens (read voters) based on his ability to identify with their aspirations. Another phenomenon which set him apart from his predecessors as well as competitors was the prudent usage of social media for getting his message across to the electorate and more importantly learn what they have to say. In fact, the 2008 election was hailed as the first election which was fought as much in the virtual world as it was in the physical realms. The 2012 presidential election took it to the next level. Many psephologists have likened the campaigning strategy of brand Modi to that of brand Obama because of the extensive usage of social media by him during the 2014 general election. The campaigning phase of the 2014 general election saw the

unprecedented usage of social media by all political parties and leaders, none more so than by brand Modi. In fact, the success of the brand Modi campaign and its immensely popular one-liner, 'Abki Baar, Modi Sarkaar' can be gauged from the fact that the Republican nominee in the 2016 US Presidential Election Donald Trump wished the Hindu Diaspora of America a Happy Diwali, in the lead-up to the November 8 election, by borrowing from brand Modi's famous slogan to coin his own, 'Abki Baar Trump Sarkaar'!

When it comes to political branding, permanent campaign is one aspect of it which has to be taken care of. Permanent campaign is all about staying connected with the electorate no matter what time of the day it is or whether an immediate election beckons the horizon or not. It goes without saying that campaigning reaches its crescendo during the lead-up to an election but even during the phase which lies between two elections, campaigning doesn't stop though it subsides a bit. In fact, the foundation of the next election is laid in the work done during the tenure of an incumbent. The advent of technology, and with it the rise of modern forms of communication, has also helped in the formulation of permanent campaign for political parties and leaders.

Another aspect which makes permanent campaign an important force to reckon with in the Indian context is the fact that apart from the central election, there are the state assembly elections which happen every five years and in any given year, more than one state goes for electing its CM and MLAs. Two years before the general election of 2014, seven of the states went to election in 2012, eight states went for election in 2013, an impressive tally of nine states voted to elect their assemblies along

with the election of the PM in 2014, Bihar and Delhi witnessed elections in 2015 and five states have borne testimony to the might of ballot in the current year. The cycle of 2012 will repeat itself in 2017 when the most-crucial state (politically) of Uttar Pradesh, from where the PM is the sitting MP and the home-state of brand Modi, namely, Gujarat, along with such states as Punjab and Goa will go to polls. This annual cyclic nature of elections makes a strong case for permanent campaign. Then there are the elections to elect the local civic bodies, panchayats and other administrative heads who need to win their seats routinely and many times the winners of these local elections set the tone for the national and state-level political developments. The grassroot-level politics, as found during these elections, is of as much significance, if not more, than its bigger avatars and for this purpose permanent campaign plays a crucial role. Political branding is all about uniformity and consistency of the message and it should convey the same image of the leader and party at all the levels wherever it is required. Hence, a strong political brand acts as the reinforcing and galvanizing agent which brings all the party workers together. In contrast, a weak political brand would always struggle to earn the loyalty of party cadre at all the levels.

What is important here is to understand the aspect that for a brand to succeed, it needs to be relatable, approachable, within one's reach, open to access round-the-clock. Social media fits the bill on most of these counts. The exchanges which take place on it are as much on the part of the leader as they are on the part of the online populace. The rallies, road shows, talk shows, debate happen once in a while. In contrast, the presence of political parties and leaders on social media is something which is

accessible round-the-clock. This makes it all the more appealing for the electorate.

Keller and Lehman (2006) have given their own perspective to political branding. They are of the opinion that the human element which is characteristic of the phenomenon of consumer behavior could be very well resonate with those of branding. The resemblance between the two domains of knowledge is striking enough to lead to the concept of political branding. They have given many illustrations in support of their thought of school.

Further, there are theorists like Jevons (2006) who have broadened the paradigm of branding in his own way. He has his own take in this regard by adding political insights into the phenomenon of branding thereby leading to political branding. Additionally, he advises that the prudent use of political branding during such political exercises like elections could yield favourable dividends to the political parties and leaders (as found by brand Obama in USA and brand Modi in India).

Scammell (2007), another supporter of political branding as a concept, has been of the opinion that in the wake of plethora of choices (particularly true for a democracy like India which has 1800+ national and regional parties. More than 8000 candidates contested the 2014 Lok Sabha election for 543 seats), it becomes all the more important and sensible to create a differentiated image of self and the party to which the leader is affiliated. Political branding comes to the fore in this regard. Further he opines that the manifesto and the image of the leader/party both in the making of the phenomenon of political branding.

Smith and French (2011) have their own

take on the application of an important trait of branding- simplicity to the field of politics. They believe that for a political brand to succeed, it needs to be simple, relatable and down-to-earth. Any political brand with whom the consumer-citizen (read voter) could relate well is bound to do well (having a solid manifesto strengthens its chances further). The trust which results in the process is something which is difficult for the rival brands to emulate. Another interesting perspective given by them in this regard is that of mental short-cuts which are all about the voters avoiding new and complex learning in the political set-up thereby sticking to their tried and trusted political brands.

It is not as if there are no critics to the coming together of the two concepts of politics and branding. Surprisingly, Lees Marshment (2009), one of the authors who have written extensively about political branding, is not much convinced with the extensive usage and unnecessary reliance on it. She is more of the opinion of restrained approach in this regard. As per her, at it best, political branding is not more than a differentiator which doesn't bring much to the table unless of course the political parties and leaders are themselves committed to the cause.

French and Smith (2008) have been proponents of political branding but at the same time they have their own corollary in this regard. They point, and rightly so, that it is not possible for any electorate to have similar insights about all the political brands in the fray thereby leading to a situation of biasness wherein one political brand might be better known than the other even though it is not necessary that it is better than the other thus resulting in a skewed result, not an ideal situation for a political system.

INDIAN POLITICS AND THE PHENOMENON OF POLITICAL BRANDING

Personal branding is at the helm of persuading voters to actually vote as well as to highlight the policies of the party. The better it is, the more are the chances of the political party or leader to succeed. The same applies to great extent in the Indian political scenario wherein the charisma of political leaders plays as crucial role in the success of a political party (as was evidenced during the 2014 Lok Sabha election) as do the policies and manifesto.

We find many instances of political branding in the history of Indian elections but none of them more profound as in the last general election when political parties and leaders in India borrowed some ideas from the US Democrats. For example, people on the campaign mailing list were encouraged to send in their stories which were to be written up or made into video documentaries, and shared with the wider mailing list. All this, in turn, added to the individual charisma of their party leaders. Such a phenomenon was unheard of in the Indian context and the response was overwhelming. Many such stories were shared on social platforms in unprecedented manner.

The most significance aspect of political branding which was visible during the last general election was with regard to the campaigning strategy as developed by the various parties and leader, none more effective than that of brand Modi. Narendra Modi and his team worked in a meticulous fashion thereby coming up with innovative ways to engage with the electorate. 3-D election rallies were used for the first time at such massive scale and was a success thereby enabling brand Modi to

be more visible than ever before simultaneously at multiple locations.

The successful usage of social networking by brand Obama during 2008 and then again in 2012 acted as guiding force for brand Modi (and to certain extent for other political brands) in terms of devising their strategy to connect with the online population. In fact, the 2008 US Presidential Election is considered as the first social media election for the extensive usage of social media in it to connect with the online populace. Similarly, the 2014 Indian General Election is considered as the first social media election in the Indian context. Despite age not being on his side, brand Modi was smart enough to tap into the mostly youth-dominated domain of social networking thereby becoming 'second most-followed' politician in the world' trailing only brand Obama in the lead-up to the 2014 election, a position which he has maintained till date. He had 5.5 million likes while going into the election, which has, since then, turned into a whopping 36 million at the present, more than six times over a period of two-and-a-half years. An impressive achievement indeed. The case of twitter is no different. He had a follower-base of 2.6 million on the micro-blogging site during the campaigning phase in 2014 which has swelled to a mind-boggling 22.1 million at present, the highest in the country, more than any other celebrity and not just in the field of politics.

What is interesting here to note is the aspect that whereas the US democracy is a leader-oriented system, the Indian political system is a party-driven one. The party takes precedence over the leader in the Indian political scenario. However, it changed to a great extent in the last general election as brand Modi took precedence

over everything else, including his own party BJP and other leaders of the party as well as the alliance NDA. The testimony of the same lies in the super-success of the right-centred party winning even from those constituencies and segments of the society, such as the minorities, who have traditionally never supported BJP. It was the charisma of brand Modi more than anything else, riding on the plank of development and hope as propounded by him during his various rallies and public appearances as well as the social posts and videos, which made the non-believers turn a new leaf and give him a chance for a change.

Other political outfits, most notably Indian National Congress and Aam Aadmi Party took to social networking to counter the impact of brand Modi, albeit not with much success. In fact, the battle for becoming the next PM was projected as the one between brand Modi and brand Rahul, the first of its kind in the history of Indian politics because never before the contest was seen as that between two individuals. It was always a contest between the two national parties. Another notable exception which was observed during the lead-up to the election was the emergence of brand Kejriwal on the social platform (though it didn't result in a major performance by his affiliated party Aam Aadmi Party in the Lok Sabha election, it did wonders in the ensuing Delhi assembly polls where it trounced the much-more formidable opponents BJP and Congress). In fact, on many occasions, brand Kejriwal preceded the popularity of brand Rahul and came second on the social networking platforms thereby highlighting the might of it and underlining the aspect of it being a 'great leveler' which doesn't make any difference between a newbie politician and the scion of the most illustrious surname in Indian politics.

REGIONAL POLITICAL BRANDS

In a democracy like India where elections happen at multiple levels (central, state-level, local-level, as highlighted earlier in the paper), it goes without saying that regional political brands would have their own pull and sometimes they prove to be a match for the national political brands, even better, during such political events as general elections. The phenomenal success of J Jayalalitha in Tamil Nadu (a massive 37 out of 39 seats), Mamata Banerjee in West Bengal (an impressive 34 out of 42 seats), Naveen Patnaik in Odisha (20 out of 21 seats), KC Rao in Telangana (11 out of 17 seats) in the Lok Sabha election of 2014 despite the Modi juggernaut speaks volumes about their individual charisma*. What sets these regional political brands apart from their contemporaries is the aspect that the voters of these states trusted them (all the above-mentioned leaders are CMs of their respective states) more than the national political brand which was in full throttle at the time of general election.

**The authors would like to clarify here that they have taken cases of only those regional political brands who were not affiliated to brand Modi during the last Lok Sabha Election.*

The electorate of these states bucked the trend and stuck to their trusted political brands despite the onslaught of brand Modi. What makes this even more special for regional brands like Naveen Patnaik (2014), Jayalalitha and Mamata Banerjee (both in 2016) is the thumping victory which all of them registered in the assembly elections again thus registering their supremacy and hold in their respective states. One of the important characteristics of a successful political brand is its consistency and in this regard all the three above-mentioned brands did extremely well.

On the other hand there are regional political brands like Nitish Kumar and Lalu Prasad Yadav (Bihar), to an extent Arvind Kejriwal (Delhi) who were not voted for during the general election. However, when it came to voting in the assembly election, the electorate trusted them over the pull of brand Modi (PM Modi campaigned extensively for Bihar and Delhi assembly polls yet BJP was not able to repeat its Lok Sabha election performance in both these states). This pattern highlights a unique pattern which has come to characterize modern Indian politics. The electorate of a given state (the exceptions to the same have been mentioned earlier) tend to vote differently when voting in a central government formation and when doing so in a state government one. Their frame of mind for doing so could be such that they trust a popular national figure when voting for the formation of government at the centre knowing it pretty well that even though they wish that the regional leader, whom they adore, should become the PM, s/he could not despite their push hence why to think in that direction. They feel it is better to vote for someone whom they like (may be not the same extent to which they like their regional brand but at the same time more than the other choices for the post of PM) who has a real chance of becoming the PM. On the other hand, when it comes to voting in the assembly election, they put their force behind their preferred regional brand knowing it well that s/he has a realistic chance of pulling it off and becoming the next CM. It is for this very reason that J Jayalalitha, who is immensely popular in the state of Tamil Nadu, has almost zero appeal in the neighbouring state of Karnataka (as is evident from the ongoing feud between the two states with regard to sharing water of the river Cauvery). Likewise, many regional political brands like Mayawati and

Mulayam Singh Yadav (both from Uttar Pradesh), Nitish Kumar (Bihar) have harboured their intention of becoming the PM of the country but they enjoy little fan-following outside of their home states.

At the same time, when it comes to the charisma and brand appeal of a national political figure like the current PM Modi, even he hit a few road blocks in some states (as mentioned earlier) where he campaigned for electing the local BJP figures over the popular regional brands. The result? BJP has failed to live up to the expected results in many state assembly polls which have happened after the Lok Sabha election despite extensive campaigning by brand Modi due to the lack of a credible local brand who can counter the impact of the rival regional brand. In fact, many experts have questioned the strategy of BJP of going to state assembly polls in Bihar and Delhi (though Kiran Bedi was brought in the picture but it was too little too late. Additionally, she was not from the inner circle of BJP workers of Delhi) without declaring its CM candidate. In these two states, brand Modi was the star campaigner. The locals were not convinced because they knew it well that it is not the PM who is going to take care of the day-to-day affairs of their state. They needed someone who would be in the state to take care of its well-being. Hence, they voted for the known regional brand.

CONCLUSION

Through the course of this research paper, the authors intended to highlight the concept of political branding and how the modern political scenario in India and elsewhere has come to be influenced by it. During the initial pages, the paper intended to present the author's understanding (influenced by the work of experts in the

area) on branding and how it has come to find a place in the field of politics.

Next, the research paper threw light on the contemporary political scenario and how it has come to define the current scheme of things for political parties and leaders as to how they are perceived by their supporters and detractors. This section also talked about how new parties have come on their own but still have a long way to go to prove their mettle at the national level.

Further, the authors talked about how a strong political brand adds to the winning ability of a political outfit and a weak one lags behind. The authors also brought to the fore thought processes of such authors who are critical of the effectiveness of political branding as a concept. They highlighted the work of various authors who have their own take on the concept of political branding. Also, they talked about the concept of permanent campaigning and its relevance in the wake of political branding. Next, the paper focused upon the emergence of the phenomenon of political branding in the Indian context and how brand Modi outperformed all other brands during the last general election in a huge way.

Lastly, the might of regional political icon was discussed as to how in some states the voters give precedence to regional brands over the national brands no matter which election is in the reckoning whereas there are other state voters who behave differently in terms of making their choices at national and state-level elections. The authors tried to provide logic for the same.

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Closing the Credit Gap in Women Owned SMEs for Societal Transformation: A Theoretical Assessment of Indian Scenario

Dr. Shailja Dixit* & Sana Moid**

ABSTRACT

Lending to women-owned micro, small, and medium enterprises (MSMEs) is still unexplored when compared to lending to other MSMEs in India. Due to a lack of segmental focus and with a higher perception of risk, formal financial institutions have not made much effort to understand this segment. This study aims to assess the gap in demand and supply of finance to women owned SMEs, to focus on the opportunity in serving women entrepreneurs, and present initiatives taken by financial institutions in improving access in India. The findings of a study are based on secondary research and recommends potential interventions by financial institutions for closing the credit gap in women owned SMEs. Because improved access to credit is most impactful when coupled with strong institutional environments, efforts should be made to establish more robust institutions and favorable business conditions.

KEYWORDS: Women Owned SMEs, Credit Gap, Economic Growth, Societal Transformation, Demand Side, Supply Side, Barriers

Introduction

Women entrepreneurs around the world are making a difference. Siwadi and Mhangami, (2011) adds that it is undeniable that women entrepreneurs are the major actors in that sector and contributors to economic development and are becoming increasingly visible in the local economies of the developing countries. It is recognized that women entrepreneurs have not been on an equal footing when it comes to their access to opportunities and assets but it has yet to effectively address the barriers facing women in business (Athanne, 2011). Women-owned small and medium enterprises (SMEs) make significant

contributions to the economies in which it is operating. However, female entrepreneurs face a range of financial and non-financial challenges in realizing their growth potential. In addition, financial institutions have not yet realized the business opportunities of meeting the specific financing needs of women entrepreneurs as a separate customer group. Barrier identified for increased access to finance for women-owned enterprises is absence of reliable data disaggregated by gender: this further prevents the opportunity to make the business case to financial institutions on supporting women-owned enterprises. Women MSMEs in India play a critical role. They employ over 8 million people,

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contributing 3.09 % of industrial output. Still very few Indian women seem to take up early-stage entrepreneurship compared to men. Only 33% of early stage entrepreneurs in India are women (GEM, 2014). This can be because of many barriers that women entrepreneurs face both in starting and scaling up a business including access to education and training, legal and cultural barriers and infrastructure-related challenges. But the biggest disadvantage is their inability to access capital to meet the growth needs of their business.

Institutional challenges that hinder women's access to finance are lack of collateral, lack of credit history and limited financial literacy. A number of cultural and social biases act against women seeking access to institutional credit too. But the good news is that awareness about the high barriers to women owned enterprises and the need to support them have gained traction in recent years, leading to a number of institutional initiatives aimed at delivering credit to women-owned businesses. However, efficacy of such initiatives, the support actually available to women entrepreneurs from lending institutions and their gender-friendliness remains an under-investigated area. Given this scenario, the key objectives of this study were to:

- To study the social and economic transformation of society due to emergence of women owned SMEs.
- To analyze the financing options available for SMEs in India and comparing it with available options for women owned SMEs.
- To assess the gap in demand and supply of financing options to women owned SMEs in India

- To offer suggestions for closing the credit gap.

Literature Review

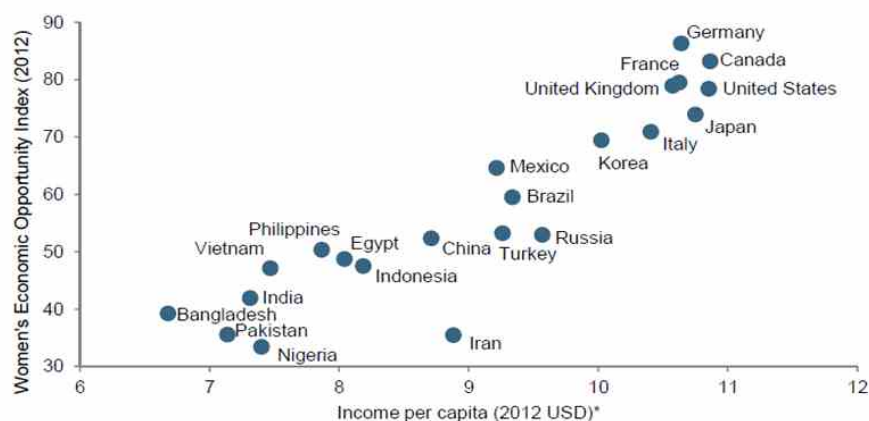
Female entrepreneurship has got growing attention in recent years at the academic and policy level. Their contribution to the economy is observed to be higher than that of men in entrepreneurial activities (Miniti, 2010). The role of women owned MSMEs in creating, running, and growing businesses is recognized as basic factor for growth and poverty reduction. In many countries, women are going for startups at a faster rate than men. Women entrepreneurs tend to face disproportionately larger obstacles in accessing credit, training, networks and information, barriers in the legal and policy framework and as a result may not achieve the same level of performance as their male counterparts. Meanwhile, many businesswomen cannot access commercial credit, an essential driver of business success. As a result, women-owned businesses are disproportionately micro, small or medium enterprises that may not mature to their full potential. This shows a missed opportunity for financial institutions and has negative implications for the private sector as a whole. Women entrepreneurs are also noted to be operating under low levels of technology which is not appropriate for their entrepreneurial operations (UNIDO; 2003, GoK; 2005). Petty and Bygrave (1993) concluded that the lack of separation between the firm and the owner affect the financing preferences of the firm. In terms of legal form, Cassar (2004) noted that incorporation may be perceived by banks and other finance suppliers as an encouraging sign of the firm's formality and creditability. Other studies (Storey, 1994) concluded that limited private companies are more likely to

be reliant on bank. As the provision of collateral plays a crucial role in easing SME access to debt finance. SMEs that have more fixed assets tend to go for higher financial leverage (Bradley, Jarrell, & Kim, 1984). The reason for this is that these firms can borrow at lower interest rates as their loans are secured with these assets serving as collateral. Coco (2000) describes collateral as the lender's second line of defense. In their investigation of the role of collateral and personal guarantees using a unique data set from Japan's SME loan market, Ono and Uesugi (2009) concluded that a positive relationship between the use of collateral and the strength of the borrower-lender lending relationship results in easier SME access to external sources of finance. A similar inference was reached by Odit and Gobardhun (2011) when examining the factors determining the use of financial leverage by women owned SMEs in Mauritius.

Women as Key Driver of Economic Growth
As the Chinese saying goes, 'women hold up half the sky' is more aspiration than fact, particularly in the developing world. Despite some significant gains in parts of the developing world, women are still lagging behind men in terms of education, access to healthcare and political participation. At the macroeconomic level,

female education is identified as the main source of support for gender equality and long-term economic growth. Educating girls and women leads to better situations, a greater likelihood that they will work outside the home, reduced maternal and child mortality, and better health and education for the family. The impact is felt not only in women's lifestyle, but also in the health, education and productivity of future generations.

It is shown that one of the best environments for investment in human capital is an environment where more income is distributed in the hands of women. As female labor participation rates rise, countries can reap the benefit of a 'double dividend,' given that women are more likely than men to use their increased bargaining power to buy goods and services that improve the family's welfare. This increased bargaining power has the potential to create a virtuous cycle as female spending supports the development of human capital, which in turn will fuel economic growth in the years ahead. At the same time, economic growth should continue to bolster gender equality. This is critical not only to sustainable development, but also for reducing income inequality and bolstering social cohesion.



* Logarithm of income per capita. Source: The Economist Intelligence Unit, International Monetary Fund

Graph 1: Women's economic opportunity is positively correlated with GDP per capita. If formal employment opportunities are confined to few, whether by economic slowdowns, discriminatory labor practices or obstacles for female entrepreneurs, it may be impossible for women to reap the full benefits of their education. Such a scenario can create a vicious cycle because the failure of educated women to secure paid employment may reduce the value of female education. Accordingly, governments that want to realize the maximum benefits from their investments in female education would do well to address the obstacles that keep women in lower paying jobs or out of the labor force completely. Steps could include introducing – and enforcing – anti-discrimination laws, equalizing retirement ages for men and women so that women are not forced to move out of the labor force early, eliminating tax penalties on two income families and providing benefits such as affordable child care, tax credits and maternity leave. The private sector can also play an important role by offering female-targeted on-the-job training, as well as by pursuing anti-discrimination policies and offering family-friendly benefits. A potentially powerful means to raise female labor participation in developing countries is to improve opportunities for women-owned SMEs. Operating a business offers women an alternative way to participate in the labor force if factors such as discrimination, cultural norms and family responsibilities limit them from entering as employees.

Increasing opportunities for self-employed women to grow their businesses, as well as incentivizing other women to start businesses, has the potential to generate significant employment and economic gains. In addition, female business owners

may be more inclined to hire women and mentor them, thus reinforcing the benefits of female labor force participation and empowerment.

The Economic and Social Role of Women Owned MSMEs in India

Investing in women owned MSMEs is good option for business, and essential for economic growth. As gender equality has become a strategic priority, the importance of establishing a baseline of data for access to funding is realized. Women-owned small and medium enterprises (SMEs) have been making significant contributions to the economies in which they operate. However, female entrepreneurs face a range of challenges (financial and non-financial) in realizing their growth potential, and are more likely than their male counterparts to consider access to finance as a severe constraint on their business operations. In addition, financial institutions have not yet realized the business opportunities of meeting the specific financing needs of women entrepreneurs as a distinct customer group. With regard to their economic role, some women are contributing through setting up activities new to the economy, which is a factor influencing economic development especially in former centrally-planned economies.

With regard to their economic role, women owned MSMEs are contributing through setting up activities new to the economy, which is a factor influencing economic development especially in former centrally-planned economies. Moreover, they provide employment and income opportunities for themselves and for others, thereby contributing to social inclusion. They also manufacture goods to substitute for imports, thus contributing to the regeneration of

national economies. Women Owned MSMEs contribute to social change and to alleviating some of the negative effects of transformation, through offering positive role models and adding to a more positive image of (women) private entrepreneurship. The participation of women in economic activities has not only resulted in the productive use of labour, but also contributed to improving the quality of life for women entrepreneurs and their households.

With regard to the social roles, the main contribution is in terms of providing job opportunities. Typically, women entrepreneurs are more likely to employ women, thus providing jobs not only for themselves but for other women, which helps to reduce the effect of discrimination against women in the labour market. In addition, reducing female unemployment assists in fighting women trafficking. Finally, female entrepreneurs serve as role models for the younger generations, demonstrating new employment (self-employment) opportunities.

Whilst Women owned MSMEs contribute both to facilitating economic development at the microeconomic and macroeconomic levels, their social role is even more important in a society, where cultural norms and values strongly influence the nature of female entrepreneurship. Gender-related issues, cultural barriers and institutions contribute to economic and business-related factors in impeding women businesses from developing with full dedication.

Global Practices of Women Owned Enterprise Financing

The micro, small and medium enterprise (MSME) sector in India is contributing

towards generating high rate of employment and contributed a major share of industrial production and exports. Production from the MSME sector contributes 15% of India's GDP and the sector is estimated to employ around 70 million people. Women MSMEs in India collectively gives employment over 8 million people, contributing 3.09 % of industrial output. It is observed that only few Indian women seem to take up early-stage entrepreneurship as compared to men. India represents third highest gender gap in entrepreneurship globally because of many barriers that women entrepreneurs face in starting and setting up a business - access to education and training, legal and cultural barriers and infrastructure-related challenges, among others. But the biggest drawback is their inability to access capital to meet the growth needs of their business. Credit restrictions have been considered as a reason for discontinuing their businesses by 43% of women entrepreneurs, as compared to just 26% of the male entrepreneurs (GEM, 2014). The present section discusses the financing options available and being used by women owned MSME across the world.

Ethiopia

Women represent about half of the population, initiatives that support women's economic empowerment are critical for Ethiopia's economic development. The Ethiopian Government adopted a National Policy on Ethiopian Women in 1993 for eliminating gender and cultural biases that hinder women from participating equally in the economic development of the country. In 2000, Ethiopia took steps for supporting women's economic activities by reforming its family law, eliminating a husband's ability to deny permission for his wife to work outside the

home, and requiring both spouses to agree in administering family property. Women business-owners of SMEs claim access to finance as one of their biggest challenges. In Sub-Saharan Africa, about 45 percent of women-owned enterprises are denied credit.²¹ An International Labor Organization (ILO) survey conducted in 2005 indicated that 30.5 percent of women entrepreneurs lack access to working capital in Ethiopia.

MENA Region (Middle East and North Africa)

Firms in the MENA region have broad categories of external financing options similar to those found elsewhere in the world. However, having the second least developed capital markets of any regional group, the volumes and penetration of specific mechanisms vary widely both in comparison to other regions and within the region

Debt financing

The major formal form of external financing in the MENA region is debt financing, in particular bank loans. Microfinance has gained ground over the last decade; some consider that it has replaced government programmes as a major tool for starting and consolidating income-generating activities in countries with high micro-finance support such as Egypt, Morocco and the Palestinian Authority.

Microfinance

Microcredit is the provision of lending to low-income clients who traditionally lack access to banking and related services. It is a mode for social inclusion: low-income persons who are normally excluded from the traditional banking sector may get

access to financial resources necessary to get started and develop self-employment activities generating revenues. Numerous microfinance networks are active in the MENA region, and in most countries the industry's rapid growth continued throughout the financial crisis (International Association of Microfinance Investors, 2010). Microfinance institution "s (MFI) funding patterns are heavily influenced by the legal status of the region "s institutions.

Islamic finance

Islamic financing "refers to a system of finance that is based on" the principles of Islamic law (Sharia) (Karim, 2008). Known for its prohibition of Riba, i.e. returns of a "fixed and predetermined nature that are disconnected from the performance of the asset financed, it is build on the premise that borrowers and lenders share both losses and profits. Hence, "providers of funds are not considered creditors (who are typically guaranteed a predetermined rate of return), but rather investors (who share the rewards as well as risks associated with their investment)" (Karim, 2008).

Growth Boards

Stock exchanges have stringent listing and disclosure requirements (e.g. minimum market capitalisation or minimum revenue) that smaller companies – which account for the vast majority of companies in the MENA region– are unable or unwilling to satisfy (Sharif, 2010). Hence, they are barred from listing. Recognizing this funding gap, stock exchanges in other regions have introduced growth boards to promote smaller companies that nonetheless display significant potential. These boards have reduced listing standards, but sometimes require continued involvement from a sponsor or underwriter

that guides the company.

India

In India, the government has drawn an ambitious 14-point action plan for public sector banks to increase access of women to bank finance, with a view to increase women's access to formal finance, including SME finance. Eleventh Plan has encouraged ownership rights for women by offering attractive incentives for ownership

of property. Women home buyers benefit from tax exemptions, lower stamp duties, and easier availability of home loans. State and local governments in Uttar Pradesh, Delhi, Orissa, and Punjab have launched some initiatives in this regard. Using the opportunity that India's favorable macro-environment provided, Man Deshi bank promoted for stamp duty reduction for joint property registration for women borrowers, and honor and reward husbands that undertake such joint registrations.

Table 1: Finance Provided by Commercial Banks

Table 11 Public sector banks' schemes for women-owned MSMEs

Scheme	Sponsoring bank	Details	Products
ALEAP and CGTSI - Mutual Credit Guarantee Scheme for Women	Andhra Bank	Credit (Fund-based and/or non-fund-based) for single eligible borrowers in the micro and small enterprise sector.	Credit facility up to Indian rupees 10 million (\$181,818) for manufacturing and service sectors but excluding retail trade; without collateral security or third party guarantee for a tenure of five years.
Akshaya Mahila Arthik Sahay Yojna	Bank of Baroda	Financial assistance for professional, self-employed women and for women in retail trade and agriculture.	Movable and immovable asset-based term loans and working capital limits.
Cent Kalyani	Central Bank	Financial assistance to women entrepreneurs for economic pursuits in various sectors.	Loans up to Indian rupees 10 million (\$181,818) without any collateral security or third party guarantee.
Dena Shakti Scheme for Women Entrepreneurs	Dena Bank	Finance for women entrepreneurs in agriculture and allied activities, small enterprises, retail trade, micro credit, education, and housing.	Term loans and working capital limits with a ceiling of Indian rupees 2 million (\$36,364) in the priority sector and housing and Indian rupees 50,000 (\$909) under micro credit.
Schemes for professional and self-employed women	Oriental Bank of Commerce	For professional and self-employed women.	For purchase of fixed assets (term loans) and to meet working capital needs. Maximum Indian rupees 500,000 (\$9,091) including working capital limit of Indian rupees 100,000 (\$1,818) Five to seven year tenure. 15 percent interest on loans above Indian rupees 25,000 (\$455).
Orient Mahila Vikas Yojana	Oriental Bank of Commerce	For women-owned MSMEs. Also, micro credit units provide doorstep services to women in rural areas.	Loans up to Indian rupees 1 million (\$181,818) without any collateral. Margin of 15 to 25 percent. Up to 2 percent concessions. No collateral security for small-scale industries for loans up to Indian rupees 2.50 million (\$45,455).

Scheme	Sponsoring bank	Details	Products
Priyadarshini Yojana	Bank of India	For women to set up small, village, and cottage industries. Covers payments for machinery.	No collateral required for loans up to Indian rupees 500,000 (\$9000). Interest rates relief from 0.5 percent to 1 percent for small-scale industries.
Udyogini Scheme	Punjab and Sind Bank	Loans on liberal terms for women entrepreneurs in agriculture, tiny/small-scale industries, and retail. Also for professional and self-employed women.	Need based amounts. Collateral for loans above Indian rupees 25,000. Margins of 15 to 25 percent based on quantum and purpose of the loan.
PNB schemes for women	Punjab National Bank	Five schemes for women entrepreneurs: 1) To meet gaps in equity 2) To purchase infrastructure 3) Easier credit to finance crèches 4) To meet working capital credit requirements of allied agricultural activities 5) Margin concessions.	Interest rates to be relaxed by 0.25 percent in non-priority sector advances and 0.50 percent in priority sector advances. Margins to be reduced to 10 percent wherever the margin requirement is more than 10 percent. Waiver of 50 percent upfront fee where applicable.
Stree Shakthi Package for Women Entrepreneurs	State Bank of India	For women entrepreneurs (small scale units managed by one or more women entrepreneurs) with a stake of not less than 51 percent. Entrepreneurs who have undergone entrepreneurship development programs conducted by state-level agencies or programs co-sponsored/sponsored by the bank are eligible.	Interest concessions of 5 percent based on business enterprise for self-employed women and SSIs. Interest rates lower than applicable. Collateral security waived for loans up to Indian rupees 500,000 (\$9091) for industrial units.
Marketing Fund for Women (MFW)	Small Industries Development Bank of India	Provides assistance to women entrepreneurs and organisations involved in marketing products manufactured by women entrepreneurs to increase their reach in domestic and international markets.	Flexible terms and conditions based on past track record and viability of project.

Scheme	Sponsoring bank	Details	Products
Annapurna Scheme for Financing Women for Establishing Food Catering Units	State Bank of Mysore	Supports women entrepreneurs setting up food catering units.	Maximum loan of Indian rupees 50,000. (\$9091) Composite term loan (50 percent working capital). 36-month tenure. Margin of 10 percent.
Mahila Vikas Scheme	State Bank of Travancore	To provide term loan/working capital to units promoted by women entrepreneurs. Only enterprises owned and administered by woman entrepreneurs, having a minimum financial interest of 51 percent and providing at least 50 percent of employment generated to women.	Loan from Indian rupees 50,000 to 500,000 (\$900 to \$9000). Tenure of 60 months, cash credit 12 months. Margins of 25 percent for term loans and 20 percent for cash credit.
Special Benefits for Women Entrepreneurs in Micro and Small Enterprises Segments	Canara Bank	Provides special schemes for women	Nil margins and no processing fees for loans up to Indian rupees 50,000 (\$900). 10 percent interest rate and no processing fees for loans from Indian rupees 50,000 to 500,000 (\$900 to \$9000).

Microfinance

Microfinance addresses the constraints of access to collateral through joint liability mechanisms and asophisticated understanding of individual clients' personal circumstances in the case of individual lending. Another model of access to finance for women is the self-help group-bank linkage model. Largely promoted by NABARD, the SHG-bank linkage program in 2012 was able to link over 9.9 million women with banks and enable access to credit. However, it is targeted at low-income women but not at women-owned MSMEs, it caters to the needs of micro entrepreneurs, at best.

The Credit Gap

The financing gap for women-owned micro,

small and medium enterprises (MSMEs) businesses in India is approximately about Rs.6.37 lakh crore (\$116 billion) or 73 per cent of their total demand, according to a study by World Bank Group member IFC. Financial institutions (FIs) meet only 27 per cent of the financing demand of women-owned MSMEs in India. "The total supply of formal finance to women-owned MSMEs in 2012 was about Rs.2.31 lakh crore (\$42 billion). This resulted in a finance gap of Rs.6.37 lakh crore (\$116 billion), or 73 per cent of total demand. Financial Institutions can meet the demand through products and services tailor made for women entrepreneurs, it said. The total financing demand was \$158 billion (Rs.8.68 lakh crore) for women-owned businesses. There are an estimated 3 million women-owned enterprises across industries, representing approximately 10 per cent of

all MSMEs in India and employing over 8 million people.

Factors on both the supply and demand sides constrain women's access to finance relative to men-owned businesses are existing. On the supply side, these include:

Typical features of women-owned SMEs.

Women-owned SMEs in developing countries mostly have limited or no credit history, incomplete or missing financial statements, limited savings and lower and more uncertain profitability. These common factors make these enterprises less attractive for credit.

Lack of collateral: To secure credit, borrowers often need to provide collateral security to deal with information asymmetry, i.e., where lenders are not familiar with the repayment behavior of individual borrowers. Women in developing countries mostly lack sufficient collateral owing to legal barriers (e.g., restrictions on owning and inheriting property), sector-specific factors (e.g., no physical assets in services), or lack of savings (e.g., no previous employment history).

Limited information on female credit risk.

This often results in banks disadvantaging women-owned SMEs in their lending decisions or refraining engaging them at all. As little market data are available on default rates for SMEs, banks often use traditional credit scoring models that rely on credit history and collateral security to assess creditworthiness.

Policy bias and discrimination. Financial institutions may be dissuaded from lending to women-owned SMEs owing to various policy biases. These include direct gender

biases, perhaps because of discriminatory credit criteria, the viewpoint that women are risky borrowers or the prejudices of staff. These also include more indirect biases, such as a preference for lending to larger companies or certain sectors, thus ignoring the small enterprise sector, where women-owned businesses are concentrated. Policies aimed at actively seeking out female entrepreneurs are also generally lacking in financial institutions in developing countries.

On the demand side, women-owned businesses may seek less financing for below mentioned reasons:

Financing terms Studies show that women-owned SMEs are likely to face higher borrowing costs, be required to back up a higher share of loans and have shorter-term loans than male-owned SMEs (GPFI and IFC, 2011).

Perceived lack of need Female business owners may not recognize their need for credit, not realizing that credit would help them to grow faster, creating more jobs and increase profitability. As such, the 'no-need for credit' category may be smaller than reported.

Informality The majorities of women-owned SMEs in the developing world are in the informal sector, and thus typically cannot access formal credit markets.

Anticipation of rejection. Studies show that women are not willing to apply for credit because of the anticipation of rejection. Numerous surveys show that rejection rates for loan applications are higher for women-owned businesses in the developing world.

Complicated application processes and

procedures. Given the often limited business and management training opportunities, as discussed above, women may find loan application procedures complicated, which could deter them from applying altogether.

Closing the credit gap

Closing the credit gap in the women-led SME sector will not only boost long-term macroeconomic performance, particularly in low-income countries, but also bring benefits associated with higher gender equality and social cohesion. Programs to help women entrepreneurs for encouraging their businesses through education and training have emerged recently around the world. Other programs have been developed with a specific of providing financing for SMEs, but these are mostly regional and not focused on women owners. Following suggestions can be implemented for closing the credit gap:

Suitable credit terms Offering loans with terms that are more aligned with the actual risk that women represent, rather than perceived risk, can make bank credit more attractive to female business owners. Offering alternative options to fulfil collateral requirements, as well as long-term loans for investment purposes rather than shorter-term loans to manage working capital, could also prove beneficial.

Better assessment of credit risk Contrary to common belief, the experience of lending to women in developing countries through micro finance and other more traditional methods suggests that women are reliable borrowers with a strong repayment background (Powers, Magnoni, 2010; D'Espallier et al., 2009). Assuch, means to assess the credit risk of women accurately at the individual level is required to ensure that misconceptions do not

unnecessarily impede access to loans for women-owned SMEs.

Addressing perceptions and risk aversion

Education can help women to better understand risk/return trade-offs and may encourage movement into more profitable sectors, increase risk tolerance for credit and improve decision-making. In addition to education, offering loans with more favorable terms for women-owned SMEs may encourage those who otherwise would not seek credit to apply for credit.

Demystification of credit and the

application process Lack of knowledge and/or mis perceptions about the application process and success rates may stop women entrepreneurs from applying for financing. Training on the credit application process may help alleviate such concerns. Additionally, business and management training, especially in developing business plans, may help women be more confident in their prospects for receiving credit, as well as improve the likelihood that financial institutions will approve them for loans. At an even more fundamental level, some women do not apply for loans because they do not understand credit or believe it will not help their business.

Aligning informal enterprises with formal

sector Encouraging women in the informal sector to bring their businesses into the formal sector, by registering with government and tax authorities, would help them to access formal credit markets. It can be done by educating women on the benefits of entering the formal sector, making the government and tax registration processes simpler and more accommodating, and reducing the perceived burdens of transitioning to the formal sector, such as complicated tax

filing requirements. This would boost growth by benefiting all SMEs, not just those owned by women.

Recommendations

Focus on Creating Informed Demand for Existing Capital: Funding pipeline should be developed for women owned MSME. By investing in targeted skills development and education concerning financial literacy, capital raising and the availability of financial and non-financial support available for women SMME owners, policy makers will enhance the capacity of women to better uptake the financing that is currently available.

Promoting Business Angels and Venture Capital: The MSME landscape is vast, complex and differs by sector, size, geographic location which poses particular challenges to policy makers and regulators seeking to address the issues of access to finance. Generally, an MSME that has a turnover of R5 million per annum should be able to access debt financing through banks, whereas small businesses with a turnover of R150 000 per annum remain highly dependent on loan finance or equity from either friends or family. Women business owners are more likely to rely on this type of funding. These findings are consistent with studies of SMMEs in other markets where consistently, the finance that owner-managers can access in their personal capacity plays a critical role in the provision of finance to the enterprises. Structural improvements could also be made in the debt-funding market for SMMEs.

Create more funding vehicles for investing in women owned MSMEs

There will always be less capital available than what is required by entrepreneurs.

This tension between supply and demand continues to be problematic even in developed countries where the supply of available capital is far more than what emerging economies can provide. But the business case for investing in women is sound and has been proven by numerous studies world-wide. In simple words, women are a good investment and investing in women makes good business sense. As the gap exists on the demand side and supply side, solutions to close the gap should be focused on both the aspects:

On the supply side

For improving access to existing sources of finance, following suggestions can be implemented:

- Improve gender-sensitivity of the financial products offered by GFIs
- Refinancing the PFIs for women-SME lending
- Create public funds providing loans at preferential rates
- Improve gender-sensitivity of the financial products offered by financial institutions.

For Developing targeted financing tools for women entrepreneurs:

- Develop capital market for alternative source of financing
- Launch credit guarantee scheme for differentiated women-entrepreneurs by type and size of business.
- Introduce micro credit.
- Launch collateral free credit programme under credit guarantee scheme
- Train staffs and management for designing specialized products for women borrowers.
- Introduce Special Small Enterprise Fund for providing equity financing of SMEs to PFI window at discounted rate.

For addressing structural and cultural

barriers:

- Develop interbank market for channelizing excess liquidity
- Reducing Non Performance Assets in mainstream financing
- Develop legal framework for alternative long term financing mechanisms.
- Promote research and advocacy on wrong risk perception about women borrowers
- Promote more success stories of women-entrepreneurship.
- Promote research and advocacy on wrong risk perception about women borrowers

On the demand side, following suggestions are recommended:

For improving access to existing sources of finance:

Introduction of simplified registration system for micro and small enterprise

- Legal reform for women's property ownership
- Introduce refinancing facility for Financial Institutions having specialized products for women-SMEs
- Introduce e-financing for reduction of transaction costs (sunk costs)
- Introduction of credit guarantee schemes
- Introduction of credit rating system for Women-SMEs and incorporation of women-SME category in credit bureau database.

For Developing targeted financing tools for women entrepreneurs:

- Introduce special Women SME Development fund
- Promote private sector venture capital
- Develop secured financing based on movable assets

- Introduce specialised financial institutions
- Develop secured financing based on movable assets
- Introduce bank syndication system between MFIs and commercial banks. MFIs will provide credit history of micro borrowers to banks for graduation

For addressing structural and cultural barriers

- Enhance coverage of collateral with inclusion of agricultural land
- Introduce specialised training on financial management for women-owners
- Support network of women-SMEs within country and across geographic boundaries
- Develop exit mechanism for reducing non-performing assets (NPAs) and enhance resources to SMEs financing.
- Improving access to information related to tailored financial products through various channels including home-based counseling.
- Introduce sustained capacity building programme for breaking mind set barriers

Conclusion

A clear understanding of both the financing and knowledge gaps in serving women-led SMEs, strategic partnerships is critically important. By removing the barriers that women face in accessing financial services, governments, regulators and the private sector can provide women with ample opportunities to build shared prosperity. Successful case studies demonstrate the value of targeting the women's segment for business results. The financing gap requires a coordinated effort from key stakeholders to address the gender gap. Priorities include increasing access to finance for women-

owned SMEs through building women's financial capability, as well as developing innovative solutions such as mobile banking for the SME market.

Governments have to play a major role in addressing challenges of Women owned MSMEs in accessing finance. The policy measures required for easing access to finance start from simple introduction of simplified registration system for micro and small enterprise and legal reform for women's property ownership and end with arranging refinance to private financial institutions for women-SME lending. The private sector can also play an important role and share the experiences in other countries. Introduction of a credit+approach including home-based mentoring and counseling can improve access to finance. Training of staffs and management for designing specialized products for women borrowers, this is not so fundamental in terms of implementation, can also play an important role.

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What You Cannot Measure You Cannot Manage

Niranjan Khatri* & Sriram Kuchimanchi**

“What you cannot measure you cannot manage” - this old adage holds good for any industry, more so for a diverse, financially challenged industry like hospitality.

Globally, every business space is eagerly attempting to transform itself to cater to the new generation of customers - the millennials. The very obvious approach in achieving that is technology adoption. Technology is driving innovation in every business and also resulting in some very disruptive models, the sharing economy for instance. All these show a clear case of customers having a closer and much interactive relationship with companies. This is no different for the hospitality industry which is increasingly seeing technology change business as usual - from the use of online platforms for marketing and brand reputation to enhanced customer experience through smartphone friendly booking platforms and going as far as mobile keys that allow guests to open their hotel rooms with a smartphone!

Undoubtedly, technology is bringing the next wave of opportunities into the hospitality sector. And, environmental and social issues are challenges the industry cannot ignore. Increasing resource scarcity in a more populous world pose great risks to entire industry. Especially so in the emerging markets that are plagued with environmental problems and social

inequalities. These are not only bad for the communities but also adversely impact hotels operating in these regions, from lack of resource availability, high operating costs to poor staff performance. Hence, making sustainability an integral and strategic part of business is not just a good to have, but a necessary value. According to a McKinsey survey, around 60% of company executives consider sustainability as very important for overall corporate strategy.

The approach to sustainability is rather arbitrary today. Activities like changing light bulbs, using less water, manually turning lights and other devices off are often time consuming, especially in bigger facilities, and, mostly also inefficient and insufficient. The use of technology is integral to good sustainability performance. For example, use of occupancy and light sensors for timely turning off and on of devices, smart meters to collect real time resource use information and tracking anomalies in MEP systems, measuring and monitoring water and chemical usage across operations, tracking waste generation information, etc.

Technology adoption can be multi-pronged ranging from infra structural improvements through sensors and smart technologies to carbon management and sustainability project monitoring systems and finally social-media driven outreach and reporting

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solutions. We delve into a few in this commentary.

Sensors and smart meter integrated systems allow flexible measuring and monitoring resource use information periodically across board. This quality of data is highly useful in identifying anomalies and trends, which is the first step towards taking effective action to tackle resource consumption challenges. It also makes reporting and communicating progress of sustainability programs extremely simple.

A good sustainability program should undergo the following steps:

1. Benchmarking resource consumption
2. Creating measurable and achievable periodical targets
3. Measuring and monitoring in real time
4. Acting rapidly to address any anomalies and tap into new opportunities

Several technology solutions are available that address one or more of the stages mentioned above. However, there is a need for more holistic and affordable solutions that make it possible for small and medium sized hotel groups to take advantage of the possibilities as well. Sustainability issues we face today demand collective action because if resource scarcity worsens, it threatens the entire industry says the International Tourism Partnership (ITP) which provides a platform for hotels to collaboratively work towards embedding responsibility in the hospitality sector.

The ITP recognizes the need for technology in sustainability and its potential to realize significant savings. It has released the Hotel Carbon Management Initiative (HCMI) and, during the world water week, released the Hotel Water Management Initiative (HWMI). Both are tools that provide clear

frameworks and methodology for real time measurement of energy and water use in hotel facilities. The methodology is used in many hospitality data management (technology) products. Both are free to download from their website and provide all the information required for effective management of energy and water in hotel operations.

The Inter Continental Hotels Group is leading by example with its Green Engage platform, an online sustainability tool that helps its hotels manage energy, water, waste and also provides more than 200 green solutions that cover design, operations and technology. It demonstrates that properties can decrease energy consumption by more than 25% among other impacts resulting in significant cost savings. The platform uses actual data to customize environmental performance based on geography, brand and outfitting. For example, its target for reduction in water use per room/night in water stressed regions had reached 40% of its 2017 target in 2015. The platform can then be used to accelerate activities and focus on achieving the target in time.

The Green Engage system also automatically feeds environmental performance data to clients. This brings us to the other benefit of using technology for sustainable hospitality that is communication. Being a customer facing industry, the hospitality sector needs to play a very active role in maintaining its reputation of a responsible business. Well-designed environmental programs provide meaningful progress to share with all stakeholders, including business clients, guests, staff and the community they operate in. In 2015, 48% of IHG clients had demanded their carbon and waste footprint information. In a recent survey of global business travellers, 47% said that sustainability is an important factor and 7% it is extremely important in their choice of

hotels. According to the McKinsey survey, 76% of executives suggest that engaging in sustainability increases shareholder value.

Sustainability rising in India/ Sustainability and hospitality in India

India recently ratified the Paris Agreement to tackle global climate change and sent a strong message not only to the world about its commitment but also to the domestic economy to be prepared for the changes due from its implementation. The pledge to reduce emission intensity per unit of GDP by 33 to 35% by 2030 as compared to 2005 is one of the most significant among others.

With the hospitality sector's contribution to India's GDP expected to rise from 6.1% in 2015 (about INR 8000 billion) to 7.2% by 2026 (about INR 18000 billion), it should be prepared for stricter regulations on energy use and other relevant resource

uses. Early adoption of sustainability and technology will reduce compliance costs that will arise eventually.

Achieving these goals cannot be possible without the industry embracing technology on all fronts. A few solutions one can consider are below and there are many more around:

1. Conserve (by Considerate Hoteliers): It is a holistic platform for carbon and sustainability management and one of the most popular in Europe with more than 100 customers successfully using it.
2. 500 Gallons: It is a free online platform for restaurant sustainability solutions provider.
3. Winnow: Its' a great one-stop solution to understand and manage food waste.

QUOTES

Never play with the feelings of others, because you may win the game,.. but the risk is that you will surely lose the person for a life time.

Shakespeare

The world suffers a lot, not because of the violence of bad people, but because of the silence of good people!

Napoleon

I am thankful to all those who said NO to me, as it's because of them I did it myself.

Einstein

For A Business School, Who Is The Customer ?

Shahnaz Pohowala*

Coming from a hospitality background and a recent entrant to the higher education industry, I am a bit foxed by this dilemma. I guess the obvious answer to this question is - the student. He / she is the recipient of the curriculum content and delivery, and thus, evidently, must be fully satisfied with it.

So do we go that extra mile to “satisfy” this customer ? How ?

Easy assignments ?

Leniency in attendance /grading ?

Extra time for missed deadlines ?

No doubt all this will satisfy, indeed delight, this customer very much - while he / she is still a student.

But what happens when this student enters the workforce ?

Has he /she got accustomed to some privileges that, most likely, won't be extended to him / her in the real world ?

Will such privileges dilute the skills and competencies recruiters look for ?

How will our student measure up against possibly more experienced / qualified competition ?

These questions prompt me to wonder if the student really is our end user ? Or is he / she the product that we prepare for the recruiter, who is the customer ?

Recruiters largely hire on the basis of a student's presentation skills & domain knowledge, but the B-school's reputation and track record also influence their decision. It is this that in a way “guarantees” that its students shall have xyz skills and competencies.

So if the student is the product & not the customer, how do we prepare and polish the product to delight the customer, the recruiter ?

- Integrate concepts with experiential learning.
- Present challenges that provoke students to think, apply, and demonstrate decision making and problem solving skills.
- Emphasize the importance of classroom participation and self study.

This puts the student through the acid test in a simulated environment, and prepares them for what they will face day on day in their workplaces.

While this may not go down well immediately with the student, his / her recruiter will be delighted with the competencies and domain knowledge that the new recruit comes with.

And some day in the future, the student will look back to his / her success story, with fond memories of the grind he /she went through at business school.

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Challenge Of Counterfeit For Alcoholic Beverages Manufacturers: Underlying Cross-cultural Differences A Key

Dr. Mahesh Gadekar* & Dr. Sanjay Bhale**

ABSTRACT

The escalation of counterfeiting practices and piracy and rampant infringement of IP (intellectual property and copyright) rules are creating multiple challenges to the many FMCG companies. Product counterfeiting poses a serious threat to the beneficial aspects of intellectual property rights and the concept of branding. According to the KPMG - FICCI Report 2015, counterfeit products now account for more than a fifth of the FMCG market in India. The market share of counterfeit is 65%. The case discussed here describes the current scenario of alcohol industry and the challenges of counterfeit products. It explored the cultural perspective as a viable elucidation in understanding the counterfeit challenge. Despite provisions of IP (intellectual property) Law and Copyright Act set of strict penalties for counterfeiting and piracy, the main impediments remain technical and physical rather than just legal. Though the existing form of academic literature only partially reflects the real complexity of the counterfeiting problem, the demand side of the counterfeiting market has received some attention. It is indeed, difficult, if not impossible to estimate the magnitude of the advent of alcohol counterfeiting. The origins and the methods of frequently cited occurrences are still unclear and unpredictable. Nevertheless, estimates over time point out to a large strategic threat which involves national/international organized crime, and hence needs to be addressed strategically.

The present study examines the defining characteristics of counterfeit products and respective rescue strategies. It provides a situation analysis with the growing magnificence of counterfeit in alcohol industry. The case endorses the concerns about the growth of counterfeit market in alcohol beverages. It subsequently attempts to propose a cultural framework for assessing the propensity of a product that is counterfeited or pirated.

KEYWORDS: Counterfeiting practices; Multiple Challenges; Provisions of IP; Strategic tactics

Introduction

Product counterfeiting is a well-known problem now the world over. However, it is not a new phenomenon and has been around in the market and affecting the trade for last around 2,000 years. In a world of multi-trade scenario today product

counterfeiting is growing dramatically in terms of volume, sophistication range of goods and the categories affected. Product counterfeiting poses a serious threat to the beneficial aspects of intellectual property rights and the concept of branding. Also the presence of counterfeit market can impact their revenue and goodwill (Nia and

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Zaichkowsky, 2000) and lead to the risk of liability claims due to standard imitation products. Counterfeiting piracy are global problems of enormous scale, impacting virtually every product sector and every country. India is no exception and there are significant impacts of widespread counterfeiting and piracy in India. It discourages FDI, risks public health and social health, and lower tax collections for public funds. In 2014, the government lost about Rs39,200 crore in tax collections to the counterfeit trade, an increase of 50 per cent from Rs 26,100 crore in 2012. Of this, FMCG and alcoholic beverages sectors accounted for a loss of about Rs 27,500 crore, or about 70 per cent.¹

ALCOHOL INDUSTRY

Alcohols are the intoxicating beverage industry that consists of spirits, wine and beer. The Indian alcohol industry has been achieving a fast growth since 2001. It registered a highest growth between 7% - 12% in 2011. The growth decline post 2011 mainly due to high import taxes, state government taxes etc. The alcoholic beverages industry in India comprises of Indian Made Indian Liquor (IMIL), Indian Made Foreign Liquor (IMFL), beer, imported liquor and country liquor, with country liquor and IMFL accounting for almost 85% of the market share.²

The share of IMIL and IMFL is 43% and 57% respectively. This contributes much of the revenue generated out of the high taxation. However, the Indian alcohol industry faces two challenges, one the production of alcohol under nonstandard conditions which are much more harmful

and the smuggling which escape state taxes and duties.

Euromonitor International report ("Alcohol Drinks in India", September 2013) states that sales of alcoholic drinks are forecast to increase by a CAGR of 8% by volume and 6% constant value CAGR in the 2012-2017 forecast period. The growth in the alcohol industry can be attributed to number of reasons mainly - favorable demographics, rising disposable incomes and a greater societal acceptance of alcoholic beverages consumption.

According to the Public Health Foundation of India (PHFI) India is the dominant producer of alcoholic beverages (65%) in the South East Asia region.³ India is now emerging a strategic market for the global industry. India ranks third in the global spirits market and it is to be noted that Indian market is much larger than US and South Korea.

The Indian alcoholic beverage industry may be divided into categories on the basis of consumption of alcohol; according to National Sample Survey 68th round the percentage of alcohol consumed from foreign brand, country liquor and beer is - FICCI in 2012 has calculated the supply and consumption gap by obtaining the data and estimated the percentage of grey market.

There are number of reasons behind the counterfeit of alcohol. Some of the reasons are -

- superior recoverable brand value
- price premium
- high tax and excise component of the

1 http://articles.economicstimes.indiatimes.com/2015-08-31/news/66070722_1_goods-counterfeit-global-manufacturing-hub

2 India Consumer - Alcoholic Beverages- Holding the Fort", an AnandRathi Share and Stock Brokers Limited Consumer Sector Report, published in April 2012.

3 <http://tari.co.in/wp-content/uploads/2015/07/Alcoholic-Beverages.pdf>

original product makes for larger profits for counterfeiters

- Easy way counterfeit (refilling of original bottles with inferior substitutes)

Alcoholic beverages are a state subject in India, wherein the policy for the industry is framed by the state government. While value added tax (VAT) is one of the important sources of revenue for the state government, number of states has classified VAT under different categories -

- Essential commodities @ 0%
- Gold ingots and expensive stones @ 1%
- Industrial inputs, capital merchandise and commodities of mass consumption @ 4% or 5%
- Other items @ 12.5%

The VAT range from 12.5% for one category of liquor in one state; to 190% for another category in another state.

COUNTERFEIT AND ITS MAGNIFICENCE

Counterfeit products are fake replicas of the real product. Counterfeit products are often produced with the intent to take advantage of the superior value of the imitated product.⁴ Ominously, the success of brand is eroded due to the presence of counterfeit products. There is an enormous loss to the respective company and also to the world economy. The effect of counterfeit is not only restricted to economic aspect but there is a significant job loss due to presence of counterfeit products.

The World Customs Organization (WCO, 2004) estimates that 512 billion euros worth of traded world merchandise may have been counterfeits (WCO, 2004).⁵

⁴ <https://en.wikipedia.org/wiki/Counterfeit>

⁵ World Customs Organization, 2004, "Counterfeiting Congress Calls for Public-private Cooperation," Available at: <http://www.wcoomd.org/ie/En/Press/press.html> (May 25, 2004).

THE BACKGROUND

The counterfeiting of coinage was part of the normal exchange involving smuggling, minting, some privileges, alchemy, and foreign trade in Genoa in the sixteenth and seventeenth centuries. Goldsmiths, soldiers, bankers were involved in developing counterfeit coinage. Pliny and elder described counterfeit coins as popular collector's items for Romans (Berry, 2007). However, the product counterfeiting is even older. Babylonian and Egyptian priests placed inscriptions from early civilizations on monuments to increase their legitimacy (Hopkins, et al., 2003). The advent of trademarks used to identify manufacturers of particular products certainly created the opportunity for counterfeiting. Some form of trademark has probably been in use since ancient times. Fine pottery with marks appeared in China around five thousand years ago and Greek vases identified the makers and also wholesalers of the goods. Merchants' marks began appearing in tenth century which was particularly used to prove ownership of goods. In Japan lumber was marked when tied onto a raft before being sent to the destination (Ono, 1999). Roman builders used to mark the sign of makers of the bricks and tiles. During the first three centuries of the Roman Empire oil lamps were made of using the FORTIS brand name. Many artefacts were given this name later on which indicates widespread product copying at the time (International Trademark Association, 2007). Pliny also warned of counterfeit opals made of glass (Sideboham, 1986). However, there is no evidence about legal enforcement of trademark during this era. But, it appears that the Romans punished malefactors through their commercial institutions (Paster, 1969).

It is also evident that during the middle ages guilds required craftsmen and merchants to affix marks that distinguished their products from low quality imitations. The main function of these marks was to assign responsibility for inferior products (Ono, 1999). Trademarks became common in England by the thirteenth century. Goldsmiths were required to place their mark on their creations. This practice furthermore became common in food products; a compulsory marking law required a baker put his mark on every loaf of the bread. Trademark infringement was considered crime during this time and in some case a strict punishment was applied for violating the law (Abbott and Sporn, 2002). In the Aztec Empire some dishonest dealers sold counterfeit cacao beans. Honest sellers divided beans into piles according to their origin. But the counterfeiters used artificial coloring the inferior beans and selling in the market. Even they disguised worthless amaranth dough or avocado seeds with cacao hulls (Rust, 1999). Fifteenth century Chinese painters accommodated forgeries by other artists (Alford, 1995).

As far as the advancement of counterfeit in the contemporary business world is concerned product counterfeiting came to the US government's attention more than hundred years ago. WillumEleroy Curtis (1989), reporting for the government stated that "the superiority of American cotton-goods is so great that that the Manchester (UK) mills send few goods to South America that does not bear forged American trademarks". In his report, Curtis quotes a member of the New York based law firm of Smith, Hogg, and Gardner as having recovered damages and costs in Manchester "although we have great difficulty in definitely locating the forgeries".

GROWTH OF THE COUNTERFEIT MARKET

As trade barriers diluted between the nations in post-war era, unfortunately propensity of counterfeits surfaced recurrently and this compelled framing out certain regulatory aspects. The term 'counterfeit' refers to the definition of counterfeit trademarks goods as provided by the Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS) that states "counterfeit trademark goods' shall mean any goods, including packaging, bearing without authorization a trademark that is identical to the trademark validity registered in in respect from such a trademark, which thereby infringe the rights of the owner of the trademark in question under the law of the country of importation" (WTO, 1994). This definition encompasses breaches of trademark law but excludes piracy, which, by definition, is a violation of copyright and related rights, as well as factory overruns and parallel imports which are considered a breach of contract rather than a breach of trademark law. The Organization of Economic Co-operation and Development estimates that up to \$ 250 billion worth of internationally traded product were counterfeit or pirated in 2007 (OECD, 2009).

REASONS FOR THE GROWTH IN THE COUNTERFEIT MARKET

The counterfeit market has been achieving growth since the end of World War II. It should be noted that the fastest growth of the counterfeit occurred in the 1970s and 1980s. With the advent of revolution in information technology, there has been a communication explosion around the world. Consumers around the world became more aware of the product categories and their evolution. It also helped them to

relate their aspirations with respective product category, driving them lured to possess expensive goods. One of the interesting aspect in this situation is that the counterfeit product is priced quite higher thereby creating a deception of originality.

The growth of counterfeit market may be also attributed to the lack of strict legislation covering counterfeiting. In some cases, though there was some provision through legislation, the penalty was negligible. The idea of entering into the manufacturing of counterfeit products became one of the attractive business models in the developing countries. It has been observed that majority of cases of counterfeiting have been traced to developing countries.

The scope and magnitude of counterfeiting and piracy are largely defined by the factors that motivate actors to produce as well as consume counterfeit and pirated products, and the environment (i.e. legal, regulatory, economic, and cultural) in which the counterfeiting and piracy production and consumption takes place. High profit margins can provide a strong incentive for manufacturing counterfeit luxury products, high-end brands, while relatively low prices may entice image-conscious consumers, unwilling to pay full price for genuine article, and buy falsely branded items.

As far as the institutional environment is concerned, the legislation and regulations which protect IPR, combined with the effectiveness of how these rights are enforced, are key determinants of where counterfeiting and piracy take place. As these factors are likely to differ significantly across countries and regions, so does the extent to which these activities occur. On the consumption side, income levels are

also likely to play a significant role as they determine the budget constraint of a consumer.

The decision of a company engaged in production of counterfeit or dealing in pirated goods depends upon what will be counterfeited or pirated, and in the case of copyright and trademark infringing products, whether the primary or secondary market will be targeted or both.

On the supply side, the products counterfeiters and pirates choose to exploit depend on –

- a. The nature of the market for the product concerned
- b. The technological and distribution challenges associated
- c. The risk involved

On the demand side, consumers who knowingly buy counterfeit products are influenced by –

- a. The characteristics of the products concerned
- b. Personal values and beliefs
- c. Risks and logistic factors

THE PHENOMENON OF COUNTERFEIT AND BUYER'S BEHAVIOR

The presence of counterfeit is not confined to any specific product category; rather the counterfeit is a challenge across product categories. With ever presence opportunity to gain significant amount of returns, numbers of manufacturers are testing the business model of counterfeit trade.

Counterfeit products are purchased by the buyer due to the presence of three reasons; deceptive and non-deceptive and blur deceptive counterfeit. Deceptive counterfeit refers to the buyer's inability to

identify the counterfeit product. In other words he has purchased the counterfeit accidentally. Whereas, non-deceptive counterfeit refers to the practice of buyers to purchase the counterfeit products deliberately. Such behavior is interesting wherein the buyers purposefully purchase the counterfeit products.

Product knowledge plays a decisive role in understanding the decision making for the buyers. It has been observed that the varying product knowledge level has an influence on the product perception. Further, the high level of product knowledge is associated with the well formulated decision criteria. High level product knowledge may help the buyer evaluate the product more judiciously.

Brand is a significant criterion here in decision making. According to Kapferer

(2012) a brand is considered to be an intangible asset that is attached to a product, conferring it with an extra value added and providing the customers additional reasons for choosing a product. ⁶Brand identity plays a meaningful role in buyer's perception about the brand. Brand identity is described as “being your true self, driven by a personal goal that is both different from others' and resistant to change”. Kapferer (1991)⁷ proposed a 'Brand Identity Model' wherein there are two grids. These two grids are grouped by internalization and externalization. It consists at the top Centre and bottom Centre the sender and the recipient respectively. The model attempted to explain the important differentiation between brand image and brand identity. It has six identity facets - 3 internalization and 3 externalization.

Externalization	Internalization
Physique	Personality
Relationship	Culture
Reflection	Self-image

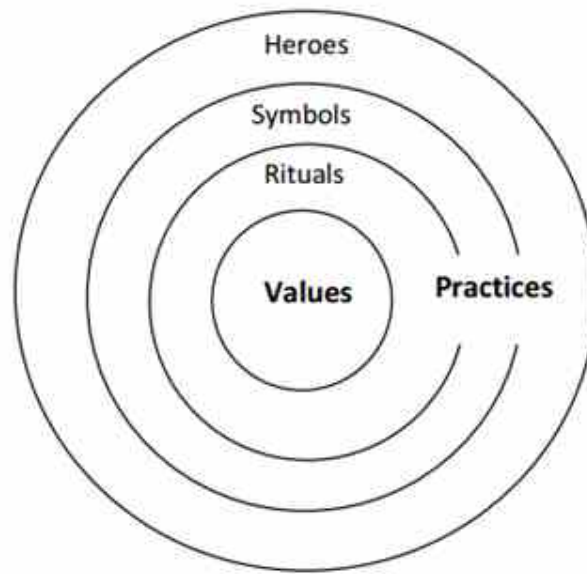
CULTURAL FACTOR

Hofstede (Hofstede, 2007, p. 12) defined culture as “the collective programming of the mind which distinguishes the members of one group or category of people from another”. Hofstede and Hofstede (2005) defined culture using onion model with the diagram shown in. The onion model is a

metaphor used by Hofstede and Hofstede (2005, p. 7) to represent the total concept of culture. Hofstede and Hofstede have taken onion illustration to describe the culture. Like an onion, culture does possess layers and peeling off each layer we may reach at the core of culture. The model consists of four layers which are concentric circles - heroes, symbols, rituals and values.

⁶ Kapferer, J.N. (2012). *The New Strategic Brand Management: Advanced Insights & Strategic Thinking*. 5th [ed], Kogan page, London

⁷ Kapferer, J.N. (1991). *Les marques: capital de l'entreprise (Brands: Corporate assets)*. Paris: Les editions d'organisation.



Hofstede's definition of culture

Hofstede⁸ has also conducted one of the comprehensive studies wherein six dimensions of culture have identified. They are - Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long term Orientation and Indulgence. These six dimensions are applied to understand national culture⁹.

- Power Distance refers to the degree to which the less powerful members of a society accept and expect that power is distributed unequally
- Individualism implies a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families.
- Masculinity refers a preference in society for achievement, heroism, assertiveness and material rewards for success
- Uncertainty Avoidance means the degree to which the members of a society feel uncomfortable with

uncertainty and ambiguity.

- Long term Orientation attempts to explain how every society has to maintain some links with its own past while dealing with the challenges of the present and future, and societies prioritize these two existential goals differently.
- Indulgence is the extent to which people try to control their desires and impulses, based on the way they were raised.

American Chamber of Commerce conducted a survey on counterfeit products consumption in Mexico. The results of a survey on the consumption of counterfeit and pirated goods published by the American Chamber of Commerce – Mexican Chapter indicate that eight out of 10 people have bought counterfeit products. "When asked, respondents cited the low cost of counterfeits and the ease with which they can be found (e.g., at street markets, stands, informal stalls and flea markets) as

⁸ <http://geert-hofstede.com/india.html>

⁹ <http://geert-hofstede.com/india.html>

the principal reasons. In addition, 58% of respondents mentioned that they do not have a negative perception of counterfeiting – so much so that their principal reason for not buying fake products is the low quality of the goods, not that counterfeiting is illegal. The survey also revealed that 50% of people buy counterfeit products every 15 or 30 days, 36% twice a year and 12% daily or once a week.....The majority of respondents recognized that buying counterfeits affects the national economy and its industries, and promotes criminal activity.”

CONSUMER ETHICS

Some researchers claim that consumer's willingness to obtain counterfeit product increases if they discern high product quality prior to the purchase (Eisend and Schuchert-Guler, 2006). According to Muncy and Vitell (1992) consumer ethics includes the moral rules, principles, and standards directing behavior regarding selection, purchases and sale of goods or services.

Consumer normally behaves in the manner which is rational and functional. Consumer ethics is the study of what constitutes right or wrong conduct in consumer behavior. As the decision of consumers occurs in the context of goals that they are striving for, need they want to accomplish and drives; self-regulation theory attempts to explain the process wherein the consumer set the goals, choose means and assessment of the progress of the goals. The theory explains the tendency of the individual to approach pleasure and avoidance of pain. Self-regulation has been described by Baumeister et al (2006) as highly adaptive self-regulation is a highly adaptive,

distinctively human trait that enables people to override and alter their responses, including changing themselves so as to live up to social and other standards.

WAY FORWARD

Alcohol remains an important source of taxation revenue in India and other nations. It is observed that the consumption level is increasing across the socioeconomic strata and the gender. Besides, the counterfeit market in alcohol beverages is also growing frantically at a fast pace. It has been estimated by the FICCI – TARI study report¹⁴ that the loss to the industry due to the counterfeit is 14140 crores. The loss to the Government due to total loss of taxes is 6,309 crores. The increase in the loss to the Government is more than 100% as compared in 2012. One of the significant observations stated by the FICCI – CASCADE report¹⁵ is the drop in the innovation. It has been observed that there is a fall in the ratio of R & D expenditure to operating expenses. The average ratio is the lowest in the top ten industries of 0.08% over the period from 2008 to 2013. Considering various hurdles before the alcohol industry in preventing the existence of counterfeit product, the manager of a prominent alcohol industry would like adopt a strategy to overcome the encounters of counterfeit.

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Exhibit 1				
Alcoholic Beverages Region wise Production and Consumption (2012)				
	East	West	North	South
Production	6.64%	18.67%	39.77%	34.2%
Consumption	8%	8%	35%	49%

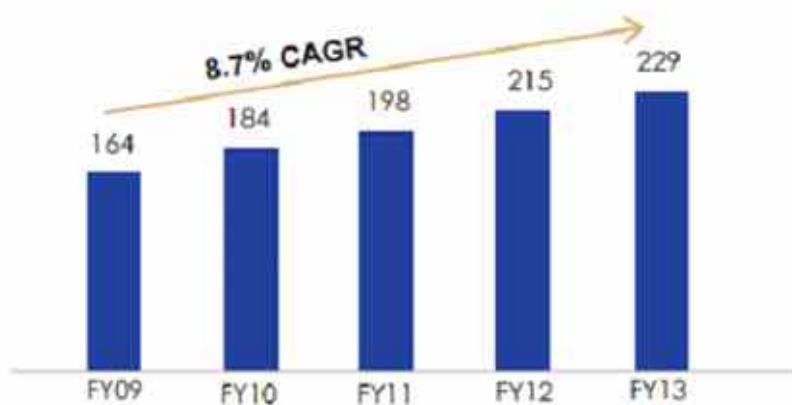
Exhibit 2			
Grey Market (%)		Loss to the industry (Rs crores)	
2014	2012	2014	2012
16.7%	10.2%	14,140	5,626
Source Illicit Markets - A threat to our national interests, FICCI - CASCADE, April, 2015			

Exhibit 3

Percentage of consumption	
Country liquor	12%
Beer	39%
Foreign liquor	49
Source NSS 68th round	

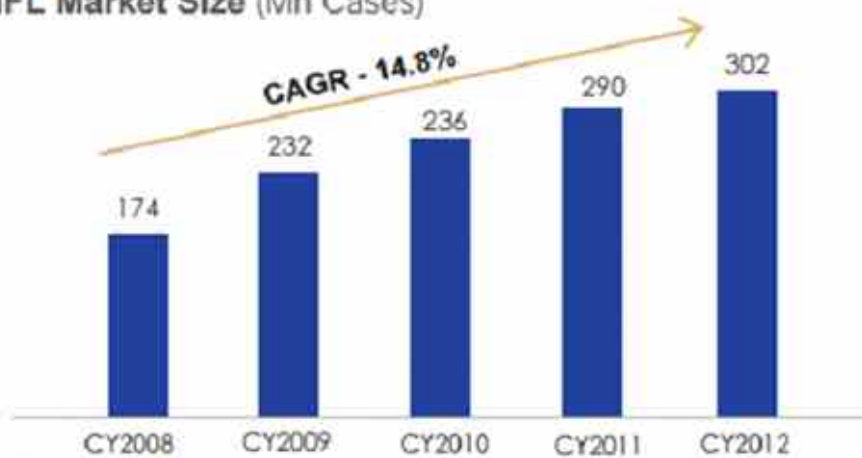
Exhibit 4

IMIL Market Size (Mn Cases)



Source: Four-S research, State excise data

IMFL Market Size (Mn Cases)



Source: Industry report, estimate

Exhibit 5		
Alcoholic Beverages Supply vs Consumption Gap 2012		
Demand	Supply	Gap %
71,361 crores	59,434 crores	16.71%
Source: Compiled from Illicit Markets - A threat to our national interests, FICCI - CASCADE, April, 2015		

Exhibit 6	
States with highest prevailing VAT rates	
States	VAT Rate
Andhra Pradesh	70%-190%
Gujarat	60%
Tamil Nadu	14.5%-58%
Bihar	50%
Maharashtra	20%-50%
Jharkhand	35%
Uttar Pradesh	32.50%
Uttarakhand	5% - 32.5%
Assam	30%
Haryana	15%-25%
Goa	5%-22%
Source: State excise, taxation or commercial taxes departments	

Exhibit 7	
Types of counterfeit trade¹	
Deceptive counterfeit	Non deceptive counterfeit
Where consumers unknowingly purchase counterfeit products at the price of genuine goods. Lack of awareness and incapacity to differentiate between genuine and fake goods act as key drivers for the deceptive counterfeiting trade.	Where consumers willingly buy fake or pirated products, at relatively lower prices than genuine goods.
Source: Compiled from KPMG SMART, 2015	
<p>¹ https://www.kpmg.com/IN/en/IssuesAndInsights/ArticlesPublications/Documents/FICCI-Massmerize.pdf</p>	

Exhibit 8

Counterfeit product - top seven manufacturing sectors in India

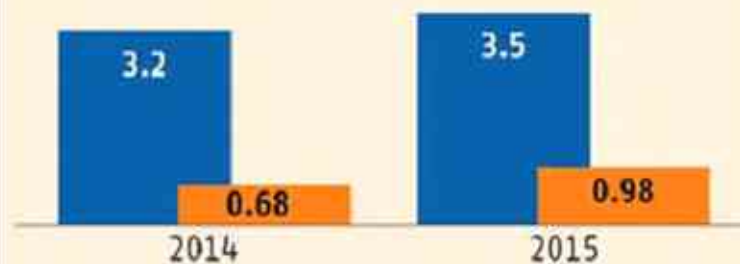
Product Category	Percentage of Growth (% in last two years)
Alcoholic beverages	60.2%
FMCG packaged goods	7.2%
FMCG personal goods	21.9%
Tobacco	31.7%
Mobile Phones	52%
Others (Auto components)	22%

Source: Compiled from KPMG SMART, 2015

Exhibit 9

THE GROWING MARKET FOR FMCG FAKES

■ Overall FMCG market ■ Counterfeit market (in ₹ lakh cr)



Note: Rate of growth of overall FMCG market in 2015 over 2014 is 11.5%; rate of growth of fake FMCG products market in 2015 over 2014 is 44%
Sources: FICCI-KPMG report, industry

Source: *Business Standard*, 08th September, 2015

Exhibit 10

Drivers for counterfeit and pirate activities

Counterfeit or pirate supply	Knowing demand for counterfeit or pirated products
Driving factors	Driving factors
Market characteristics <ul style="list-style-type: none"> - High unit profitability - Large potential market size - Genuine brand power 	Product characteristics <ul style="list-style-type: none"> - Low prices - Acceptable perceived quality - Ability to conceal status
Production, distribution and technology <ul style="list-style-type: none"> - Moderate need for investments - Moderate technology requirements - Unproblematic distribution and sales - High ability to conceal operation - Easy to deceive consumers 	Consumer characteristics <ul style="list-style-type: none"> - No health concerns - No safety concerns - Personal budget constraint - Low regard for IPR
Institutional characteristics <ul style="list-style-type: none"> - Low risk of discovery - Legal and regulatory framework - Weak enforcement - Non-deterrent penalties 	Institutional characteristics <ul style="list-style-type: none"> - Low risk of discovery and prosecution - Weak or no penalties - Availability and ease of acquisition - Socio-economic factors

Source: Economic impact of counterfeiting and piracy, OECD, 2007

Exhibit 11

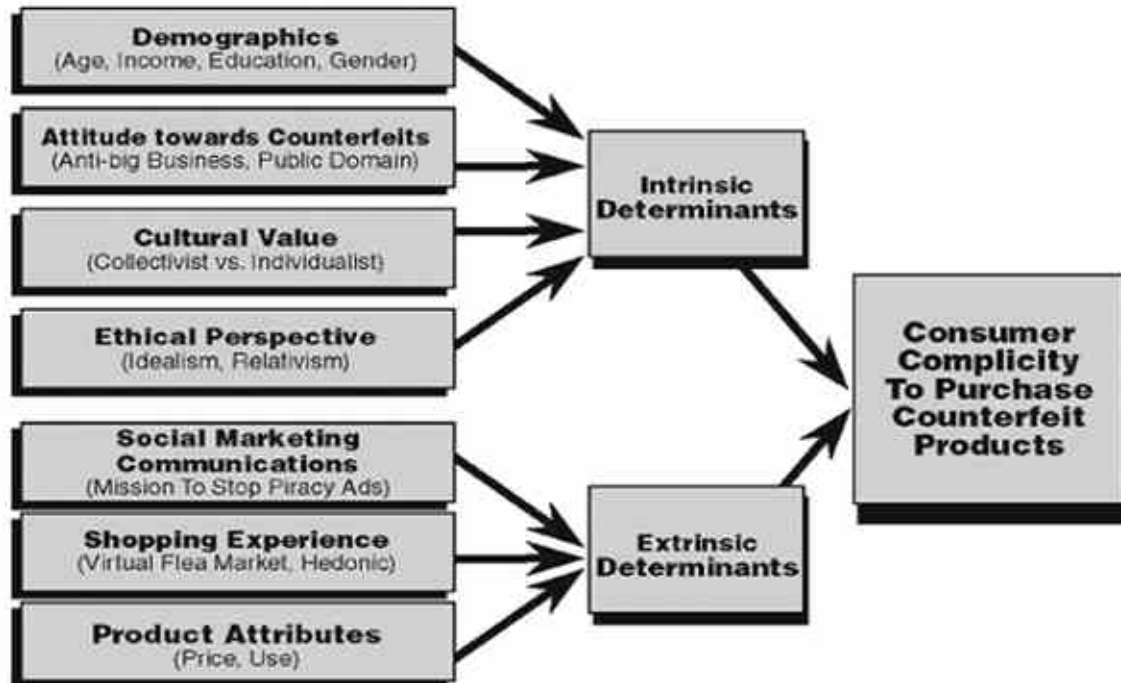
Impact of counterfeit trade

Consumer <ul style="list-style-type: none"> ? Breach of trust ? Health and safety risks 	Government <ul style="list-style-type: none"> ? Loss of tax revenue ? Investment on anti-counterfeiting ? Additional spends on public welfare funds such as consumer awareness campaigns
Economy <ul style="list-style-type: none"> ? Increases flow of black money ? Degradation of employment ? Impacts innovation and growth ? Funds criminal activities 	Companies <ul style="list-style-type: none"> ? Loss of sales and profitability ? Loss of brand image and goodwill ? Additional spending on awareness campaigns and special packaging ? Brand and trademark dilution

Source: Compiled from KPMG SMART, 2015

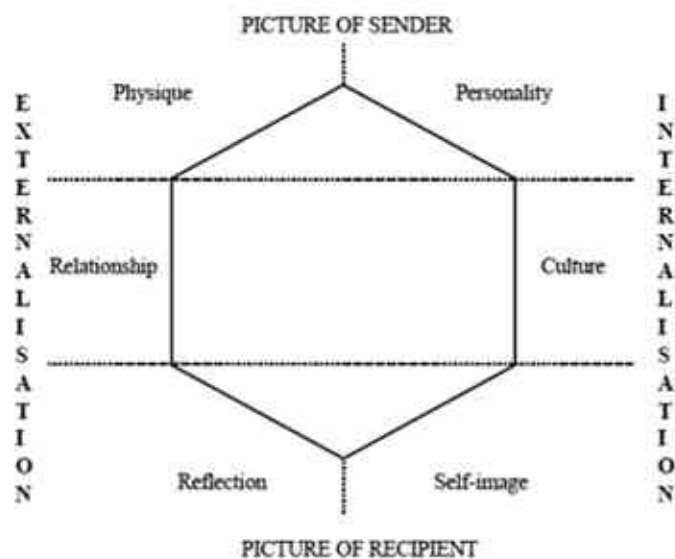
Exhibit 12

Marketing Variables that Influence Consumer Complicity



Conceptual model of consumer complicity. Source: Chaudhry and Stumpf (2007)

Exhibit 13



Brand Identity Prism Kapferer (1991).

Exhibit 14

India's score on Hofstede six dimensions of culture*

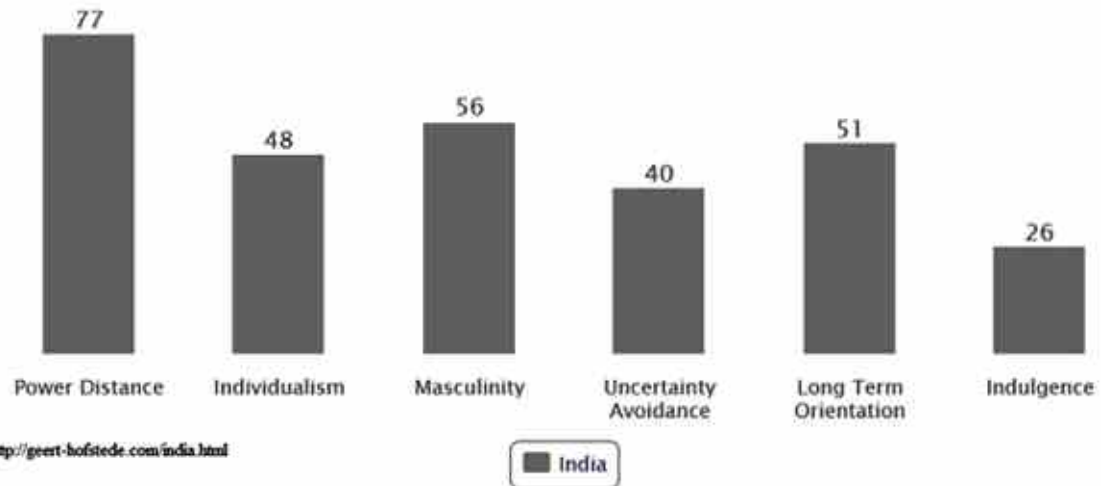


Exhibit 15

Comparison between India and Mexico on Hofstede's six dimensions of culture

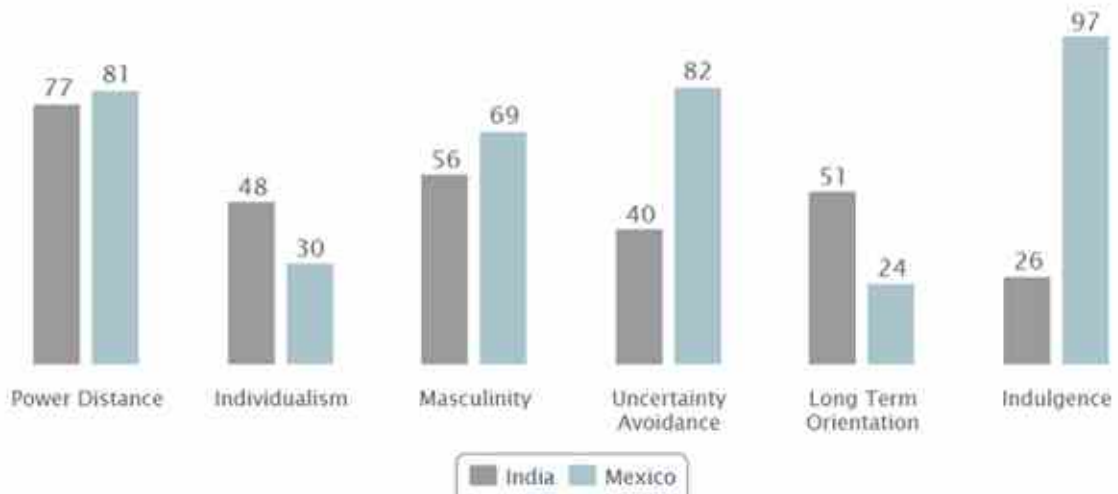


Exhibit 16

Regulatory focus and Regulatory fit[†]

		<i>Reward Structure</i>	
		Gains	Losses
<i>Regulatory Focus</i>	Promotion	Regulatory Fit	Regulatory Mismatch
	Prevention	Regulatory Mismatch	Regulatory Fit

[†] <http://giveadviceeffectively.weebly.com/regulatory-focus--regulatory-fit.html>

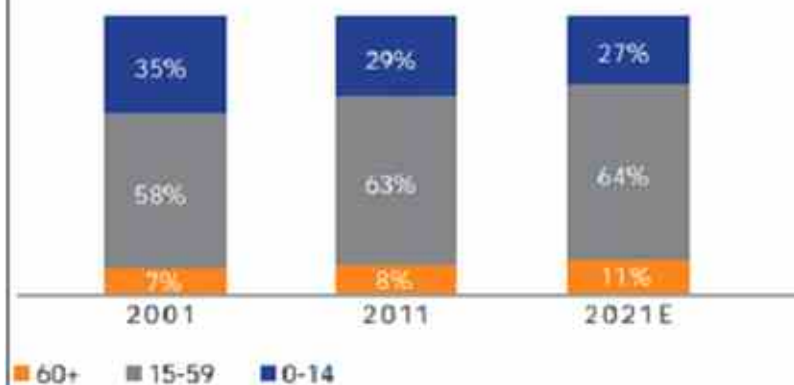
Exhibit 17

Structure of Alcohol Industry in India

Type of Industry	Market share	Pricing	Geographical consumption	Target audience
IMFL	36%	Affordable and competitive	Mostly south India	Above 35
Country liquor	48%	Cheap prices, that is the driving factor	All over/ large scale in tribal belt	Above 35
Beer	13%	Expensive	Urban cities, AP	18-40 years
Illicit Liquor	NA	Extremely cheap/no duty levy	Small towns and villages	NA
Imported Liquor (BIO+ Wine)	3%	Luxury	Metropolitan cities	Women/35 and above

Exhibit 18

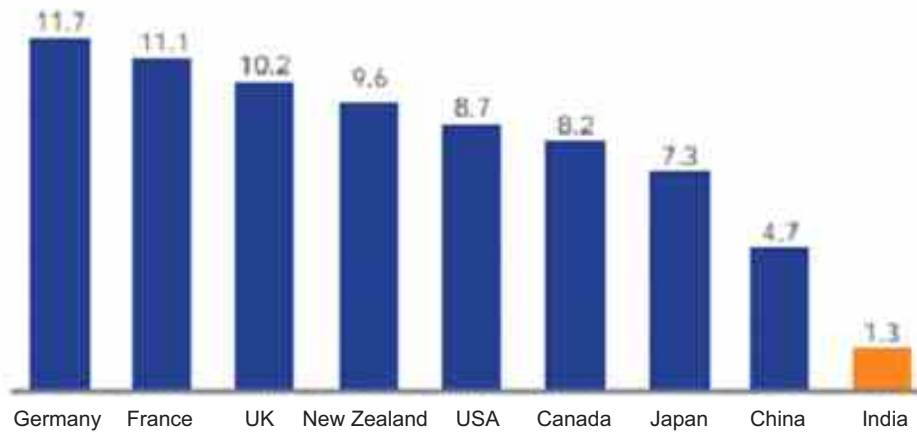
Increasing drinking age population



Source: State of Urban Youth 2012, Office of Registrar General 2006

Exhibit 19

Per Capita alcohol consumption in Bulk litre



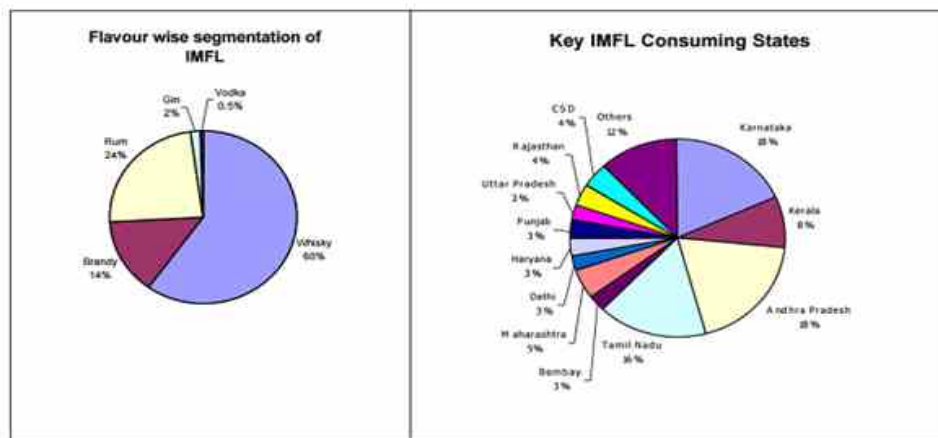
Source: WHO: Estimate for India

Exhibit 20

Differences between IMIL and IMFL

	IMIL	IMFL
Likely Consumer Segment differs in size and status	Socio-economic D, comprising ~40% of population excluding below poverty line population	More affluent, socioeconomic sections C and upwards
Growth is more in sync with population growth	-11% CAGR** for households with Household premiumness index (HPI) *between 6-10 (-SEC D)	Higher growth in IMFL with increasing affluence in India e.g. -14% + CAGR for households with HPI > 10 (SEC C+)
Taste Preference	Local fruit flavor dominated market, varies with states	North India - Whisky, East India - Rum, South India - Brandy & Rum
Point of Purchase	State Government Regulated vendors: BANNED in Southern India, apart from dry states	Standalone retail outlets, department stores and Government owned shops in some states like Delhi
Excise Control	Highly regulated: Distillery must for selling in the state of sale Excise of ₹ 15 per proof Line	Less restricted than IMIL, but higher excise duties of minimum of ₹ 40 per proof Litre
Alcohol Content	~30% on average usually made from rectified spirits in most of the states	42.8% IMFL is made from EMA (higher purity 96%)
Min Retail Price	₹ 30 per nip (smallest size)	Starts from ₹ 45 per nip (cheap brands)
Brand Loyalty	Low with high distributor power and price sensitive consumer	High with multiplicity of purchase options and more affluent consumer

Exhibit 21



Source : Crisil

Exhibit 22

Balance Sheet

	United Spirits	United Brewerie	Radico Khaitan	GM Breweries	Som Distillerie
	Mar '15	Mar '15	Mar '15	Mar '15	Mar '15
Sources Of Funds					
Total Share Capital	145.33	26.44	26.61	11.71	27.52
Equity Share Capital	145.33	26.44	26.61	11.71	27.52
Share Application Money	0.00	0.00	0.00	0.00	0.00
Preference Share Capital	0.00	0.00	0.00	0.00	0.00
Reserves	1,796.75	1,823.19	793.97	114.49	90.65
Revaluation Reserves	0.00	0.00	8.71	0.00	0.00
Networth	1,942.08	1,849.63	829.29	126.20	118.17
Secured Loans	2,578.84	510.89	628.43	26.19	52.63
Unsecured Loans	2,551.99	188.25	110.00	0.06	7.88
Total Debt	5,130.83	699.14	738.43	26.25	60.51
Total Liabilities	7,072.91	2,548.77	1,567.72	152.45	178.68
	United Spirits	United Brewerie	Radico Khaitan	GM Breweries	Som Distillerie
	Mar '15	Mar '15	Mar '15	Mar '15	Mar '15
Application Of Funds					
Gross Block	1,630.40	3,085.83	825.58	130.28	103.73
Less: Accum. Depreciation	560.99	1,274.99	252.84	44.35	39.53
Net Block	1,069.41	1,810.84	572.74	85.93	64.20
Capital Work in Progress	64.55	90.16	0.80	0.77	2.03
Investments	551.07	25.47	98.06	76.75	0.00
Inventories	1,554.24	558.38	213.03	18.94	26.18
Sundry Debtors	1,745.48	964.28	477.81	0.10	59.31
Cash and Bank Balance	239.69	10.76	10.33	9.64	40.23
Total Current Assets	3,539.41	1,533.42	701.17	28.68	125.72
Loans and Advances	3,793.51	420.74	714.92	39.89	58.70
Fixed Deposits	0.00	0.00	0.00	0.00	0.00
Total CA, Loans & Advances	7,332.92	1,954.16	1,416.09	68.57	184.42
Deferred Credit	0.00	0.00	0.00	0.00	0.00
Current Liabilities	1,630.55	1,206.73	472.17	49.84	58.40
Provisions	314.48	125.13	47.81	29.73	13.59
Total CL & Provisions	1,945.03	1,331.86	519.98	79.57	71.99
Net Current Assets	5,387.89	622.30	896.11	-11.00	112.43
Miscellaneous Expenses	0.00	0.00	0.00	0.00	0.00
Total Assets	7,072.92	2,548.77	1,567.71	152.45	178.66
Contingent Liabilities	1,160.20	681.29	285.89	0.00	21.88
Book Value (Rs)	133.63	69.95	61.68	107.88	42.94

Exhibit 23**Profit and Loss Account**

	United Spirits	United Brewerie	Radico Khaitan	GM Breweries	Som Distillerie
	Mar '15	Mar '15	Mar '15	Mar '15	Mar '15
Income					
Sales Turnover	20,600.22	8,238.68	3,212.56	826.54	215.34
Excise Duty	12,550.90	3,546.39	1,724.17	519.20	9.18
Net Sales	8,049.32	4,692.29	1,488.39	307.34	206.16
Other Income	-1,711.69	37.59	44.99	2.36	1.25
Stock Adjustments	20.50	15.65	-7.34	-0.04	7.85
Total Income	6,358.13	4,745.53	1,526.04	309.66	215.26
Expenditure					
Raw Materials	4,802.95	2,010.31	742.88	243.24	103.01
Power & Fuel Cost	28.63	141.92	29.19	1.33	7.29
Employee Cost	618.50	297.37	107.25	8.46	5.36
Other Manufacturing Expenses	0.00	0.00	0.00	0.00	0.00
Selling and Admin Expenses	0.00	0.00	0.00	0.00	0.00
Miscellaneous Expenses	2,133.50	1,637.58	431.32	19.03	67.89
Preoperative Exp Capitalised	0.00	0.00	0.00	0.00	0.00
Total Expenses	7,583.58	4,087.18	1,310.64	272.06	183.55
	United Spirits	United Brewerie	Radico Khaitan	GM Breweries	Som Distillerie
	Mar '15	Mar '15	Mar '15	Mar '15	Mar '15
Operating Profit	486.24	620.76	170.41	35.24	30.46
PBDIT	-1,225.45	658.35	215.40	37.60	31.71
Interest	592.97	72.99	89.94	3.57	2.35
PBDT	-1,818.42	585.36	125.46	34.03	29.36
Depreciation	109.74	207.39	38.32	5.56	3.91
Other Written Off	0.00	0.00	0.00	0.00	0.00
Profit Before Tax	-1,928.16	377.97	87.14	28.47	25.45
Extra-ordinary items	0.00	0.00	0.00	0.00	0.00
PBT (Post Extra-ord Items)	-1,928.16	377.97	87.14	28.47	25.45
Tax	28.34	118.44	19.49	9.83	9.28
Reported Net Profit	-1,956.47	259.53	67.64	18.63	16.17
Total Value Addition	2,780.63	2,076.87	567.76	28.82	80.54
Preference Dividend	0.00	2.22	0.00	0.00	0.00
Equity Dividend	0.00	26.44	10.64	2.92	4.13
Corporate Dividend Tax	0.00	5.83	2.17	0.60	0.84
Per share data (annualised)					
Shares in issue (lakhs)	1,453.28	2,644.05	1,330.39	116.98	275.22
Earning Per Share (Rs)	-134.62	9.73	5.08	15.93	5.88
Equity Dividend (%)	0.00	100.00	40.00	25.00	15.00
Book Value (Rs)	133.63	69.95	61.68	107.88	42.94

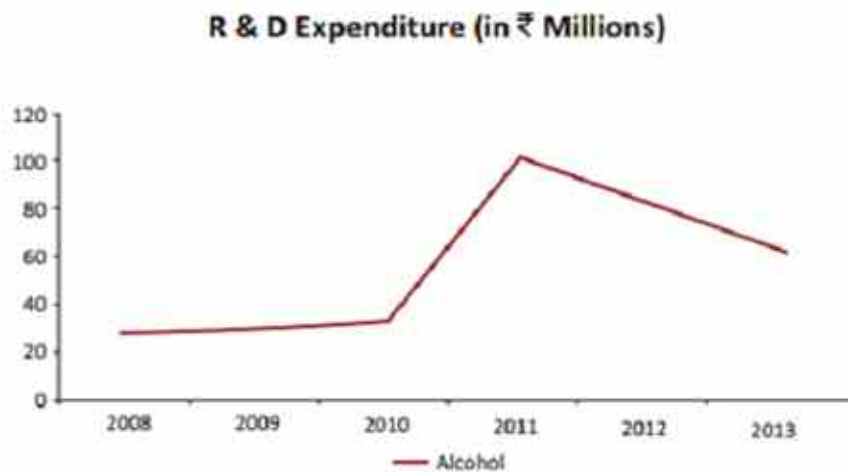
Exhibit 24					
Cash flows					
	United Brewerie	United Spirits	Radico Khaitan	Som Distillerie	GM Breweries
	Mar '15 12 mths	Mar '15 12 mths	Mar '15 12 mths	Mar '15 12 mths	Mar '15 12 mths
Net Profit Before Tax	377.97	-1928.14	87.13	25.45	28.46
Net Cash From Operating Activities	838.65	96.53	250.60	-11.19	19.79
Net Cash (used in)/from Investing Activities	-327.22	-102.57	-82.92	-2.37	-12.71
Net Cash (used in)/from Financing Activities	-571.81	-199.84	-172.64	47.44	-2.80
Net (decrease)/increase In Cash and Cash Equivalents	-60.38	-205.88	-4.96	33.88	4.29
Opening Cash & Cash Equivalents	66.47	391.80	15.29	6.35	5.36
Closing Cash & Cash Equivalents	6.09	185.92	10.33	40.23	9.64
Source : Dion Global Solutions Limited					

Exhibit 25**Yearly**

	Som Distillerie Mar '15	GM Breweries Mar '15	Radico Khaitan Mar '15	United Brewerie Mar '15	United Spirits Mar '15
Sales Turnover	207.34	307.43	1,488.39	4,692.29	8,049.34
Other Income	--	2.27	44.99	37.59	135.73
Total Income	207.34	309.70	1,533.38	4,729.88	8,185.07
Total Expenses	175.61	272.11	1,317.99	4,071.53	7,538.83
Operating Profit	31.73	35.32	170.40	620.76	510.51
Profit On Sale Of Assets	--	--	--	--	--
Profit On Sale Of Investments	--	--	--	--	--
Gain/Loss On Foreign Exchange	--	--	--	--	--
VRS Adjustment	--	--	--	--	--
Other Extraordinary Income/Expenses	--	--	--	--	--
Total Extraordinary Income/Expenses	0.06	--	--	--	-1,871.67
Tax On Extraordinary Items	--	--	--	--	--
Net Extra Ordinary Income/Expenses	--	--	--	--	--
Gross Profit	31.73	37.59	215.39	658.35	646.24
Interest	2.40	3.57	89.94	72.99	592.97
PBDT	29.39	34.02	125.45	585.36	-1,818.40
Depreciation	3.91	5.56	38.32	207.39	109.74
Depreciation On Revaluation Of Assets	--	--	--	--	--
PBT	25.48	28.46	87.13	377.97	-1,928.14
Tax	9.31	9.83	19.49	118.44	28.34
Net Profit	16.17	18.63	67.64	259.53	-1,956.48
Prior Years Income/Expenses	--	--	--	--	--
Depreciation for Previous Years Written Back/ Provided	--	--	--	--	--
Dividend	--	--	--	--	--
Dividend Tax	--	--	--	--	--
Dividend (%)	--	--	--	--	--
Earnings Per Share	5.88	15.91	5.08	9.82	--
Book Value	--	--	--	--	--
Equity	27.52	11.71	26.61	26.44	145.33
Reserves	90.65	114.49	793.97	1,823.19	1,796.75
Face Value	10.00	10.00	2.00	1.00	10.00

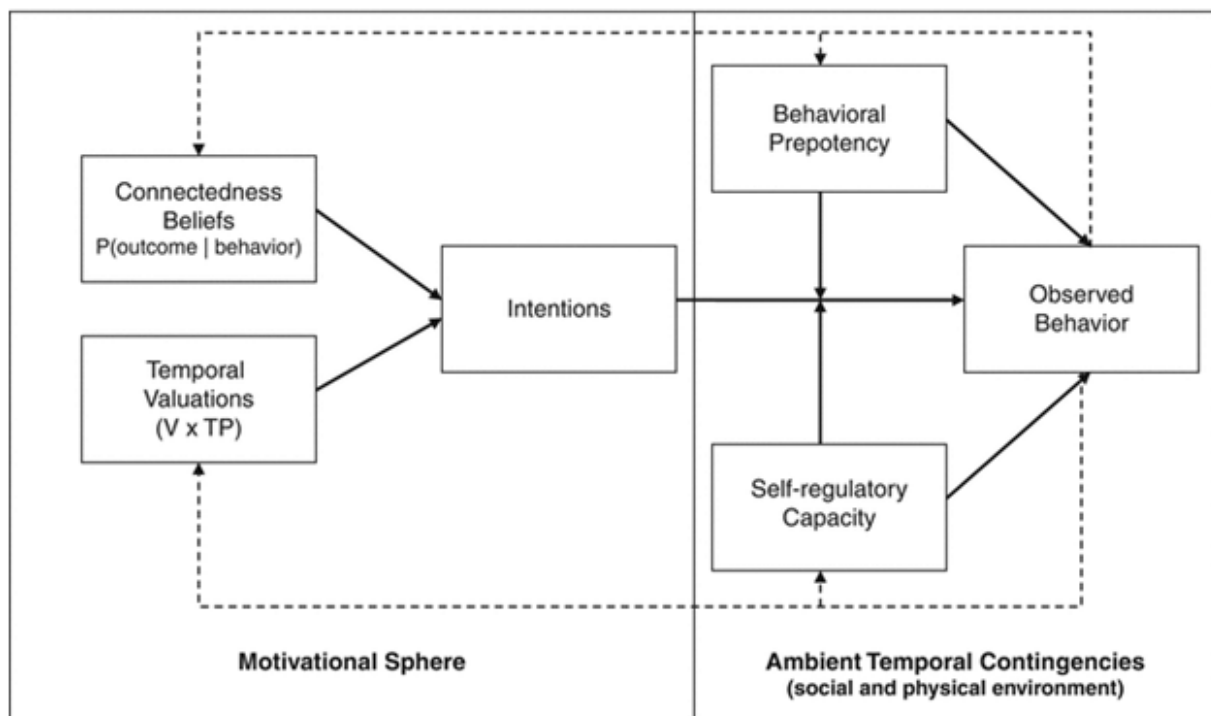
Source : Dion Global Solutions Limited

Exhibit 26



Source - <http://tari.co.in/wp-content/uploads/2015/07/Alcoholic-Beverages.pdf>

Exhibit 27
Self-Regulation theory



CASE STUDY

An Empirical Study On Consumer Needs, Values and Beliefs: A Prespective Of The Indian Urban Segments

Shivukumar Upavasi*

ABSTRACT

Consumer Sovereign markets demand desirable products for affordable prices configuring the value proposition influenced by their buying motives. In India the rural and the urban segments are potential due to their strong consumer bases. The scope of the research of this article is to evaluate empirical evidences that influence the consumer buying motives followed by needs, values and beliefs. In order to perceive the physiological objectives various quantitative methods have been adopted to evaluate consumer decisions in selecting their dignity based choices. Though products differ in their attributes but the consumer choose by their own mind set respective of various factors that club in a black-box.

KEYWORDS: Consumer, Products, Values, Markets, Brand.

Introduction

Consumer is “the study of the processes involved when individuals or groups select, purchase use of dispose of products, services, ideas or experiences to satisfy needs and desires” (Solomon 1995, 7). As rational behaviours are unpredictable due to conflicts in a decision making process of a consumer, the significance of studying consumer behaviours has become essential for leading Global Brands in order to survive in the markets. Adopting new strategies like appropriate segmentation, configuration of values, consumer education, customer retention are few among them to compete and sustain in the long-run for marketing companies.

Defining needs, values and beliefs.

Needs are essential to a body, a social order or an identity that has to be satisfied. Needs therefore are objective, compelling,

existential, universal and most important essential. (Slater, Don “Needs / Wants”) As needs point the essential urge to be met in a stipulated period of time they ignore values to a certain extent. Our physiological needs like food, water and clothes are always under pressure to be met timely in the routine course.

Values are the ideals that give significance to our lives that are reflected through the priorities we choose, and that we act on consistently and repeatedly
(Brain hell 1944:39)

Values are the attitudes that enforce to choose our special attributes in a product while selecting from the alternatives. “When consumers are confronted with too many choices, their decisions become increasingly informed by shared beleiefs”
(Jasper Cunde)

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The standard philosophical analysis of belief is that it has two components, 'content' and 'attitude'. (Maichall Lacewing)

When we adopt values we start believing in them and our belief becomes a custom or a tradition that constitutes a culture or habit.

Objectives

- a) To evaluate needs, values and beliefs of a consumer by applying quantitative methods.
- b) To provide empirical evidences in discussing the significance of needs, values and beliefs in influencing the buying motives of a consumer.
- c) To present the frame work of classification of products based on the consumer needs, values and beliefs.

Methodology

Quantitative methods are applied for generating results from the resarch sample. Results will be followed by findings and limitations of the scope of the research respective to the case. Secondary data sources like newspapers, websites, case studies, academic journals and business magazines are used for collecting various facts and figures pertaining to the scope of the research.

1. Consumer Needs

In the marketing context, the term 'consumer' refers not only to the act of purchase itself, but also to patterns of aggregate buying which include pre-purchase and post purchase activites. (Abdul Borosekhan & Dr.C. Muthu Velayatham). Basically needs are the adequate sources for designing a product. Accourding to John Galbirth, Candian-American economist, author of the Affluent Society (1958), true needs are, by definition, urgent to satisfy given that they

are grounded in physical necessities. Unlike false or created needs, they do not ask for the intervention of an external entity to call attention to their existence.

(Needs and wants)

As Abraham Maslow has stated that human needs are safety needs, social needs, esteem needs and self actualization. If you are in a forest and feeling thirsty, the water in the pond or lake will be drunk by you. And in other case if you are in a locality you may use mineral water and if possible your selected brand. In both cases you consume 'water' but as situations differ do the choices. Needs are more powerful when they are essential and weak when created (luxuries & comforts). Consumer choices depend upon spending on both types of needs. The pressure of spending on essential products is more compared to the non-essential.

Some of the classic examples are small shampoo sachets, small toilet soaps, one-rupee pouch coconut oil etc. In choosing such products consumers of the urban and the rural segments want to spend a part of their income ignoring value configuration by choosing cheap goods. If needs are more powerful than values consumers spend on their needs.

Research Sample & Methodology

To evaluate the significance of spending on needs a cluster of daily wages workers who work for a construction company was selected. The pressure to spend on needs is more compared to values. So, both income and expenditure have been recorded and mode of expenditure to evaluate the significance of needs. Co-relation between income and expenditure was calculated.

Table: 1.1 The wages and the expenditure of a cluster (group) working for a construction company are as follows:

Age & Gender	Grade	Wages per day in Rs.	Expenditure per day in Rs.	Mode of Expenditure
42 (M)	A	450	250	Food + Petrol + Liquor
30 (M)	B	350	150	Food + Gambling
23 (M)	C	250	100	Food + Loan + Medicine
22 (F)	C	200	200	Food + Loan + Liquor
14 (Minor)	D	150	100	Food + Loan

Hypothesis: When there is a pressure to spend on needs, income and expenditure are not co-related to each other.0.5306

Coefficient of co-relation = 0.5306

There is no co-relation between income and expenditure

Findings

- Income is not proportionate to expenditure and spending pressure is more in some cases.
- When needs are stronger than values consumer spend on his needs and those needs may ignore values.
- Buying motives are influenced by purchasing power whereas consuming motives are influenced by physiological needs.

When $n > v = I = E$

And if $n < v = I \neq E$

N= Needs V=Values
I= Income E= Expenditure

Limitations

- Physiological needs are time based and vary according to different situations.
- Values are more significant and needs are essential.
- The scope of the research is limited to the selected cluster.

2. Consumer Values

Values are preferences in a desirable product and to propose them, the consumer configures various attributes like price, quality, brand etc. Let us go through this example in order to understand the value types that can be formed for a particular situation.

A boy wanted to purchase a new company biscuit packet and formation of values can be as follows:

- "How it will taste"? (Perception Value)
- What is its cost? (Price value)
- "Will my father accept it"? (Brand value)
- "Shall I go and purchase now"? (Motivational value)

In a consumption cycle the consumer add values in three phases

- Prior to purchase of a product.
- After purchasing a product.
- Attitudes influenced by consumption.

The following values can be listed in all the three phases of a consumption cycle.

- | | |
|------------------------|---------------------------------------|
| a) Perception value | } Prior to purchase of a product |
| b) Motivational value | |
| d) Propositional value | |
| e) Price value | } After purchasing a product |
| f) Performance value | |
| f) Relational value | |
| g) Reference value | } Attitudes influenced by consumption |
| h) Personality value | |
| I) Society value | |

Research Sample & Methodology

A traditional family was identified for recording the values that they add values in all the three cycles of consumption of a product. The product sample can be any popular brand like Colgate paste or Parle-G glucose biscuits which are household brands

in India. Totally the nine values of the consumption cycle were recorded by an oral interview based on physiological objectives as right and wrong. A new mathematical phenomenon was introduced to calculate percentage of added values in a consumption cycle.

Table 2.1: List of values added by the family members in all the three phases of the consumption cycle of a product.

Occupation	Age & Gender	Prior to purchase the product			After purchasing the product			Attitudes influenced consumption		
		Perceptio nal value	Motivation al value	Propositiona l value	Price value	Performan ce value	Relationa l value	Referenc e value	Personalit y value	Societal value
		P ₁	P ₂	P ₃	Q ₁	Q ₂	Q ₃	R ₁	R ₂	R ₃
Lawyer	66 (M)	✓	✓	✓	✓	✓	✓	✓	✓	✓
House wife	58 (F)	✓	✗	✓	✓	✓	✓	✓	✗	✗
Lecturer	38 (F)	✓	✓	✓	✓	✓	✓	✓	✓	✓
House wife	35 (F)	✓	✗	✓	✓	✓	✓	✓	✓	✓
Student	14 (M)	✓	✓	✗	✗	✗	✓	✗	✗	✗
Student	11 (F)	✓	✓	✗	✗	✗	✓	✗	✗	✗
		06	04	04	04	04	06	04	02	02

Calculation of Values

Where V₁ – Values of first phase
N – No of Members

V₂ – Value of second phase
V₃ – Value of third phase

$$V_1 = \frac{P}{N} \quad V_2 = \frac{Q}{N} \quad V_3 = \frac{R}{N}$$

$$V_1 = \frac{P_1 + P_2 + P_3}{N} \quad V_2 = \frac{Q_1 + Q_2 + Q_3}{N} \quad V_3 = \frac{R_1 + R_2 + R_3}{N}$$

$$V_1 = \frac{06 + 04 + 04}{6} \quad V_2 = \frac{04 + 04 + 06}{6} \quad V_3 = \frac{04 + 02 + 02}{6}$$

$$V_1 = \frac{14}{6} = 2.33 \quad V_2 = \frac{14}{6} = 2.33 \quad V_3 = \frac{08}{6} = 1.33$$

$$V = \frac{V_1 + V_2 + V_3}{V_p}$$

Where V is the net value of all phases and V_p is the no of phases

$$V = \frac{2.33 + 2.33 + 1.33}{3} = 5.99$$

$$V = \frac{6}{3} \text{ (rounded off to 6)}$$

$$V = 2$$

Calculate for 100 %

$$= 100 \times \frac{2}{3} = 66.66\%$$

Values added by the cluster members to the product = 67 %

Let us try another methodology

$$\begin{aligned} \text{Net Value (V)} &= \frac{\text{Total Values of all Phases}}{\text{No of persons X Value types}} \times 100 \% \\ &= \frac{14 + 14 + 08}{6 \times 9} \times 100 \% \\ &= \frac{36}{54} \times 100 \% \\ &= 0.6666 \times 100 \% \\ &= 66.66 \% \\ &= \mathbf{67 \%} \end{aligned}$$

The net value added by a family in consumption of the product is 67 % in all the three phases of a consumption cycle.

Findings

- Mathematical calculations are based on physiological objectives.
- Value types are attitudes and it is not related to utility or degree of satisfaction.
- Formation of values and its types differ from product to product as well as consumer to consumer.

Limitations

- Value phases and value types differ for other clusters
- The scope of the research defends the

pertaining case only.

- It is based on physiological objectives and utility is not the same after consuming the product.

3. Consumer Beliefs

In the urban and the rural segments people still enjoy direct shopping and like to spend time and proportionate income for this task. Following are the beliefs of the consumer based in the urban and the rural areas.

- Weekly markets are still the optimum

choices to purchase products like vegetables, grocery and eatables.

- FMCG like toilet soaps, toothpaste, coconut oil etc are commonly shared by the family members and no individual choices will be entertained.
- Festivals, fairs, marriages and cultural traditions are supported by special purchases.
- Patriotic feelings about marketing products such as swadeshi, ayurveda and herbal are forming strong niches.
- Brand Sovereignty is acceptable like they accept their Kuladevta (God

diety). Brand specification has affected leading brands like 'Ponds' launching the tooth paste under the same brand.

Research Sample & Methodology

In an open survey a group of households were examined related to the purchasing points for not less than a month. Some were contacted orally and some were observed. Based on the information the following list has been generated. A new mathematical phenomenon was introduced to calculate the percentage of customers visiting different purchasing points.

Table-3.1-List of sellers who sell different type of goods in an urban area.

	Hawkers	Entrepreneurs	Kirana shop	Stationary shop	Super Market
Grocery	✓	✓	✓	✗	✗
FMCG	✗	✓	✓	✓	✓
Mobile Accessories	✗	✗	✗	✓	✓
Footwear	✗	✓	✗	✗	✗
Garments	✗	✓	✗	✗	✗
Total	01	04	02	02	02

Calculate the following beliefs for 100 %

- 1) Hawkers = $\frac{01}{05} \times 100\% = 20\%$
- 2) Entrepreneurs = $\frac{04}{05} \times 100\% = 80\%$
- 3) Kirana = $\frac{02}{05} \times 100\% = 40\%$
- 4) Stationary = $\frac{02}{05} \times 100\% = 40\%$
- 5) Super Market = $\frac{02}{05} \times 100\% = 40\%$

Findings :

- a) Entrepreneurs are at the top and the Kirana, the Stationary stores and the Supermarkets share the second place commonly.
- b) Kirana shops and stationery shops have regular business and investments are

one fourth of a super market. So, supermarkets, malls and retails chain stores have failed in these segments.

- c) The role of intermediaries is critical for pushing a brand as they are believed to be the confidential consumer educators in these segments.

Limitations.

- a) Changing lifestyles will affect the traditional beliefs.
- b) The scope of the research is limited for the pertaining case.
- c) Communication technology is changing the customer mind sets of these segments.

4. Classification of products based on needs, values and beliefs of a consumer in an urban segment.

Table 4.1.List of products classified based on needs, values and belief.

Product	Character ships	Needs, Values & Beliefs
1. Nirma Washing Powder	Low prices ,sustain the Situation and short term benefits.	Need
2. Colgate Paste	High Price Hygienic Long term benefits.	Values & Belief
3. Parle-G Glucose Biscuits	Medium Price Tasty Evergreen	Needs, Values & Belief
4. Parachute Coconut-oil	High prices Natural flavor Trustworthy	Values & Belief
5. Nokia-batteries for Mobiles	Reasonable Price Guarantee & Warranty Better back_up	Needs, Values & Belief
6. Rajanikanth Movies	Unique style Passion of challenging Adored personality	Belief
7. Patanjali Tooth paste (Dantha Kanthi)	Made in India, Patriotism, Swadeshi	Values & Belief

Conclusion

The article has focused on the consumer needs, values and beliefs respective of pre-purchase and post-purchase behaviors. By applying quantitative methods the significance of spending on needs is explained. Apart from that calculation of physiological objectives based on a new methodology is presented to study the attitudes of the consumer in the rural and

the urban segment. Few examples supporting the scope of the research have been explained in the table of classification of products based on needs, values and beliefs of the urban consumer are analysed respective the objectives of the research. Hence the empirical evidences are listed in findings and limitation of the research is also verified.

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QUOTES

"If you don't build your dream someone will hire you to help build theirs."

Tony Gaskins Motivational Speaker

*"Never let the opinions of others control your life for they are only a mere reflection of their own experience, beliefs and perception.
Take only what is productive and useful to you."*

Anonymous

*"Believe it, Conceive it, take steps to Achieve it.
Then leave the rest to God and prepare to Receive it!!"*

Anonymous

*"The best portion of your life will be the small, nameless moments
you spend smiling with someone who matters to you."*

Anonymous

*If friendship is your weakest point, then, you are the
strongest person in the world.*

Abraham Lincoln

RESEARCH

Medical tourism in India and the Health policy of the NDA government: An overview

Dr. Aniruddh Bhaidkar* & Dr. Aniruddha Goswami**

ABSTRACT

Over the last decade Medical tourism which is also called as health tourism or wellness tourism has become a main stream phenomenon and has been growing exponentially. The growth and penetration of the internet and the information revolution that has been created due to it has affected almost all the sectors of business and commerce. Healthcare is one such sector which has rapidly customized and upgraded itself to get in sync with the information revolution. This has opened up new avenues for patients across the globe to seek advanced medical care at affordable price. The prevalence of long waiting lists in the UK, or the prohibitively expensive costs in the US have encouraged patients to look overseas for their medical treatment needs.

India is one such country which has been suitably poised to fill in this lacuna. Indian health care sector is considered one of the largest in terms of both revenue and workforce employment. Indian medical tourism industry is expected to reach \$6 billion by 2018, with number of people arriving in the country for medical treatment set to double over next four year. (Benur 2014). The current NDA dispensation seems to have acknowledged this potential and is seen taking several steps to promote and facilitate the growth of Medical Tourism Industry in India. The article looks at the Medical tourism industry in India as a whole, the strategic advantage of India and the steps taken by the current NDA government to promote and facilitate the growth of the medical tourism industry in India.

KEYWORDS : Medical Tourism, Health, Government

Medical Tourism: A Birds Eye View

Medical tourism is a broad term covering a wide range of health services with a subset of patient mobility entailing travel beyond the national borders to seek quality of healthcare services at an affordable cost. The Medical tourism industry is complex, volatile and a dynamic industry with a wide spectrum of factors contributing towards the consumption and production of health services. It includes the economic environment of a country, political

instability, travel and tourism restrictions, policy changes at a domestic level and availability of advanced and innovative forms of treatment (Dogra & Dogra, 2015; Zhan, 2014).

A good flow of patients can be seen from Organization for Economic Development and Cooperation (OECD) countries to Lower and Middle Income Countries (LMIC) having a potential impact on the Health economy of the OECD countries. Therefore, OECD countries are capitalizing

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on the Medical tourism, one example being bilateral ties between OCED countries, like United States of America (USA) to Mexico. Although it is difficult to identify the total number of people travelling across the borders to purchase medical treatments- also known as medical tourists, the market of medical tourism has soared in the past decade, globally . In an article by reported that, the global Medical Tourism market estimated a gross profit of around \$60 billion USD annually with a growth rate of 20% per annum.

In a report by McKinsey and Co suggests that, annually around 60,000 – 85,000 medical tourists travel abroad for medical treatments. This figures appears smaller when other figures come into the game . For example, it is reported that, a whopping number of 500,000 patients have visited Bumrungrad Hospital in Bangkok in the year 2003 and by the end of 2005, 93,000 patients were only from Arab countries. Similarly, in that context, medical tourists travelling to India were estimated to be 200,000, in Singapore a turnover of around 350,000 medical tourists and 200,000 for Cuba . Also, in the year 2007, residents from the USA accounted around 50,000 – 120,000 as medical tourists and similarly in the United Kingdom in 2010, 63,000 people travelled overseas to seek medical treatments (Johnson & Garman, 2010; Noree, Hanefeld, & Smith, 2016).

If a global map of Medical Tourism destinations is envisioned, it will include India, Thailand, Singapore and Malaysia in Asia, Brazil, Mexico and Cuba in Central and South America, Dubai in Middle East and South Africa. Some Medical Tourism destinations have established themselves as healthcare city. For example, from 2001 Singapore was promoted as a center of biotechnological and biomedical

innovation. Similarly, Dubai was also emerged as a Dubai Health Care City (DHCC) in the last decade (Crone, 2008; Cyranoski, 2001).

Medical Tourism in India and Efforts Made So Far:

With quality of health services at an affordable cost and increase in the number of internationally accredited hospitals, India is emerging as one of the top destinations in the global medical Tourism industry . In a report by cited that, India ranks second in the global Medical Tourism market after Thailand in attracting more number of medical tourists annually. From 2 internationally accredited hospitals in 2005 in India, the number escalated to 30 as of 2015 (Rathi, 2016).

Government of India is putting efforts to introduce various policies to promote Medical Tourism in India. One being introduction of medical visa, 'M' and 'MX' category which led to increase in the number of medical tourists to India from 56,129 in 2013 to 134,344 by 2015. The number of such medical tourists travelling to India is increasing by 20-25% annually. Nearly 50% of the medical tourists travelling to India come from neighboring countries which includes Bangladesh, who dominates the market, Afghanistan, Pakistan and Middle East (Gupta et al., 2015).

The National Health Policy 2002 made it easier for the private hospitals to import pioneering cutting edge technological equipments to India thereby promoting many healthcare organizations in India as world class facilities. The state of Karnataka is in the process of setting up Bangalore as a Intranational healthcare city called as Bangalore International Health City

Corporation (BIHCC) to provide comprehensive medical treatments to medical tourists (Zhan, 2014).

Similarly, the state government of Maharashtra has put up efforts to introduce Medical Tourism Council of Maharashtra (MTCM) and government of Gujrat has introduced a policy to promote medical tourism with a goal to create an integrated medical tourism package based on the location of the hospital, culture and its heritage. Medical Tourism in Kerala grew without any efforts because of its famous Ayurveda therapies. Major hospitals in Kerala have joined hands with the government to promote Medical Tourism in the state (Rai, Chakrabarty, & Sarkar, 2014).

"*Incredible India*", a campaign conducted by the Ministry of Tourism promotes wellness tourism with the help of media which includes yoga and meditation packages. A similar effort has been put up by the National Accreditation Board for Hospitals (NABH) to promote Health and Wellness Tourism in India. Indian Government is also offering incentives and tax rebates to various healthcare and pharmaceutical companies involved in promoting Medical tourism in India (R. Mishra & Shailesh, 2012; S. Mishra, 2014).

Private hospitals in the India are leveraging their efforts to increase their revenue as they are aware of the growth potential of Medial tourism industry and a good business opportunity for them. If big players like Apollo, Fortis and Max Healthcare are considered, 15-20% of their revenue is generated through Medical tourism. Fortis' groups newly introduced hospital in Gurgaon, Haryana is yielding more than 40% of its revenue through medical tourists (Rathi, 2016; Sengupta, 2011).

Apart from all these efforts put up by the private and public health sector of India, it has only 2% of the global wellness market share pointing out underutilization of the potential India has. Therefore, in order to promote the growth of the medical tourism market share of India, effective measures should be taken from a top to bottom levels of the community. Efforts should be made to promote the health and hygiene of the community, infrastructure should be developed in terms of security, safety and connectivity for the medical tourists travelling to India (R. Mishra & Shailesh, 2012).

Why India a Prime Destination for Medical Tourism?

Over the past decade, India has become one of the premier destination for healthcare travel across the globe. This is because of the range of factors that govern the overall quality of care. From a wide range of treatment and procedural options, state of the art facilities, infrastructures, to a skilled workforce to perform complex medical procedures and all these with virtually zero waiting period. The list of advantages goes on, in making India a sought-after destination for Medical tourism (S. Mishra, 2014; Rathi, 2016).

■ State of the art facilities and Leading edge Technologies

According to the official website of Indian Healthcare tourism, India has around 22 Joint Commission International (JCI) accredited hospitals, which is a good number, when compared with other countries in Asia. These accredited hospitals can provide the quality of care at or beyond the global standards. Similarly, most of the healthcare providers and recognized hospitals have invested in cutting edge medical technologies to ensure

utmost quality of care delivery. From leading technologies required to perform heart surgeries, neuro surgeries, cancer care to recent revolutionary advancements in robotic surgeries, radio surgeries with cyberknife stereotactic options, etc. all are available in India (India: A Premier Healthcare Destination, 2016; R. Mishra & Shailesh, 2012).

■ Skilled Health Workforce

Apart from the state of the art facilities and frontier technologies provided by the hospitals, India also has world class skilled health workforce on the frontline providing superior care of the highest standards. Around 1.2 million medical (allopathic) doctors, 2 million nurses and 0.17 million dental surgeons, India has one of the largest health workforce in South Asia. Many of these health professionals have established their reputation as leaders, globally (Gupta et al., 2015; India: A Premier Healthcare Destination, 2016).

■ Monetary Benefits

Financial savings is one of the key factor attracting medical tourists to India. The quality of care at a reasonable cost makes India a sought-after destination in global medical tourism market. The benefits of the combination of quality of care and cost advantage are beyond imagination. For example, the difference in cost of any major treatment ranges from 5 to 20 times cheaper when compared with Western countries and 80-90% of what other South Asian countries charge. The estimated 600,000 medical tourist who land into India to seek healthcare services are not because of the cheaper costs when compared with other countries, but because of the quality of healthcare provided at a reasonable cost (R. Mishra & Shailesh, 2012; Sengupta, 2011).

■ Virtually Zero Waiting Period

In certain countries, especially western, even getting an appointment for any planned surgery becomes difficult. It can take up to 3-6 months and sometimes more. But in case of India, a swift and immediate attention is assured to medical tourists. Technically, a zero-wait period can be promised to any kind of treatment ranging from a complicated heart surgery, neuro surgery or a planned hip or knee replacement, dental, cosmetic surgery, etc. (India: A Premier Healthcare Destination, 2016; Sagar & Latha, 2014).

■ Hospitality

Apart from all the factors influencing the medical tourists to select India as their medical tourism destination, Indian hospitality cannot be under estimated as the warmth and hospitality Indian hospitals offer to international patients also plays as a big factor in selecting India as a healthcare tourism destination. Also, India has the highest percentage of English speaking people when compared with other medical tourism destinations, which gives India an upper hand (Goel & Kumar, 2010; Sagar & Latha, 2014).

Modi Government and the Health Policy:

One of the Key focus areas of the Modi government is to attract FDI in India and the Prime Minister is seen aggressively pushing for increased investment in the country under the Make in India initiative. Medical tourism is a key area which has a great potential to enhance the quality of the medical sector and help bring in FDI to the Country. This section focuses on MT in the context of current policy changes and its impact on the healthcare system in India.

The global medical tourism industry was estimated at USD 10.5 billion in 2012 and is expected to grow at a rate of 17.9 percent

from 2013 – 19 to reach USD 32.5 billion in 2019. India has seen double digit growth in the medical tourism industry for several years in a row. Recognizing its potential the Modi government has undertaken a string of steps to promote the growth of medical tourism in India.

On January 14th, 2016, chairing the first meeting of the National Medical & Wellness Tourism Promotion Board MOS Tourism Mr. Mahesh Sharma announced a series of initiatives to facilitate medical and wellness tourism in the country. The government intends to simplify the experience for the medical tourist by creating a single window facility to connect various Medicare and wellness systems throughout the country.

Other measures announced included setting up e visa counters for the incoming tourists, issuing them prepaid and activated SIM cards upon arrival and setting up a web portal featuring the best healthcare facilities on offer. Several prominent doctors like Dr. Naresh Trehan, Dr. Devi Shetty and other business leaders were present at the meeting. Through this initiative, the government intends to integrate Allopathy, Ayurveda, Yoga and other Medicare systems. (The Indian Express, Jan 14th, 2016). Further to this development the center is set to announce E visas for international patients seeking prolonged medical care at recognized medical centers.

E VISA : Applicants from nearly 150 countries eligible for e-tourist visas will be able to send online applications for medical visas with scanned copies of medical prescriptions from a government-accredited hospital of his/ her country. The applicant's biometric details will be taken on arrival.

The short term medical visa will be valid for 30 days from the date of arrival, after which the home department of individual states can extend it by up to one year, provided the application is based on a medical certificate backed by documented advice from a specialized and reputed hospitals here. Further extension can be granted only by the MHA. “Amitav Ranjan, Indian Express May 4, 2016”

The current procedure for obtaining a visa for an international patient is relatively bureaucratic and tedious where the patient must seek an online appointment at an Indian consulate or mission which can take several weeks. The patient should be physically present for the embassy interaction. The patient also should furnish a prior tie-up certificate from the Indian hospital willing to treat him.

This visa relaxation is an important step by the tourism ministry to bring India at par with competing countries like Thailand, Dubai, Malaysia and Singapore which already offer visa upon arrival. On November 30th, 2016, the Government of India approved a new visa regime to attract foreigners and boost trade. The new liberalized visa policy includes long-term multiple-entry comprehensive visa by merging tourist, business, medical and conference visas into one. This will enable seamless access for international visitors visiting India for business, travel and medical purposes. The government also announced a long-term multiple entry visa which will be given up to 10 years.

According to “The Tribune” (Dec 1, 2016)

- Tourist, business, medical and conference visas will be merged into one
- The new regime will ease the travel of

foreigners for the above-mentioned legitimate purposes

- e-Tourist Visa will be extended to eight more countries, taking the total number of countries to 158
- Long-term, multiple-entry visa will be given up to 10 years, but with riders
- Provision of no hindrance clearance for medical tourists at the airports

These changes will help meet the longstanding demand of the industry and benefit patients requiring long-term medical care and multiple visits for treatment.

NDA Government and Medical Tourism

Policy: The most recent Lok Sabha (General) elections (2014) in India the NDA formation led by the right-wing BJP won with a decisive majority to rule India for the next 5 years. The party election manifesto promised growth and development for all citizens across a spectrum of sectors with a special emphasis on health and sanitation. The slogan was “Sab kasaath sab kavikas” which translates to growth and development for all.

Dedicated Medical Tourism Task force :

The overarching goal of health care, as stated in the party's election manifesto, is to provide “health assurance to all Indians and to reduce the out-of-pocket spending on health care” in tandem with the state governments. The party also promised to focus on key determinants of health and sanitation along with a special focus on the Indian system of medicine. (Sharma 2015).

This opens new opportunities for medical tourism industry to integrate the various forms of treatment modalities, modern and Indian to offer to the international patient. This offering will be unique to India thus

placing India at an advantage. Government of India, the Ministry of Health and Family Welfare and the Ministry of Tourism have set up a dedicated task force to Highlight the Indian healthcare industry internationally to educate the international patients about the services offered, the medical expertise and the infrastructure along with and the benefits of undergoing medical treatment in India. Introducing a new category of the M visa and extension of Market Development Assistance (MDA) scheme to cover Joint Commission International (JCI) and the National Accreditation Board of Hospitals (NABH) certified hospitals is yet another step in that direction. (Kumar et al 2015). The Ministry of Health and Family Welfare has set up a National Accreditation Board for Hospitals, under the Ministry of Commerce, while there are plans to build 50 tourism circuits, along with a medical circuit connecting hubs of modern medicine and Ayurveda. (Bagade, Bhardwaj 2016)

Conclusion

India has traditionally been a pioneer in adapting advancements in healthcare. Widely spoken English along with superior health centers place India at an advantageous position. Many Indian specialists are internationally certified and have qualifications identical to their counterparts in the west. The mortality rates of supramajor procedures are also lower than many hospitals in the US.

India is internationally recognized for its world class treatment and advanced health infrastructure. The booming software industry has also contributed to the rapidly decimating use of information technology in the field of healthcare delivery. The highly intellectual and talented medical manpower boasts of the best standards in

the world. The economic growth has led to privatization & corporatisation in the field of healthcare, thereby leading to the setting up of world class hospitals that provide highly advanced treatment facilities through high end technology & world class doctors. Low operating costs, high resources & highly qualified English-speaking manpower have provided India the strategic advantage to become the hub for Research & Development as well as clinical trials, thereby contributing primarily to the growth of medical tourism. (Benur 2014)

It has now become relatively easier than ever before for patients to compare healthcare services across the globe. Many companies and start-ups are now focusing on this area to facilitate international patients to choose from a wide variety of healthcare providers in India and to zero in on the most suitable choice. This enables smooth arrival and departure of the patients from their home country to India and back. Real time follow-up and ancillary medical services like physiotherapy after a major procedure and telemedicine also ensure the patient is taken care of after completion of the procedure and even after returning to their home country. (Bhaidkar, Aniruddh 2014)

The current political dispensation with its focus on attracting FDI to Indian economy, relative easing of the bureaucratic hurdles all provide a competitive advantage to India. The government along with the concerned ministries are taking new steps to facilitate the growth of medical tourism in India. These policy changes will certainly help the medical tourism industry in India to grow faster and help India gain more recognition on the world map as a leading medical tourism destination.

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QUOTES

BHAGWAD GITA in one sentence

Wrong thinking is the only problem in life.

Right knowledge is the ultimate solution to all our problems.

Selflessness is the only way to progress and prosperity.

Every act can be an act of prayer.

Renounce the ego of individuality & rejoice in the bliss of infinity.

Connect to the Higher consciousness daily.

Live what you learn.

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

Aabha S Singhvi*, Dr. Kedar Shukla & Bhavyesh N. Upadhyay*****

ABSTRACT

This Research is about the “Impact of Dividend Announcement on Selected Scripts of CNX Nifty”. The next part is about its main concept of study which is Efficient Market Hypothesis & Indian Stock Exchanges which mainly focuses on National Stock Exchange.

The study looks at the Impact of merger & acquisition announcement on stock price of selected scripts of NSE over a period from January 2009 to June 2016. The study is significant in the way it tries to statistically measure actual volatility in the Indian market. An ADF test is also done on stock and index close to check whether the data is stationary or not. The step-by-step analysis of volatility in Nifty using 2-tailed students'-test with -21 days to +21 days window, will give a clear picture about the possible extent of volatility from similar events in the future.

Then Findings and Conclusion, states whether there is any impact of Dividend Announcement and whether the Indian Stock market is semi strong efficient market or not.

KEYWORDS: Dividend Announcement, NSE, Efficient market hypothesis (EMH), CNX Nifty

Introduction about the Dividend:

A dividend is a payment made by a corporation to its shareholders, usually as a distribution of profits. When a corporation earns a profit or surplus, it can re-invest it in the business (called retained earnings), and pay a fraction of the profit as a dividend to shareholders. Distribution to shareholders can be in cash (usually a deposit into a bank account) or, if the corporation has a dividend reinvestment plan, the amount can be paid by the issue of further shares or share repurchase.

A dividend is allocated as a fixed amount per share, with shareholders receiving a dividend in proportion to their shareholding. For the joint-stock company, paying dividends is not an expense; rather, it is the division of after tax profits among shareholders. Retained earnings (profits that have not been distributed as dividends) are shown in the shareholders' equity section on the company's balance sheet - the same as its issued share capital. Companies usually pay dividends on a fixed schedule, but may declare a dividend at any

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time, sometimes called a special dividend to distinguish it from the fixed schedule dividends. Cooperatives, on the other hand, allocate dividends according to members' activity, so their dividends are often considered to be a pre-tax expense.

Impact of Dividend Announcement:

When a publically-traded company issues corporate action information through any Channel of communication, it is initiating a process that will bring actual change to its stock. By understanding these different types of processes and their effects, an investor can have a clearer picture of what a corporate action indicates about a company's financial affairs and how that action will influence the company's share price and performance. This knowledge, in turn, will aid the investor in determining whether to buy, sell or hold the stock in question.

Informed shareholders generally understand the market as efficient and daily stock reflect the market adjusted price for all available information of the corporate events. Such promises are hypothetical to believe that the market is efficient and are influenced by the corporate actions disclosure given from time to time. Under efficient markets corporate events should not show any abnormal return on or surrounding either announcement date or effective date of information, as it is absorbed by the market in the real time, and the current prices reflect the benefits associated with such corporate events, and discounts its future earning benefits. According to effective market hypothesis, any event which does not contain any

information should not affect price, and it should not show any abnormal return on or surrounding, either announcement date (AD) or effective date (ED). However sufficient evident from the us and other developed market which show the presence of abnormal return on and around announcement as well as effective day and increase in variance following ex-day.

Efficient Market Hypothesis

The efficient-market hypothesis (EMH) asserts that financial markets are "informational efficient." In consequence of this, one cannot consistently achieve returns in excess of average market returns on a risk-adjusted basis, given the information available at the time the investment is made.

Semi-strong-form efficiency

In semi-strong-form efficiency, it is implied that share prices adjust to publicly available new information very rapidly and in an unbiased fashion, such that no excess returns can be earned by trading on that information. Semi-strong-form efficiency implies that neither fundamental analysis nor technical analysis techniques will be able to reliably produce excess returns. To test for semi-strong-form efficiency, the adjustments to previously unknown news must be of a reasonable size and must be instantaneous. To test for this, consistent upward or downward adjustments after the initial change must be looked for. If there are any such adjustments it would suggest that investors had interpreted the information in a biased fashion and, hence, in an inefficient manner.

Literature Review:

Sr no.	Author	Country	Period taken	Methodology used	Topic
1.	Dr.C.Sengottuvel (2015)	INDIA	2015	Event study	Dividend announcement and its impact on stock price
Findings	Using an event study methodology paper find that despite of investors do not gainsignificant value in the period preceding as well as on the dividend announcementday, yet they can gain value in the post announcement period.				
2.	Ghada Abbas (2015)	SYRIA	2010-2014	Event study	A study on listed companies in the Damascus securities exchange
Findings	The findings of this study indicate that there are no significant abnormal returns prior to the announcement day which may imply that there is no information leakage prior to the dividend declaration. This result may also be explained by the impact of other factors external to the study.				
3.	Jais et al (2009)	MALAYSIA	2001-2005	Event study	Dividend announcements and stock market reaction of Kuala Lumpur stock exchange
Findings	They have considered all the companies who have announced increase or decreasein dividend between the time periods (2001-2005). There were 853 and 376 increaseand decrease dividend announcements respectively. The estimation period wastaken from day -140 to day -21 prior to the announcement date.				
4.	Worthington, a., Higgs, h. (2004)	EUROPE	1987-2003	Random walk	Random walks and market efficiency in European equity markets
Findings	The unit root tests conclude that unit roots, as a necessary but not sufficient condition for a random walk. The results of this analysis areconsistent with the generalization that emerging markets are unlikely to beassociated with the random walks required for the assumption of weak -form market efficiency.				
5.	Gordon Newloveasamoah (2010)	GHANA	2003-2004	Event study	The impact of dividend announcement on share price
Findings	The topic under study – the impact of dividend announcement on share price behavior - sought to establish the degree of efficiency of the GSE in impounding relevant information in share prices. If the GSE was semi -strong efficient all publicly available information would be already incorporated into asset prices.The test result was that the GSE was not semi-strong efficient.				

Problem Statement

According to the theoretical framework, the information would be incorporated in share markets and the extent of incorporation of information in the price of shares would depend upon the form of efficiency of the market viz. Weak, Semi strong or Strong.

Rationale of Study

The study is significant in the way it tries to statistically measure actual volatility in the Indian market. The step-by-step analysis of volatility in nifty using, t-test will give a clear picture to investors, speculators, researchers and the regulator alike about the possible extent of volatility from similar events in the future. Very few studies have been conducted in India to test the efficiency of the stock market with respect to news which affects the stock market like dividend declaration, merger announcement. The small and medium investors can be motivated to save and invest in the stock market only if their securities in the market are appropriately priced. The information content of events and its dissemination determine the efficiency of the stock market. That is how quickly and correctly security prices reflect these information show the efficiency of the stock market.

Objective of Study

To study the impact of Dividend announcement on the stock price of selected scripts.

To test semi strong efficiency of the Indian market.

Hypothesis of Study

- H_0 : There is no abnormal return present in pre-announcement window AD-1 to AD-21.

- H_1 : There is abnormal return present in pre-announcement window AD-1 to AD-21.
- H_0 : There is no abnormal return present in post announcement window AD+1 to AD+21.
- H_1 : There is abnormal return present in post announcement window AD+1 to AD+21.

Research methodology

Research Design

- Descriptive Analytical Research
- Under this type the researcher has to use the facts and information already available and analyze them to make critical evaluation of the market.

Data Collection

- The analysis will be done with the help of secondary data.
- The data is collected mainly from websites as corporate announcement data is not published directly in business dailies, to find out effective announcement date of the event, data available on nseindia.com and Moneycontrol.com.

Data Sample

To achieve the above stated objectives, companies comprised at CNX nifty on 30th June 2016, one company from each industry like Automobile, Cement & Cement products, Construction, Consumer goods, Energy, Financial services, Industrial manufacturing, It, Media & Entertainment, Metals, Pharma, services (i.e.13) with highest Market Capitalization, will be taken into consideration.

Scope of the Study

This study covers Equity share of company from each sectors or industry, comprised in

CNX Nifty index and investigates the corporate announcement effects with dividend actions of Nifty companies and the abnormal change in the price movements and liquidity around the announcement.

Time period from January 2009 to June 2016 is covered to study the impact of Dividend announcements on the prices of selected scripts from each sector of CNX NIFTY.

Selected companies of NIFTY50 are as follows:

COMPANY NAME	INDUSTRY	SYMBOL
ACC Ltd.	CEMENT & CEMENTPRODUCTS	ACC
Adani Ports and Special Economic Zone Ltd.	SERVICES	ADANIPTS
Ambuja Cements Ltd.	CEMENT & CEMENT	AMBUJACEM
Bharat Petroleum Corporation Ltd.	ENERGY	BPCL
BhartiAirtel Ltd.	TELECOM	BHARTIARTL
Bosch Ltd.	AUTOMOBILE	BOSCHLTD
UltraTech Cement Ltd.	CEMENT & CEMENT PRODUCTS	ULTRACEMCO
Vedanta Ltd.	METALS	VEDL
Wipro Ltd.	IT	WIPRO
Yes Bank Ltd.	FINANCIAL SERVICES	YESBANK
Zee Entertainment Enterprises	MEDIA &	ZEEL

Tools & Techniques

- Event Study.
- Using statistical student's t-test
- Limitation of Study
- Data collected were for a particular time frame, so study will not hold true at all the time.
- CNX NIFTY includes 50 companies, but I have restricted my study to one

company from each sector. So result cannot be generalized.

The following are the table showing t values and return which gives an insight regarding efficient market. The tables with years from 2009 to 2016 are shown in which the companies with dividend announcement.

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

2009	MAR	T-value	T-Table	Accept/ Reject
-21	0.737193	0.001423	2.021	Accept
-20	0.629041	0.001214	2.021	Accept
-19	1.075121	0.002075	2.021	Accept
-18	0.542597	0.001047	2.021	Accept
-17	1.656343	0.003196	2.021	Accept
-16	0.48516	0.000936	2.021	Accept
-15	0.5975	0.001153	2.021	Accept
-14	1.083378	0.002091	2.021	Accept
-13	1.021512	0.001971	2.021	Accept
-12	0.005019	9.68E-06	2.021	Accept
-11	0.618709	0.001194	2.021	Accept
-10	0.643715	0.001242	2.021	Accept
-9	1.01242	0.001954	2.021	Accept
-8	2.019785	0.003897	2.021	Accept
-7	1.351603	0.002608	2.021	Accept
-6	0.559122	0.001079	2.021	Accept
-5	-0.30988	-0.0006	2.021	Accept
-4	2.183352	0.004213	2.021	Accept
-3	0.311339	0.000601	2.021	Accept
-2	0.172534	0.000333	2.021	Accept
-1	0.276712	0.000534	2.021	Accept
0	0.871686	0.001682	2.021	Accept
1	0.419226	0.000809	2.021	Accept
2	0.593742	0.001146	2.021	Accept
3	0.867721	0.001674	2.021	Accept
4	0.786774	0.001518	2.021	Accept
5	-0.5441	-0.00105	2.021	Accept
6	0.746901	0.001441	2.021	Accept
7	0.832004	0.001605	2.021	Accept
8	0.527458	0.001018	2.021	Accept
9	-0.17345	-0.00033	2.021	Accept
10	0.142851	0.000276	2.021	Accept
11	1.70157	0.003283	2.021	Accept
12	-0.27694	-0.00053	2.021	Accept

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

13	-0.1024	-0.0002	2.021	Accept
14	0.433018	0.000836	2.021	Accept
15	0.790486	0.001525	2.021	Accept
16	-0.08887	-0.00017	2.021	Accept
17	2.021326	0.0039	2.021	Accept
18	1.623085	0.003132	2.021	Accept
19	0.338057	0.000652	2.021	Accept
20	-0.04427	-0.000085	2.021	Accept
21	0.030266	5.84E-05	2.021	Accept
2010	MAR	T-value	T-Table	Accept/ Reject
-21	0.157489	0.000162	2.021	Accept
-20	-0.12993	-0.000133	2.021	Accept
-19	0.099407	0.000102	2.021	Accept
-18	-0.0222	-0.000023	2.021	Accept
-17	0.154038	0.000158	2.021	Accept
-16	0.221904	0.000228	2.021	Accept
-15	0.462445	0.000474	2.021	Accept
-14	0.10982	0.000113	2.021	Accept
-13	-0.31438	-0.000323	2.021	Accept
-12	0.483184	0.000496	2.021	Accept
-11	-0.10986	-0.000113	2.021	Accept
-10	0.210133	0.000216	2.021	Accept
-9	-0.23931	-0.000246	2.021	Accept
-8	0.069897	0.000072	2.021	Accept
-7	-0.26167	-0.000268	2.021	Accept
-6	-0.01025	-0.000011	2.021	Accept
-5	0.306707	0.000315	2.021	Accept
-4	0.119071	0.000122	2.021	Accept
-3	0.202278	0.000208	2.021	Accept
-2	0.206698	0.000212	2.021	Accept
-1	-0.52191	-0.000535	2.021	Accept
0	0.027849	0.000029	2.021	Accept
1	0.17982	0.000184	2.021	Accept
2	-0.62131	-0.000637	2.021	Accept

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

3	0.231758	0.000238	2.021	Accept
4	-0.11521	-0.000118	2.021	Accept
5	-0.05072	-0.000052	2.021	Accept
6	-0.85965	-0.000882	2.021	Accept
7	0.595039	0.000610	2.021	Accept
8	0.224305	0.000230	2.021	Accept
9	-0.10301	-0.000106	2.021	Accept
10	0.383324	0.000393	2.021	Accept
11	-0.7663	-0.000786	2.021	Accept
12	0.083203	0.000085	2.021	Accept
13	0.186225	0.000191	2.021	Accept
14	0.259547	0.000266	2.021	Accept
15	-0.46246	-0.000474	2.021	Accept
16	-0.32571	-0.000334	2.021	Accept
17	-0.40118	-0.000412	2.021	Accept
18	-0.04971	-0.000051	2.021	Accept
19	-0.13889	-0.000142	2.021	Accept
20	0.8098	0.000831	2.021	Accept
21	-0.70234	-0.000721	2.021	Accept
2011	MAR	T-value	T-Table	Accept/ Reject
-21	0.155955	0.000273	2.021	Accept
-20	0.452641	0.000793	2.021	Accept
-19	0.250227	0.000438	2.021	Accept
-18	0.196374	0.000344	2.021	Accept
-17	0.470977	0.000825	2.021	Accept
-16	0.358061	0.000627	2.021	Accept
-15	0.061539	0.000108	2.021	Accept
-14	0.218713	0.000383	2.021	Accept
-13	0.118702	0.000208	2.021	Accept
-12	-0.32064	-0.00056	2.021	Accept
-11	0.361537	0.000633	2.021	Accept
-10	-0.05903	-0.0001	2.021	Accept
-9	-0.0925	-0.00016	2.021	Accept
-8	-0.04535	-7.9E-05	2.021	Accept

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

-7	-0.0902	-0.00016	2.021	Accept
-6	-0.03859	-6.8E-05	2.021	Accept
-5	-0.39691	-0.0007	2.021	Accept
-4	-0.42765	-0.00075	2.021	Accept
-3	-0.53607	-0.00094	2.021	Accept
-2	0.291292	0.00051	2.021	Accept
-1	0.278095	0.000487	2.021	Accept
0	-0.20911	-0.00037	2.021	Accept
1	0.499354	0.000875	2.021	Accept
2	-0.05755	-0.0001	2.021	Accept
3	-0.10209	-0.00018	2.021	Accept
4	-0.19164	-0.00034	2.021	Accept
5	-0.23346	-0.00041	2.021	Accept
6	-0.11727	-0.00021	2.021	Accept
7	-0.58072	-0.00102	2.021	Accept
8	-0.10678	-0.00019	2.021	Accept
9	-0.21516	-0.00038	2.021	Accept
10	0.121278	0.000212	2.021	Accept
11	-0.07054	-0.00012	2.021	Accept
12	-0.48031	-0.00084	2.021	Accept
13	0.005597	9.81E-06	2.021	Accept
14	-0.28291	-0.0005	2.021	Accept
15	-0.1017	-0.00018	2.021	Accept
16	-0.16616	-0.00029	2.021	Accept
17	-0.38301	-0.00067	2.021	Accept
18	0.320686	0.000562	2.021	Accept
19	-0.05161	-9E-05	2.021	Accept
20	-0.28851	-0.00051	2.021	Accept
21	-0.24321	-0.00043	2.021	Accept
2012	MAR	T-value	T-Table	Accept/ Reject
-21	-0.4306	-0.000420	2.021	Accept
-20	-0.46248	-0.000451	2.021	Accept
-19	0.081958	0.000080	2.021	Accept
-18	0.407897	0.000398	2.021	Accept

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

-17	-0.75502	-0.000737	2.021	Accept
-16	0.073111	0.000071	2.021	Accept
-15	-0.7718	-0.000753	2.021	Accept
-14	0.746011	0.000728	2.021	Accept
-13	-0.45463	-0.000444	2.021	Accept
-12	-0.1008	-0.000098	2.021	Accept
-11	-0.03094	-0.000030	2.021	Accept
-10	-0.1416	-0.000138	2.021	Accept
-9	-0.08469	-0.000083	2.021	Accept
-8	-0.25006	-0.000244	2.021	Accept
-7	-0.96082	-0.000938	2.021	Accept
-6	-0.2925	-0.000286	2.021	Accept
-5	-0.15955	-0.000156	2.021	Accept
-4	0.152127	0.000148	2.021	Accept
-3	-0.39125	-0.000382	2.021	Accept
-2	0.113237	0.000111	2.021	Accept
-1	0.053596	0.000052	2.021	Accept
0	-0.32402	-0.000316	2.021	Accept
1	0.268342	0.000262	2.021	Accept
2	-0.7325	-0.000715	2.021	Accept
3	-0.12234	-0.000119	2.021	Accept
4	0.002396	0.000002	2.021	Accept
5	-0.03081	-0.000030	2.021	Accept
6	-0.17109	-0.000167	2.021	Accept
7	-0.45262	-0.000442	2.021	Accept
8	0.182046	0.000178	2.021	Accept
9	-0.10911	-0.000107	2.021	Accept
10	0.063891	0.000062	2.021	Accept
11	-0.36763	-0.000359	2.021	Accept
12	-0.46828	-0.000457	2.021	Accept
13	-0.01664	-0.000016	2.021	Accept
14	-0.99912	-0.000975	2.021	Accept
15	-0.06951	-0.000068	2.021	Accept
16	-0.13454	-0.000131	2.021	Accept
17	0.45212	0.000441	2.021	Accept

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

18	-0.1721	-0.000168	2.021	Accept
19	0.690259	0.000674	2.021	Accept
20	-0.68793	-0.000672	2.021	Accept
21	0.223163	0.000218	2.021	Accept
2013	MAR	T-value	T-Table	Accept/ Reject
-21	0.279793	0.279793	0.279793	0.279793
-20	0.100923	0.100923	0.100923	0.100923
-19	0.560784	0.560784	0.560784	0.560784
-18	-0.30417	-0.30417	-0.30417	-0.30417
-17	0.189707	0.189707	0.189707	0.189707
-16	0.322616	0.322616	0.322616	0.322616
-15	-0.01329	-0.01329	-0.01329	-0.01329
-14	-0.03148	-0.03148	-0.03148	-0.03148
-13	0.151595	0.151595	0.151595	0.151595
-12	0.211851	0.211851	0.211851	0.211851
-11	-0.00679	-0.00679	-0.00679	-0.00679
-10	0.251753	0.251753	0.251753	0.251753
-9	0.08329	0.08329	0.08329	0.08329
-8	0.047756	0.047756	0.047756	0.047756
-7	0.069264	0.069264	0.069264	0.069264
-6	0.229223	0.229223	0.229223	0.229223
-5	0.83917	0.83917	0.83917	0.83917
-4	0.64276	0.64276	0.64276	0.64276
-3	-0.0466	-0.0466	-0.0466	-0.0466
-2	0.305408	0.305408	0.305408	0.305408
-1	0.152792	0.152792	0.152792	0.152792
0	0.256779	0.256779	0.256779	0.256779
1	-0.18828	-0.18828	-0.18828	-0.18828
2	0.416639	0.416639	0.416639	0.416639
3	0.440054	0.440054	0.440054	0.440054
4	0.073632	0.073632	0.073632	0.073632
5	0.391579	0.391579	0.391579	0.391579
6	-0.20215	-0.20215	-0.20215	-0.20215
7	-0.38596	-0.38596	-0.38596	-0.38596

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

8	0.06513	0.06513	0.06513	0.06513
9	0.17751	0.17751	0.17751	0.17751
10	-0.34661	-0.34661	-0.34661	-0.34661
11	0.127393	0.127393	0.127393	0.127393
12	0.105185	0.105185	0.105185	0.105185
13	-0.39728	-0.39728	-0.39728	-0.39728
14	-0.33751	-0.33751	-0.33751	-0.33751
15	0.118321	0.118321	0.118321	0.118321
16	-0.23866	-0.23866	-0.23866	-0.23866
17	0.121284	0.121284	0.121284	0.121284
18	-0.00035	-0.00035	-0.00035	-0.00035
19	-0.1535	-0.1535	-0.1535	-0.1535
20	0.067643	0.067643	0.067643	0.067643
21	-0.84105	-0.84105	-0.84105	-0.84105
2014	MAR	T-value	T-Table	Accept/ Reject
-21	0.063866345	0.0000581	2.021	Accept
-20	0.19646152	0.00017873	2.021	Accept
-19	0.279120249	0.00025393	2.021	Accept
-18	0.226320588	0.00020589	2.021	Accept
-17	0.24330861	0.00022135	2.021	Accept
-16	0.11940528	0.00010863	2.021	Accept
-15	0.768686091	0.00069931	2.021	Accept
-14	1.071764398	0.00097503	2.021	Accept
-13	0.658137415	0.00059874	2.021	Accept
-12	0.405028772	0.00036847	2.021	Accept
-11	0.23049751	0.00020969	2.021	Accept
-10	0.517818818	0.00047108	2.021	Accept
-9	0.828949322	0.00075413	2.021	Accept
-8	0.729372722	0.00066354	2.021	Accept
-7	0.43086906	0.00039198	2.021	Accept
-6	0.183654865	0.00016708	2.021	Accept
-5	0.45560432	0.00041448	2.021	Accept
-4	0.769346074	0.00069991	2.021	Accept

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

-3	0.471977168	0.000429	2.021	Accept
-2	0.39416553	0.000359	2.021	Accept
-1	0.093182454	0.000085	2.021	Accept
0	0.083387118	0.000076	2.021	Accept
1	0.644352134	0.000586	2.021	Accept
2	0.533150348	0.000485	2.021	Accept
3	0.190267526	0.000173	2.021	Accept
4	0.108076573	0.000098	2.021	Accept
5	0.317255469	0.000289	2.021	Accept
6	0.8044541	0.00073185	2.021	Accept
7	0.76299313	0.00069413	2.021	Accept
8	0.24234414	0.00022047	2.021	Accept
9	0.25307365	0.00023023	2.021	Accept
10	0.387869671	0.00035286	2.021	Accept
11	0.668726963	0.00060837	2.021	Accept
12	0.996362332	0.00090643	2.021	Accept
13	0.527036725	0.00047947	2.021	Accept
14	0.124004929	0.00011281	2.021	Accept
15	0.298173025	0.00027126	2.021	Accept
16	0.38939839	0.00035425	2.021	Accept
17	0.665619438	0.00060554	2.021	Accept
18	0.386785482	0.00035188	2.021	Accept
19	0.092373146	-0.0000840	2.021	Accept
20	0.218268111	0.00019857	2.021	Accept
21	0.218885837	0.00019913	2.021	Accept
2015	MAR	T-value	T-Table	Accept/ Reject
-21	-0.47997	-0.47997	-0.47997	-0.47997
-20	-0.17467	-0.17467	-0.17467	-0.17467
-19	-0.0926	-0.0926	-0.0926	-0.0926
-18	-0.22402	-0.22402	-0.22402	-0.22402
-17	-0.10934	-0.10934	-0.10934	-0.10934
-16	0.262756	0.262756	0.262756	0.262756
-15	0.087081	0.087081	0.087081	0.087081
-14	-0.22626	-0.22626	-0.22626	-0.22626

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

-13	0.16633	0.16633	0.16633	0.16633
-12	0.034167	0.034167	0.034167	0.034167
-11	-0.17492	-0.17492	-0.17492	-0.17492
-10	-0.17704	-0.17704	-0.17704	-0.17704
-9	0.273207	0.273207	0.273207	0.273207
-8	-0.17194	-0.17194	-0.17194	-0.17194
-7	-0.27704	-0.27704	-0.27704	-0.27704
-6	-0.06642	-0.06642	-0.06642	-0.06642
-5	-0.2515	-0.2515	-0.2515	-0.2515
-4	0.202002	0.202002	0.202002	0.202002
-3	-0.10185	-0.10185	-0.10185	-0.10185
-2	-0.06327	-0.06327	-0.06327	-0.06327
-1	0.070566	0.070566	0.070566	0.070566
0	-0.49786	-0.49786	-0.49786	-0.49786
1	-0.53082	-0.53082	-0.53082	-0.53082
2	-0.17992	-0.17992	-0.17992	-0.17992
3	0.337366	0.337366	0.337366	0.337366
4	0.132173	0.132173	0.132173	0.132173
5	-0.64765	-0.64765	-0.64765	-0.64765
6	0.136244	0.136244	0.136244	0.136244
7	0.151593	0.151593	0.151593	0.151593
8	-0.48843	-0.48843	-0.48843	-0.48843
9	0.022127	0.022127	0.022127	0.022127
10	-0.05471	-0.05471	-0.05471	-0.05471
11	0.470315	0.470315	0.470315	0.470315
12	-0.36333	-0.36333	-0.36333	-0.36333
13	0.269268	0.269268	0.269268	0.269268
14	0.117664	0.117664	0.117664	0.117664
15	-0.09895	-0.09895	-0.09895	-0.09895
16	0.336635	0.336635	0.336635	0.336635
17	-0.22731	-0.22731	-0.22731	-0.22731
18	0.363181	0.363181	0.363181	0.363181
19	0.066219	0.066219	0.066219	0.066219
20	-0.12361	-0.12361	-0.12361	-0.12361
21	0.126132	0.126132	0.126132	0.126132

Impact of Dividend Announcement on Selected Scripts of CNXNIFTY

2016	*	T-value	T-Table	Accept/ Reject
-21	1.681597	0.0065334	2.021	Accept
-20	0.640098	0.0024869	2.021	Accept
-19	2.072459	0.008052	2.021	Accept
-18	5.838613	0.0226845	2.021	Accept
-17	1.852998	0.0071994	2.021	Accept
-16	4.11957	0.0160056	2.021	Accept
-15	5.032071	0.0195509	2.021	Accept
-14	3.994711	0.0155205	2.021	Accept
-13	-0.47851	-0.0018591	2.021	Accept
-12	0.151182	0.0005874	2.021	Accept
-11	0.95913	0.0037265	2.021	Accept
-10	2.092749	0.0081309	2.021	Accept
-9	3.156709	0.0122646	2.021	Accept
-8	-1.93555	-0.0075201	2.021	Accept
-7	0.792078	0.0030774	2.021	Accept
-6	1.421836	0.0055242	2.021	Accept
-5	-0.35782	-0.0013902	2.021	Accept
-4	2.833646	0.0110094	2.021	Accept
-3	4.676164	0.0181681	2.021	Accept
-2	3.802537	0.0147738	2.021	Accept
-1	7.181804	0.0279031	2.021	Accept
0	2.613504	0.0101541	2.021	Accept
1	1.202258	0.0046711	2.021	Accept
2	4.156695	0.0161498	2.021	Accept
3	-0.10676	-0.0004148	2.021	Accept
4	3.245498	0.0126096	2.021	Accept
5	3.88587	0.0150976	2.021	Accept
6	-0.21469	-0.0008341	2.021	Accept
7	-2.98269	-0.0115885	2.021	Accept
8	0.698944	0.0027156	2.021	Accept
9	0.293967	0.0011421	2.021	Accept
10	2.646347	0.0102817	2.021	Accept
11	7.185987	0.0279194	2.021	Accept

12	6.110034	0.023739	2.021	Accept
13	5.429104	0.0210934	2.021	Accept
14	1.100402	0.0042753	2.021	Accept
15	0.779511	0.0030286	2.021	Accept
16	2.509656	0.0097506	2.021	Accept
17	2.778583	0.0107955	2.021	Accept
18	0.310149	0.001205	2.021	Accept
19	0.005337	0.00002073	2.021	Accept
20	1.117128	0.0043403	2.021	Accept
21	2.324294	0.0090305	2.021	Accept

Interpretation:

There is no abnormal return in any period. This gives an insight that market is efficient and no linkage of information exists. The t calculated value of mean abnormal return is less than critical value. Hence it is statistically insignificant. Null hypothesis will be accepted.

Findings:

- As per analysis, there is no Impact of Dividend Announcement on Selected Scripts of CNX Nifty.
- Indian Stock Market is Semi-Strong Efficient Market. Results confirm the theoretical background regarding the impact of dividend announcement on stock prices. The semi-strong form efficiency therefore is tested and proved.
- The semi-strong form of market implies that the market performance is based on the publicly available information. Therefore an investment strategy can be formulated based on publicly available information to prove semi-strong form of market efficiency in selected companies listed in NSE.

Suggestions:

- The investors make investment in dividend for earning money. They can

invest as 3 possibilities: Initial investment, interest earning & reinvestment of earning. Using which investor can buy additional shares of company.

- Whenever investing, investors should take precautions as per where are they investing and should also take into notice that nothing in permanent neither profits not losses. And they should try to invest after analyzing market performance and also the performance of company's stock.
- The perception of speculators to earn abnormal returns with respect to the announcement date is not possible.

Conclusion:

- As there is no abnormal return this shows that Indian market is semi strong form efficient market hypothesis. The results of student's t-test have shown that there is no abnormal return before and after announcement during the period of 2009 to 2016 for the companies (BHEL, BhartiAirtel, Coal India, HDFC, ITC, Infosys, L& T, Reliance, Sun Pharma, Tata Motors, Ultra tech Cement and Zee Entertainment).
- The Indian market is semi-strong

efficient market. It is very difficult to earn abnormal return on or surrounding the announcement date of Dividend.

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QUOTES

“Truth, self control, asceticism, generosity, non-injury, constancy in virtue are the means of success, not caste or family.”

Mahabharata

“People tend to forget their duties but remember their rights.”

Indira Gandhi

BHAGWAD GITA in one sentence

Never give up on yourself.

Value your blessings.

See divinity all around.

Have enough surrender to see the Truth as it is.

Absorb your mind in the Higher level.

Analyzing the impact of elevated service quality in online banking services on customer satisfaction

Dr. Garima Malik* & Manpreet Kaur Oberoi**

ABSTRACT

In present scenario, service quality has become a crucial competitive policy used by companies to keep customers happy, satisfied and develop relationships. In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a main differentiator and progressively has become a key element of business strategy. So, for sustenance in the market, the banks should try to win customer loyalty by providing enhanced service quality. Customer Satisfaction is dependent on level of service quality provided by organizations. The SERVQUAL model has been used to measure the level of service quality in online banking sector. Its five Dimensions: Tangibles, Reliability, Responsiveness, Assurance and Empathy, are used in this research to evaluate the impact of service quality on customer satisfaction amongst various online banking users. Through simple random sampling, 70 respondents were taken for the study. The responses were taken for two sets of questionnaire, one being for Expected service quality and the other being perceived service quality. The findings indicate that overall the respondents evaluate online banking positively, but still there is scope for improvement. A valid statistical model is proposed to assess the overall service quality using multiple regression analysis.

KEYWORDS: Service Quality, Customer Satisfaction, Tangibles, Reliability, Responsiveness, Assurance, Empathy, SERVQUAL, Internet Banking

Introduction:

Customer Service can be improved by learning customers' needs and wants and accordingly developing action plans and processes to give customers what they really want and need. Customer service, now-a-days, is emerging as a competitive edge for i-banks to obtain competitive advantage. Also, customer service has become increasingly important for the survival of companies and hence, it is obvious that service quality has also become a matter of great concern. Thus, the need to measure and evaluate quality of service arises. Success

of a service provider depends on the high quality relationship with customers and also determines customer satisfaction and loyalty. In today's competitive internet banking environment, delivering excellent quality service to customers is a must for success and survival of any bank. Businesses that seek to improve profitability are, thus, advised to make improvements to their service quality on continuous basis. Online Banking or i-banking (internet-banking) is the practice of making both informational and transactional bank transactions via internet. With just a click of a mouse, online banking allows its

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customers to make deposits, withdrawals and pay bills. Hence, in i-banking a client has one-to-one interaction with the bank's website, and in such a situation it is essential on the part of bank to provide high quality services over the internet. As compared to traditional banking, i-banking includes non-human interactions between online bank information system and its customers.

This research paper aims to construct a theoretical model that can be used to determine between the service quality and customer satisfaction of banks operative in India with regards to i-banking and to identify the important parameters critical for service quality from consumer's perspective.

Consumer acceptance of Internet banking

Today's era can be attributed as an era of technological revolution. Technological innovations have significant importance in every human's both general and professional life. Prior experience of computer and new technology influences consumer's attitude towards online banking. Consumers who use online banking are concerned about password integrity, data encryption, privacy, and protection of personal information and hacking. High level of consumer involvement is present in online banking as it requires the consumer to maintain and interact on a regular basis with additional technology. Consumers need to acquire a certain comfort level with the technology so as to easily avail the services of online banking on an ongoing basis.

LITERATURE REVIEW

2.1 Service quality:

Service quality is one of the most important requisite for maintaining as competitive edge and building customer relationships. The definition of service quality involves "the overall evaluation of a specific service firm resulting from the comparison between a firm's performance in line with its customer's general expectations of how firms should perform, with what it actually delivers" (Parasuraman et al., 1988). Service quality is 'the difference between customers' expectations of service performance before service encounter and the perceived level of service received.' (Asubonteng et al., 1996). Service quality is defined as "the consumer's opinion about a service entity's overall excellence or superiority. It is a form of attitude, and results from a comparison of expectations to perceptions of performance received" (Zeithaml, 1987). Service is said to be any behavior or act due to a contact between two parties: the provider and the receiver, the essence of this exchange process is intangible (Kotler, 2003). Service can also be defined as a set of intangible characteristics and the overall end result of a service leads to satisfaction of clients' needs and meeting their expectations (Michael, 2003). There are various definitions of service quality which may vary in different literatures but the essence remains the same. The meaning of service quality may differ in wordings but it mainly involves determining whether or not perceived service experience exceeds or fails to meet expectations of customers (Ojo, 2010).

The service quality is assessed upon Parasuraman et al.'s (1988) original development of a model to measure perceived service quality (Herington and Weaven, 2008). The assessment tool came to be known as SERVQUAL. Initially there were ten dimensions (reliability, responsiveness, competence, access,

courtesy, communication, credibility, security, empathy and tangibles) against which service quality could be measured (Rod et al., 2008). The new perspective

proposes that service quality may be evaluated on the functional quality dimension, described by five components which are:

Table 1: Definitions of dimensions of SERVQUAL model

Dimension	Definition
Tangibles	Physical facilities, equipment, external appearance of store and appearance of personnel.
Reliability	Company's potential of performing the promised service dependably and accurately.
Responsiveness	Company's willingness to help customers and provide prompt service.
Assurance	Employees' knowledge and courtesy levels and their ability to inspire trust and confidence. This dimension also includes competence, courtesy, credibility, and security.
Empathy	Caring and personalized attention that the firm provides to its customers. This dimension also includes access, communication and understanding the customer.

Source: adopted by; Lim, Tang and Jackson (1999)

SERVQUAL however does not include the unique facets of online service quality, like customer-to-website interactions (Cai and Jun, 2003). Still SERVQUAL has been widely accepted as a tool to measure quality of service. Saha and Zhao (2007) have argued that SERVQUAL cannot be applied to online services, but dimensions which closely resemble them can be constructed to accurately measure e-service quality. Service quality can be defined as the customer's comparison between service expectation and service performance. They proposed service quality to be a function of pre-purchase customer expectations, perceived process quality and perceived output quality (Parasuraman et al., 1988). Basically, service quality in i-banking can be viewed from two perspectives:

- customer perspective
- bank perspective

2.1.1. Customer perspective

From the perspective of the customer, the service quality helps to differentiate between expected quality and perceived quality. Expected quality is the service quality level that customers explicitly or implicitly demand from service provider. Perceived quality is the level of service quality extracted from post consumption of services based on customer experiences.

2.1.2. Providers perspective

From the provider perspective, there are target quality and delivered quality. The target quality definition is more internal in nature, and it is defined as conformance to requirements. It puts emphasis on the managing the processes and the demand-supply of services. The delivered quality of

service is examined through delivery mechanism and processes (Ghobadian, 1994). Minimising the gap between expected quality level and the actual quality delivered to customers depends on the level of service quality offered by an organization.

2.2. Customer satisfaction:

Customer satisfaction is a measure of extent to which an organisation is able to fulfill the general expectations of a customer and how well the organisation has been able to come close to the image of an ideal organization (Beerli, et. al., 2004). Customer satisfaction can be viewed as the future intentions of customers towards the service provider, which is based on attitude derived from customer experience. When inspected as a whole, three peripheral segments can be classified: i) customer satisfaction is a reaction (emotional or cognitive); ii) the reaction is associated to a particular focus (consumption experience, expectations, product, etc.); and iii) the reaction occurs at a specific time (after choice, after consumption and based on past experience, etc). (Kumar, Jumaev and Hanaysha , 2012)

Customer satisfaction was defined by David and Baker (2013) as: “an emotional response to the gap between what customers needs and what they get”. Since the online banking services are purely intangible in nature, the focus on satisfaction and customer quality is becoming more relevant, where banks are attempting to increase the retention rate of the customers rather than emphasizing on the cost of transactions.

2.3 Service Quality and Customer Satisfaction

Customer satisfaction, quality and retention are major issues that affect all organizations, be it large or small, profit or non-profit, global or local. Quality and customer satisfaction have long been recognized as playing a crucial role for success and survival in today's competitive market. As developed economies are becoming service oriented, meaning that customer impressions play a critical role in this field. A company delivers services to customers, while overall customer attitude towards the company is defined in the relationship between service quality and customer satisfaction. Different research was done on the positive relationship between service quality and customer satisfaction. In the other words, if service quality decreases quickly, customer satisfaction declines dramatically and if service quality grows radically, customer satisfaction rises rapidly too. It can be concluded that there is a relationship between online banking and customer satisfaction which can be studied through SERVQUAL dimensions (Nupur, 2010). An assessment model suggested by Woodside et al. (1989) emphasizes on the relationship between perceived service quality, customer satisfaction and interest in purchasing. The research shows that customer satisfaction is an moderating variable between service quality and repurchases interest. In other words, service quality influences customer satisfaction, and customer satisfaction affects repurchase interest.

It can be rightly said that Customer oriented philosophy and the principles of constant up gradation in service levels have justified the fact that customer satisfaction is one of the primary concerns of all types of

business organizations. (Arokiasamy, 2013) Mittal and Frennea (2010) explained customer satisfaction in their study as a consumer's evaluation of a product or service after consuming it.

2.4 Online banking service

Online banking is also called as Internet banking or PC banking (Mobarek, 2007). Internet banking has emerged as a new distribution channel for financial services, which has become an important requisite to remain competitive in the market. Internet Banking can be defined as an 'Online/ internet portal through which customers can access and use different types of

banking services starting from bill payments to making investments, facilitated through a web interface' (Pikkareinen et al., 2004, as cited in Nupur, 2010). Internet deals with a large variety of financial services such as customer payments, securities transaction requests and applications for loans and insurance services (Stone, 2003, as cited in Mobarek, 2007).

2.5 Dimensions of SERVQUAL instrument

A modified SERVQUAL model used by Han and Beak (2004) to measure service quality dimensions:

Table 2: Servqual Model

SERVQUAL dimension	Description
Tangibles	Online bank has up-to-date equipment. Easiness and availability of information on the bank web site.
Reliability	Involves the correct technical functioning of the site and the accuracy of service promises (delivering when promised) and product information
Responsiveness	Quick response and the ability to get help if there is a problem or question
Empathy	Provision of caring and individualized attention to customers provided by call centers or web administrators.

Source: Antecedents and Consequences of service quality in Online banking: an Application of the SERVQUAL Instrument, 2004.

The above mentioned model does not include Assurance aspect in the Instrument but it has been included in this study.

Theoretical framework

Based on the Literature review above, the modified SERVQUAL Instrument as suggested by Parasuraman et al, 1988, the following framework has been used for this

study. Figure 1 presents the conceptual framework as well as showing the hypothesised relationships between the constructs. This research has used the customer satisfaction as the dependent variable and the five dimensions of service quality - tangibles, reliability, responsiveness, assurance and empathy- are the independent variables.

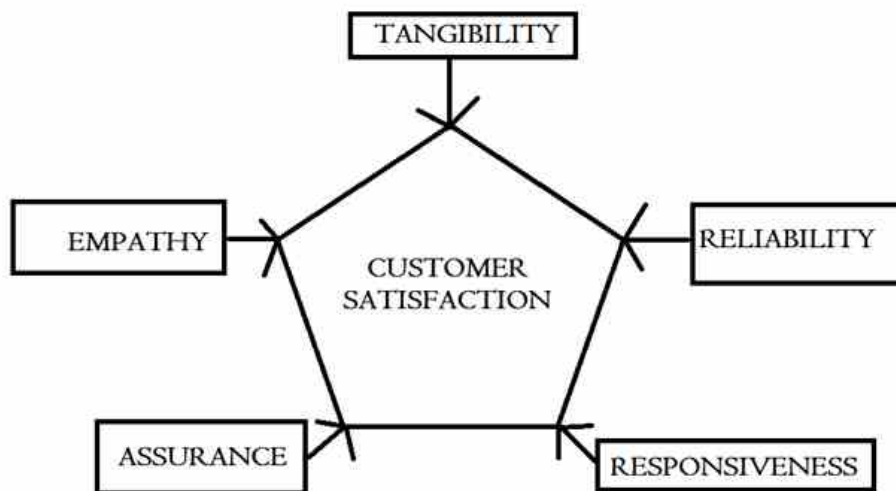


Fig. 1. Research framework Model

RESEARCH METHODOLOGY

Research objectives:

- ✓ To understand the perceived and actual level of service quality and performance provided by banks through online channels.
- ✓ To understand the factors determining the level of customer satisfaction in online banking services using various service quality dimensions.
- ✓ To establish whether or not service quality has a direct impact on customer satisfaction.

Research Methodology

This research study is done on a small scale

such that 70 responses were used for the analysis of results. The questionnaire was floated on google docs and the links were shared through social networking platforms like LinkedIn and Facebook. For the purpose of research, a survey is used to collect data. The study has used a standardized questionnaire as developed by Parasuraman. The questionnaire is based on 5 point likert scale, the likert type scale with anchor points from strongly agree to strongly disagree. The study is descriptive in nature. Through simple random sampling, 70 respondents were taken for the study. The responses were taken for two sets of questionnaire, one being for Expected service quality and the other is Perceived service quality.

The questionnaire consists of 22 questions which will help to explore the respondent's expectation and perception about the service quality of i-banking. Also in order to find out the impact of the five variables of service quality we will be using multiple regressions. Regression Analysis was used to study the impact of each SERVQUAL variable on Customer Satisfaction using Expected and perceived responses. The reliability of the questionnaire was checked through Cronbach alpha Test of reliability.

Validity and reliability of questionnaire

The questionnaire is designed using the standardised instrument as suggested by Parasuraman et al, 1988. So the questionnaire was modified to make it suitable to the purpose of study. The questionnaire, thus ensures high degree of content and structural validity. In order to examine reliability of questionnaire, Cronbach's Alpha was used. Based on this method, the first 25 primary questionnaires were distributed among customer. Then, Cronbach's Alpha score was calculated for both the questionnaire. Calculated Cronbach's Alpha in the study for perception based questionnaire is 0.783 and for customer expectation questionnaire is 0.781. These values are within acceptable values and confirm reliability of questionnaire. The methods used to analysis data are correlation and regression.

FINDINGS

A total of 5 dimensions of service quality were taken into consideration and assumed to have an impact on customer satisfaction and customer satisfaction in the online banking sector, namely – Tangibility,

Reliability, Responsiveness, Assurance and Empathy.

Each dimension had around 4-5 questions which were answered by the respondents on a scale of 1-5, 1 Being strongly agree and 5 being strongly disagree. The number of participants in the research is 72.

Hypothesis testing: A hypothesis test was done in order to find out which service quality dimension has a positive impact on Customer satisfaction in online banking sector.

(Expected Responses)

The following hypotheses were considered:

- H0** : There is no significant impact of Service Quality on Customer Satisfaction
- H1** : Service Quality has a positive significant impact on Customer Satisfaction

This hypothesis has the following sub-hypotheses:

- H1a**: Tangibility has a significant impact on Customer Satisfaction
- H1b**: Reliability has a significant impact on Customer Satisfaction
- H1c**: Responsiveness has a significant impact on Customer Satisfaction
- H1d**: Assurance has a significant impact on Customer Satisfaction
- H1e**: Empathy has a significant impact on Customer Satisfaction

Table 3 shows the results of Multiple Regression Analysis test so that suitable conclusions can be drawn out of it.

Table 3: Regression Results for Expected Customer Responses

Dimensions	Coefficients	t Stat	Sig.(p-value)
tangibility	0.308663096	1.281897272	0.20659235
reliability	0.055281557	0.320726571	0.749935976
responsiveness	0.184060826	1.227317713	0.226229421
assurance	0.220590154	1.296733485	0.201482287
empathy	0.450712812	2.829235992	0.007002513

Dependent Variable : Customer Satisfaction

F = 5.834 (Sig. at $p < 0.05$), R = 0.631,
R² = 0.398, adjusted R² = 0.330
P < 0.1

H1a : Tangibility has a significant impact on Customer Satisfaction

Based on the results in Table 3, Multiple Regression test exhibits that there is no significant relationship between Tangibility and Customer Satisfaction ($p = 0.20$, $p > 0.1$). Consequently the first hypothesis is not accepted.

H1b: Reliability has a significant impact on Customer Satisfaction

Based on the results in Table 3, Multiple Regression test exhibits that there is no significant relationship between Reliability and Customer Satisfaction ($p = 0.74$, $p > 0.1$). Consequently the second hypothesis is not accepted.

H1c : Responsiveness has a significant impact on Customer Satisfaction

Based on the results in Table 3, Multiple Regression test exhibits that there is no significant relationship between Responsiveness and Customer Satisfaction ($p = 0.22$, $p > 0.1$). Consequently the third hypothesis is not accepted.

H1d: Assurance has a significant impact on Customer Satisfaction

Based on the results in Table 3, Multiple Regression test exhibits that there is no significant relationship between Assurance and Customer Satisfaction ($p = 0.20$, $p > 0.1$). Consequently the fourth hypothesis is not accepted.

H1e: Empathy has a significant impact on Customer Satisfaction

Based on the results in Table 3, Multiple Regression test exhibits that there is a significant positive relationship between Empathy and Customer Satisfaction ($p = 0.005$, $p < 0.1$). Thus, we accept the last hypothesis.

From the above results of Table 3, we can conclude that only **Empathy has a significant positive impact on Customer Satisfaction**, whereas the other four dimensions of Service Quality namely, Tangibility, Reliability, Responsiveness and assurance do not have any significant impact on Customer Satisfaction.

Therefore we accept **H1e** hypothesis, whereas we do not accept hypotheses H1a,

H1b, H1c and H1d.

(Perceived responses)

The following hypothesis was considered:

H0 : There is no significant impact of service quality on customer satisfaction

H2 : Service Quality has a positive significant impact on Customer satisfaction

This hypothesis has the following sub-hypotheses:

H2 a: Tangibility has a positive significant impact on Customer Satisfaction

H2 b: Reliability has a positive significant impact on Customer Satisfaction

H2 c: Responsiveness has a positive significant impact on Customer Satisfaction

H2 d: Assurance has a positive significant impact on Customer Satisfaction

H2 e: Empathy has a positive significant impact on Customer satisfaction

Table 4 : Regression Results for Service Quality Dimensions on perceived responses

Dimensions	Coefficients	t Stat	Sig.(p-value)
Tangibility	0.884921903	2.324250585	0.024791798
Reliability	0.281076442	1.031308541	0.308031904
responsiveness	-0.16129485	-0.680182768	0.499952203
Assurance	0.487707387	1.813148709	0.076633917
Empathy	-0.13678668	-0.54302843	0.589850711

Dependent Variable : customer satisfaction

F= 2.435 (Sig. at $p < 0.05$), R= 0.4655, $R^2 = 0.2167$, adjusted $R^2 = 0.1277$ $p < 0.1$

H2 a : Tangibility has a significant impact on customer satisfaction

Based on the results in Table 4, Multiple Regression test exhibits that there is a positive significant relationship between Tangibility and customer satisfaction ($p = 0.02$, $p < 0.1$). Consequently the first hypothesis is accepted.

H2b: Reliability has a significant impact on customer satisfaction

Based on the results in Table 4, Multiple Regression test exhibits that there is no significant relationship between Reliability and customer satisfaction ($p = 0.30$, $p > 0.1$). Consequently the second hypothesis is not accepted.

H2c : Responsiveness has a significant impact on customer satisfaction

Based on the results in Table 4, Multiple Regression test exhibits that there is no significant relationship between Responsiveness and Retention ($p = 0.49$, $p > 0.1$). Consequently the third hypothesis is not accepted.

H2d: Assurance has a significant impact on customer satisfaction

Based on the results in Table 4, Multiple Regression test exhibits that there is a positive significant relationship between Assurance and Customer Satisfaction ($p = 0.07$, $p < 0.1$). Consequently the fourth hypothesis is accepted.

H2e: Empathy has a significant impact on customer satisfaction

Based on the results in Table 4, Multiple

Regression test exhibits that there is a significant positive relationship between Empathy and Customer Satisfaction ($p=0.58$, $p>0.1$). Thus, we accept the last hypothesis.

Thus, we accept **H2a and H2d** hypothesis, whereas we do not accept hypotheses **H1b**, **H1c and H1e**

From the above results of Table 4, we can conclude that Tangibility and Assurance have a significant positive impact on customer satisfaction, whereas the other three dimensions of Service Quality namely, Reliability, Responsiveness and Empathy do not have any significant impact on Customer Satisfaction.

Table 5: Weighted Average scores

MEAN SCORE	WEIGHTS	WEIGHTED PRODUCT	WEIGHTED AVERAGE	RANKING
0.708333	20	14.16666	2.833332	3
1.122222	25	28.05555	5.61111	2
0.545139	15	8.177085	1.635417	4
1.0625	30	31.875	6.375	1
0.719444	10	7.19444	1.438888	5

From the above rankings of weighted average scores, we can conclude that the gap between expected and perceived level of each dimensions of Service quality is positive in case of online banking services. This indicates that banks need to work less on Assurance factors include knowledge and courtesy of employees and their ability to convey trust and confidence to the customers. The positive gap between expected and perceived Reliability factor is second highest, the focus area could be lesser in Reliability concerns in case of online banking services in India. Online banking services may be improved in the mentioned areas: tangibility, Responsibility

and Empathy (due to lesser positive gaps). We may say that, Assurance and reliability factors, the service quality of online transactions have exceeded customer expectations, thus being a reason of customer delight and long term customer relationships.

DISCUSSIONS

After the complete evaluation of the topic we can say that Empathy is the only dimension of service quality which affects customer satisfaction (expectations) whereas, Tangibility and Assurance have an impact on customer satisfaction

(perceptions). Also the banks can improve upon the Responsiveness aspects as many respondents have rated it on the lower side. The study concludes that increase in service quality of the online banking can satisfy and develop customer satisfaction that ultimately retains valued customers for long. Ravichandran et al. (2010) has examined influence of service quality on customer satisfaction in respect of banks. In a previous study, Kumbhar (2011) proposed that responsiveness, assurance, security, easy to use are the factors affecting the customer satisfaction in E- banking. Apart from above mentioned suggestions, banks can also work on the areas like:

- Greater sharing of information with all customers and connected links should be ensured.
- Greater emphasis on organizational and procedural flexibility should be placed.
- Necessity for the process coordination across many sites should be stressed.
- Competitive pressure generation due to the quick introduction of new service products must be ensured.
- Integrated customer driven processes should be initiated.
- Quick response to customer needs must be given.
- Worldwide relationships between various stake holders, trade partners, suppliers etc. should be established.
- Easily accessible information through internet has to be made available.
- Flexible and efficient online service customization and personalization must be introduced.

Having knowledge in these areas would definitely help managers meet the challenge of improving service quality of online banking system and there are many other steps which can lead to improvement in the quality of service of online websites of banks.

CONCLUSION

This research aimed to test the relationships between service quality and customer satisfaction and customer retention in online banking sector. The findings from this study demonstrate that majorly only one dimension that is, Empathy, has a positive impact on customer satisfaction which is expected. And, the dimensions of service quality namely, Tangibility and Assurance have a positive impact on customer retention in case of consumer perception. There is a positive gap in the case of Assurance and Reliability which means that the banking services have focused upon these two aspects and in order to make customers delighted, the online banking services needs to be upgraded keeping in mind Empathy, Responsiveness and Tangibility aspects.

The online banking services provide almost all the key aspects of service quality like up-to-date technology, on time and efficient service performance, convenient operating hours, 24hr helpline number, safety of transactions and many more. But still, there is some scope for improvement like increasing the operating hours, providing prompt service, proper training of every employee, taking care of the visual appeal aspect, quality of information and so on. However the customers are likely to continue taking the services of the online banking website.

The results of this study may not have been representative of the whole population, due to the fact that a convenience sampling method was used to collect the data with a small size of 100 customers having experiences in availing online banking services. To be able to generalize the findings for these specific banks, a study or research that would include more banks and more number of respondents.

In the present scenario, with the increase in the number of banks, whether public sector, private sector or foreign banks, providing meager service quality to customers will not help in customer retention in the long run. With such a tight competition, and almost every bank providing the same minimum level of service quality, it would be difficult for banks to retain their customers, as well as attract new customers. In case of service firm, keeping customers happy should be the long term goal. To stay competitive and sustainable, banks need to constantly innovate their offerings. Also, the banks can provide a total customer solution to suit a customer's need. This in turn will help a bank offer value to customers through differentiated service levels.

Implications

In the present scenario, with the increase in the number of banks, whether public sector, private sector or foreign banks, providing meager service quality to customers will not help in customer retention in the long run. With such a tight competition, and almost every bank providing the same minimum level of service quality, it would be difficult for banks to retain their customers, as well as attract new customers.

To overcome this problem first of all, the banks need to understand what their customers really expect out of them and how much they have been able to match up to their expectations. If not, then this might create gaps in the service quality of the online banking services. The importance of service quality depends on a pre-condition that customer satisfaction is a must for ensuring customer loyalty and attracting prospective customers. In recent times, it has become very important as well as challenging to measure services in competitive industry such as banking. In the present times, the banking operating

and delivery systems have become increasingly dependent on technology. E-services such as internet banking is an important constitute of an overall bank offering and thus it becomes pertinent to improve the quality levels offered by these banks. Technology plays a very important role in the banking industry due to its cost effectiveness in terms of execution of required complex tasks such as retrieval of information, handling elaborate mathematical model and providing analyzed information to all users. Internet these days has altered the way the processes are conducted. Internet banking services may be accessed from the comfort of being at home or through mobile phones. These advantages may result into a possible drawback of dropped service encounter experiences and security risks. Also, a huge customer base still feels comfortable in approaching the banks physically by visiting the bank branches. In the light of these issues measuring service quality and meeting the quality thresholds becomes an important task at hand for the managers. Having knowledge in these areas would definitely help managers meet the challenge of improving service quality of online banking system and there are many other steps which can lead to improvement in the quality of service of online websites of banks, but they have not been discussed in this report. Understanding the fact that online banking services for any bank could prove to be a big reason for its survival in the competitive markets. With persistent up gradation in technology, courteous and considerate staff, quick delivery of performance, strong and fast server network, these all have the potential to generate a higher level of satisfaction, customer delight, and thus, customer loyalty. Continuous evaluation of the aspects like service quality, customer satisfaction and customer retention/ loyalty, could provide substantial information to

the managers to understand the deep emotional experiences of customers, provide customized online services and use different and new marketing strategies to acquire a strong hold on the market share and be differentiated from competitors.

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Gender Diversity in the Boardroom: Have Women Reached the Top?

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'My ouster at (from) HP (board) had nothing to do with performance', charges Fiorina . She has been quoted often as suspecting two , then board members, Perkins (a man) and Dunn (a woman) of playing a big part in the board's decision to oust her. Fiorina can claim that the company flourished under her leadership and that she believes that she was fired for "personal" reasons. However, the reality is, as she has discussed in her book , business is not yet gender-blind (website download, Fiorina, 2006). Though she and others who have reached the heights as business leaders insist that the essence of leadership has nothing to do with gender - "I didn't think of myself as a woman in business, but as a business person who happens to be a woman" -, it takes an ouster of this sort for her to reclaim her stakes in business and discuss the gender issues through her written word. She lamented the way HP handled her firing--without thanking her--and suggested that HP's male-dominated culture was partly to blame. Can this publication be treated as an outburst of an emotional business leader or should it be seen as a piece of 'reality' for business leaders, especially for the rest of 'women' kind.

Pattie Dunn , the successor to Fiorina

resigned soon after taking over the reins of the HP Board . During the Dunn era, HP's board is said to have consisted of "three women, two minority members and three technology geeks." The not so surprising aspect of this is that the women and the geeks are mutually exclusive .The geeks are Keyworth, Perkins and Richard Hackborn (all men)". He had been derisive of Pattie Dunn's capabilities ever since I had known him," as Fiorina writes of Keyworth, Perkins comments on how Dunn had to resort to investigation of boardmembers through unethical means because she needed more power over the board. It is said that she involved an agency to find out discreet private information about board members. Ethical leadership debates on this issue are legitimate but how about a debate on gender and leadership over this issue? As they both accuse one group of plotting against the other, does it not smack of a gender divide in boardroom? Very few leaders want to get into issues of gender politics and there are others like Fiorina who fire after the event. But the fact seems to be that there is a lot more dust which needs examination within the boardroom to find whether gender does reside in the boardroom. The aggrieved party in the HP boardroom case need not be only Fiorina and Dunn, it could be a

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Perkins who prides himself as a geek or a Keyworth who later is compelled to resign because of some of the investigation results . But the gender demarcation doesn't seem to have entered the boardroom as an initiation of the women alone. Perkins has authored a couple of books in his 'geeky 'career which are veering on the gender issue as the names suggest; Valley boys, Sex and the Single Zillionaire.

BACKGROUND

In the leadership domain , while a few studies have given gender a certain status (Eagly and Carli , 2007 ;Calas Smircich, 1992) , in the 'women in management' literature (Chugh and Sahgal, 2007). ,the boardroom is conspicuous by it's absence . Although , this theme is recurrent in studies across the globe in various other countries (Burke & Vinnicombe, 2005) past studies in India have discussed the changing roles of women in management in the last two decades (Buddhapriya,1999). 3

Extant literature reviewed this far seems to provide evidence for the need for research on how organizations have helped and/or can further assist in encouraging and supporting women to get to the boardroom (Singh & Vinnicombe,2003) . This conceptual paper attempts to focus on this phenomenon in the Indian context, building up themes from literature available in the global scenario. The importance of this study is evident from various perspectives. The significance of the absence of women in the highest and most visible positions should not be ignored (Wentling 2003; Burke & Nelson, 2002; Ely, 1995; Solomon, 1998). It is further confirmed by other studies done in the area of women membership in corporates: "Women in management is an important topic of concern, given that an increasing

number of women are in the workforce, but only a very small percentage hold top level managerial positions in business and public administration" (Wentling 2003; Alvesson & Billing,1997 ; Crampton & Mishra, 1999; Wah, 1998). Evidence suggests that this lack of women at the top of large companies is a global phenomenon, indicating that gender is a common barrier in a variety of international contexts to women's career advancement in large companies (Singh & Vinnicombe,2003). To further enunciate the relevance of the study , Daily, Certo & Dalton, 1999, 2000 found that although female representation on corporate boards of directors and in CEO positions had increased in total during the ten-year period ending in 1996, the number of inside female directors was only .0006 percent, and had actually decreased during that decade from eleven to eight. The authors , Owen , Scherer, Sincoff , Cordano ,2003 , conclude that women have made no progress in ascending to executive positions and were unlikely to do so for many years. The 2000 FTSE 100 boards study (Singh et al., 2001) affirms that better corporate governance can be achieved through greater diversity of experiences and opinions (Fondas and Sassalos, 2000). However, there is little progress since Norburn (1989) explicitly stated that the majority of boards of large companies in the UK were characteristically homogenous. They were constituted by white, middle-aged males, who had similar educational and professional backgrounds.

Across the European Union, Deszö and Ross, 2007 report that women hold only 11 percent of the membership of governing bodies; whilst in South Korea, 74 percent of the companies surveyed in the same year did not have a single woman senior executives.

Research findings from Universities of Columbia and Maryland in 2006 found that in the United States, there were no women in top managerial positions in almost one third of the top 1,500 companies.

OBJECTIVES:

The objectives of this conceptual paper are

1. To determine factors leading to under representation of women serving on corporate boards.
2. To examine the significant barriers which influence the advancement of women into boardrooms?
3. To draw implications for studying gender diversity in boardrooms in India.

The sources for the data used in this paper include research papers from refereed journals, books on the subject of 'women leadership' and secondary data - published material- of select organizations.

FINDINGS FROM LITERATURE-

Representation of women in boards across countries.

It appears that the need to actually strive and reach the top for the sake of being at the top, along with the prestige, respect, awe and power it gives, may be more important for men than women (O'Connor, 2001). In many large companies, therefore, there is currently a shift from equality management towards diversity management (Singh & Vinnicombe, 2003). 'The first women who were appointed to corporate boards were TOKEN* appointments, recruited in many cases for symbolic value. There has been a marked increase in the number of women now serving on boards, but their absolute number is still small. The results of several studies of board compositions indicate about 4-5 per cent of

boards ; have women representation.

Given the significance of studying 'Women Leadership' in the context of Leadership theories, to enunciate the background more clearly, it is equally important to look at different countries where such studies have been carried out, separately and closely. A review of literature suggests that the countries where this subject had been researched include United Kingdom, The United States of America, Norway & Sweden, New 5.

Zealand, Australia and Canada. There are scant references made in some of the journals and books reviewed to the concept of 'Women in Boardrooms' in Indian, South East Asian and Japanese contexts.

UNITED KINGDOM:

In UK, 28 percent of all working women hold managerial or professional jobs according to the Equal Opportunities Commissions (1991). The latest official figures from the Office for National Statistics (ONS) show there are now a record 13 million women in the UK workforce.

The number of female employees has risen by 54, 000 in the past three months and by 150, 000 the past year (Personnel Today, 2004) . An estimate by the National Economic Development Office put the percentage of women holding senior and middle management positions at a mere 1 to 2 percent (Hirsh & Jackson, 1990) . British Institute of Management found in a survey in 1990 that the proportion of women directors (1986-90) increased from 4 to 8 percent . The paucity of women board members may be due to the way in which British industry defines appropriate experience. Unless such criteria are

reconsidered, it would seem that the chances of seeing many women on the boards of British companies are still bleak. Generally, women managers are found in functional areas, such as Personnel Management, HRM and Marketing. In others, generally less women –friendly occupations, such as Engineering and in Information Technology, women have responded by setting up their own, professional organizations (Buddhapriya,1999). A Hansard Society Commission Survey 1990 found 5 percent of UK institutes directors and less than 1 percent CEOs were women. The presence of women executive directors is important and desired by other women It symbolizes that 'women can achieve their full potential in this company', and hence ambitious and capable young women may choose to offer their talent to such a company rather than go elsewhere. Women say they feel happier in companies where they can see women directors who have already succeeded (Institute of Management, 2001; Singh & Vinnicombe,2003)

A study done in UK (Singh & Vinnicombe,2003) reports the statistics on women directors in the top 100 listed companies of UK. The FTSE 100 is a Financial 6

Times/London Stock Exchange (LSE) index of the largest 100 companies listed on the LSE. The issue of women's representation in decision-making roles is an increasingly important topic in the UK and in Europe, and a key part of this concern is the persistent lack of women on top corporate boards. Of particular interest in this paper are the women executive directors, as they are the key role models for

women lower down the organization. In the UK, equal opportunities and equal pay legislation were introduced in the 1970s, and the UK saw its first female Prime Minister in the 1980s. Yet at the start of the twenty-first century, the leadership of the largest companies in the UK is still dominated by men. A Hansard Society report (McRae,1995) showed that only 1 per cent of top UK company executive directors in 1995 were female, up from 0.5 per cent in 1989. Opportunity 2000 sponsored a study of women directors in the UK's Times 200 companies in 1997 (Holton & Rabbetts,1998) reporting slow but steady progress from 10.5 per cent of those companies having women directors in 1989, to 42 per cent in 1997. The study reports that CEOs' explanations for the lack of progress were still the same in 1989, when there was a general presumption that there was a pool of executive women who had not been in the system long enough (Pye,2001). Another, study of senior women in the UK reported (Catalyst,2000) - Breaking the Barriers: Women in Senior Management in the UK, Report by Catalyst and Opportunity Now, London., identifying the perceptions of CEOs and senior women, about the barriers for promotion to top levels. There was consensus on commitment to family, male stereotyping and preconceptions of women's roles and abilities, and lack of female role models. However, the women perceived barriers such as exclusion from informal networks, personal style differences and lack of political awareness far more strongly than did the CEOs. It was also found that, the number of companies with women on the board increased in 2002, following two years of declining percentages.

(TABLE I)FTSE 100 companies and women directors

FTSE100 companies	2002	2001	2000	1999
With women directors	61	57	58	64
With women executive directors	12	8	10	12
With two or more women directors	17	15	12	13
With three women directors	6	3	1	1

The percentage of women directors overall in 2002 rose to its highest ever level at 7.2 per cent, up from 6.4 per cent in 2001. The number of women holding directorships increased, and the female-held board seats rose from 69 in 2000 to 84 in 2002, an unprecedented increase. 75 women were holding 84 directorships in 2002 which undoubtedly are signs of improvement, although from a rather low baseline (Catalyst and Opportunity Now,2000)

In addition, there has been progress in the number of companies with more than one woman on the board [See TABLE I].Also, 14 boards reached 15 per cent female representation in 2002, compared with 12 boards in 2001, only 8 in 2000 and 11 in 1999. This is significant, as once the proportion of female directors reaches 15 per cent, the women are less likely to be treated as women per se and more likely to be seen by the males as individual directors in their own right (Kanter,1977).

As in previous years, there was a significant relationship between companies having women directors and high market capitalisation as well as with larger numbers of employees. A total of 16 of the top 20 companies by market capitalization had women directors, compared to only eight of the bottom 20 companies. It was also found that companies with larger boards were more likely to have women directors. Also, international experience and backgrounds

were very important, whilst gender diversity was "only important in the perception of the public" as one chairman put it (Russell Reynolds Associates, 2002).

In 2002, the UK government set up an major inquiry (Higgs, 2003) into corporate governance, including the continuing appointments of non-executive directors from a very narrow range of backgrounds, which was reported early in 2003. The need for more diversity in terms of backgrounds of non executive directors was an emerging issue , but gender diversity per se was still not seen as an important factor. Whilst the fact that 61 per cent of the UK's top 100 companies have women directors is welcome after the downward trend over the past three years, a 7.6 per cent representation across the 100 companies is giving women only limited voice in the boardrooms of the UK, particularly as still only 3 per cent of executive directors are female. The number of top 100 companies with no women decreased from 48 per cent in 2001 to 38 percent in 2002 (Hoel, 2002). A survey carried out by Ashridge Management College (Holton,1995) looked at what was happening for women at board level and compared this to an earlier survey in 1989. Both surveys were carried out with the top 200 companies in Britain, taken from The Times Top 1000. It was also found that, although the number of women directors has doubled since 1989, they still represent only 4 per cent of all directorship appointments in the 200

companies surveyed, despite more women being recruited. In early 2002, ministers threatened to legislate if private companies did not have 40 per cent female representation on their corporate boards in advisory and executive roles, by 2005.

There is however a change in the type of woman who is likely to be a director. In the survey of 1989 her profile was: 1) an international or a traditional Oxbridge education; 2) family links to the company or a title 3) a background in the voluntary sector or someone likely to hold local or central government appointments. The woman director of the 1990s was to be 1) someone with a specialist business background such as finance, information technology, marketing or law 2) younger. 3) Have a broader educational background.

Selection of Board of Directors is a critical factor in the UK. The difficulties of getting on the short-list of the Board of Directors (Wachman, 1993) are as follows : 1) Selection is difficult for those seeking non-executive appointments. A recent poll considered that the 'old boys' network was alive and well after finding that nearly a quarter of non-executive directors, among a group of some 200, knew the chairman or chief executive socially when appointed. 2) The narrow criteria used by many companies means that a significant number women will not be considered as candidates, though they may have the appropriate skills. An organization which promotes the appointment of independent non-executive directors conducted a study and found consistently that corporate experience (in effect board experience with a public limited company) is a prerequisite for candidates. . This is a catch-22 situation, since very few women have such experience. It is the GORDIAN KNOT³ appearing yet again.

THE UNITED STATES OF AMERICA

In the US, in 1990, 11 percent of working women were managers compared to 14 percent of employed men (Employment & Earnings, 1990) suggesting a narrower gap than is in many other countries. However, women managers in the US have not yet achieved equity with their male counterparts in terms of their salaries, promotions or appointments to powerful positions. Less than 5 percent of the top positions are held by women (Fortune Magazine poll of 1000 companies, 1992). Women account for 51 per cent of the population and 46.5 per cent of the labor force, but their representation at senior corporate levels is negligible, by comparison. In 2000, women represented 12.5 per cent of Fortune 500 corporate officers and they accounted for 11.7 per cent of the Board of Director membership. Women's presence in more powerful line positions is even lower: only 7.3 per cent of Fortune 500 corporate line officers are women; only 5.1 per cent of the highest ranking corporate officer positions are held by women and, last but not least, only 4.1 per cent of top earners are women (Catalyst, 2001). 'The overall percentage of women on corporate boards surpassed the 10% milestone for the first time in 1996, although 105 out of the 500 companies surveyed, still had no women on their boards' (Oakley, 2000). The U.S. Labor Department reports that in 1994, American women held only 5 per cent of senior management level jobs in the 1000 largest companies and less than one percent of women were CEO's of these 1000 companies (Women at work, 1996). Another survey reports that only 10 percent of senior managers in fortune 500 companies, less than 4 percent of uppermost ranks of CEO, President, Executive VP and COO and less than 3 percent of top corporate earners are

³Gordian Knot: 'When a particular circumstance/phenomena is a riddle not a breakthrough' as discussed by Rosener J (1995), *America's Competitive Secret: Women Managers*, Oxford University Press, NY.

women (Meyerson & Fletcher, 2000; Appelbaum, Audet & Miller, 2003). Despite the fact that women are playing key roles in the economy as employees, investors, entrepreneurs and owners of successful businesses, access of women to boardrooms in U.S. companies is lagging far behind.

Catalyst's 2003 Census of the Fortune 500 reports that a mere 13.6 percent of all board seats are held by women, and that 10.8 percent of these companies do not have a woman director.

But, what is a more striking finding in a survey is that only half of surveyed Americans believe that people are comfortable with the idea of a woman president (Meyerson & Fletcher, 2000). Also, the need for international experience for would-be directors was highlighted in a study in the USA (Daily, Certo, & Dalton, 2000), but this can be difficult for women to achieve, given the reluctance of some organizations to send women, especially those with family responsibilities, on overseas assignments. And, it is in the USA that there are more women than elsewhere who are poised to assume leadership positions (Rosener, 1995; Korn Ferry International with UCLA Anderson, 1993).

Another study done in the USA reveals that executive women are 13 times more likely to be single, separated, divorced and widowed. Executive women are significantly more likely to be childless (61 percent) than executive men (3 percent) (Powell, 1988). It appears that women who have made it into the executive suite have difficulty in reconciling their family life with a high powered career. Also, achievement of professional success and fulfillment has exacted a high personal cost. US women managers identify stereotyping

as a primary factor impeding their ability to rise to the top of their corporations (Heidrick & Struggles, 1986).

NORWAY & SWEDEN

Norway has been mentioned often in women studies. Norwegian example (eFinancial News, 2003). Legislation would be introduced if there were not 25 per cent female representation on all Swedish private boards by 2004. Some years ago public sector boards in Norway, were required to have 40 per cent female representation, but the private sector did not follow suit. Early in 2002, ministers threatened to legislate if private companies did not have 40 per cent female representation on their corporate boards (advisory and executive) by 2005. A recent (28th April, 2004) Economic Times, New Delhi, India reported, 'Norwegian law makes at least 40 percent board seats to women mandatory'. Gabrielson – 48 years old member of the Conservative party said his main concern is profitability rather than women's rights. Ruling out half the population hurts a company's financials, in the long run. If this law is enforced in Norway, it may have implications in other European countries and even globally. In Norway, statistics on female directors have been used to fuel political action to increase the number of women in corporate leadership (Hoel, 2002).

NEW ZEALAND

The tide of economic reform, deregulation and restructuring which has engulfed New Zealand organizations, since the late 1980s, has altered the gender dynamics of women's involvement in the public and private sectors. Statutory requirements compelling equal opportunities initiatives (the State Sector Act, 1988) relate only to the public

sector, although anti-discrimination legislation (the Human Rights Act, 1993) is universal. With economic deregulation in New Zealand, assets previously wholly owned by the state have undergone a metamorphosis into crown companies. Assets such as electricity generation, state housing, postal services, broadcasting services, forestry and land holdings, plus health enterprises now comprise individual crown companies. These companies have directors appointed by the Government. In general, the status of women as directors has not received as much attention as other areas of women and work, such as women in management (Shilton, McGregor & Tremaine, 1996). There remains an additional difficulty in examining the New Zealand situation. The absence of reliable benchmark surveys which report the numbers of women directors has meant an absence of valid, comparable data with which to measure the rate of change. A study, which made comparisons between Australia and New Zealand, reported that 36 per cent of significant New Zealand companies had a woman on the board. This percentage contrasted favourably with 18 per cent reported for Australian companies and provoked newspaper headlines reading 'Kiwi women directors get it easier' (Hall, 1994). The overall percentage of organizations where women had served as directors in the last five years was 37 per cent. Studies show only the percentage of boards which have a woman director rather than the percentage of women directors over the total number of directorships, a more meaningful index of gender representation (McGregor, Thomson, & Dewe, 1994). In one study of the 40 companies studied, 11 had one or more woman directors representing 28 per cent. A detailed check of the 73 female directorships reveals that only three women hold two directorships within crown

companies and four also hold directorships in the top 40 companies in the private sector. This negates the notion of an 'old girls' network' or a group of mobile female directors who comprise a select pool of boardroom influence from which companies recruit Telecom board? An examination of the annual reports of New Zealand's top ten companies in 1992 showed that they had 89 directors and only two of these were women (NZPA, 1992). Appointment of women on corporate boardrooms is both a business issue as well as a demographic and social imperative. Directors of private sector corporate boards continue to be overwhelmingly male. The lockout of women from the private sector denies qualified and appropriate female candidates the legitimate opportunity to contribute and be involved at the highest rung of corporate decision making. Figures in the above paragraph are provided as on 31 October 1995.

AUSTRALIA

Burgess & Fallon, 2003 examined a group of women who were Board Directors in 1995, and again in 2001. Australia may be unique in that it is now the norm for the chair and CEO to be different people (Korn/Ferry International, 1999). Therefore in Australia, the identity of a successful non-executive director is likely to include multiple directorships with at least one board chair position. Women directors who perceive that a board chair position is a salient attribute of a successful corporate director will actively seek out additional board positions in the anticipation that at least one of these board positions will in turn include the position of board chair. Many authors lament the lack of success of women in gaining significant numbers of appointments to corporate boards (Bilimoria, 2000; Singh & Vinnicombe,

2001) .Other authors study the demographic composition of women directors by periodically re-sampling women directors who happen to be on the boards top corporations (Korn/Ferry International ,1999; Holton, 2000 ; Catalyst ,1998a, 1998b) .

572 women directors who responded to 1995 study, 298 women (52 per cent) agreed to participate in follow-up research. Of the mail-out to the 298 women in 2001, only 32 were completed returns received filled by current women directors. The overall return rate from women directors was an adequate 18 per cent. From the

survey, over 70 per cent of the women from the sample already had a managerial level of executive or above. The women who do adopt the social identity of a board director are likely to seek out and receive more offers of directorships of higher-profile prestigious boards. A distinct shift in the total number of board directorships held was apparent since 1995 [see TABLE II]. A detailed comparison of responses confirmed that all directors reported either the same or a greater number of boards than they did in 1995.

(TABLE II)Total directorships in 1995 and 2001 (Burgess & Fallon, 2003)

No. of boards	1995	1995	2001	2001
	Frequency	Per cent	Frequency	Per cent
One to two	17	53.1	11	34.4
Three to four	11	34.4	7	21.9
Five to six	3	9.4	5	15.6
More than six	1	3.1	9	28.1
Totals	32	100	32	100

The women increased the number of board memberships that they had held by about 60 per cent over the six years. The importance of ingroup access,the focus of this particular Australian study is vital to women if they want to maintain or enhance their board status. Ingroup membership means that the woman is able to overcome the effects of HOMOPHILY *. That is to say, men prefer to have the same gender networks. Given the strength of men's homophilic tendency, it is not surprising that women have barriers to overcome to gain directorships (Oakley, 2000) and to be effective on the board (Bilimoria & Huse, 1997) . The Social identity theory proposes

that once women directors perceive themselves to be sufficiently part of the ingroup, they will not strive to advance themselves further towards a stereotypical ideal of a Board Director. Instead, it was found that once they identify as a Board Director, they may resist furthering their status relative to other board members for fear of being perceived as no longer a member of the in group. This paradigm of women directors is in contrast to most of the literature that portrays women directors generally as ever striving to prove themselves against their male peers (McGregor,2000).

CANADA

Many corporate directors in Canada are members of an 'old boys'⁴ network and appear to have been cut out with a cookie cutter – they are male and white. The typical selection process is flawed (Leighton & Thain, 1993; Burke) . There is evidence that the composite profile of women directors in the 1990s was changed (Mattis,1993). First, the pool of women with business credentials and experience has expanded while corporations' selection

criteria have changed, leading companies to look for women with private sector experience. Second, current women directors are more likely to feel it is their responsibility to address issues [see TABLE III] relating to women's recruitment, retention, development and advancement in organizations. These are seen, by these women, as appropriate business issues for board discussion. The corporate issues which draws major benefit from having women on the Board of Directors is 1. Female clientele and 2. Development of women.

(TABLE III) Issues which Benefit from the Perspective of Women Directors (Burke)

Issues	n	Per cent	Rank
Developing women	34	54.8	2
Female clients	36	58.1	1
Barrier to female productivity	31	49.2	3
Needs of employees with children	24	40.0	4
Costs of attrition after childbirth	21	34.4	5

(TABLE IV) Important Qualifications (Burke)

Qualifications	N	Mean	SD	Rank
Corporate board experience	65	2.1	0.70	3
Business experience	65	1.5	0.50	1
Non-business perspective	63	2.5	0.71	8
Sensitive to womens issues	65	2.2	0.69	7
High visibility	64	2.0	0.69	2
Communicate with women	63	2.5	0.67	9
Statement to women	62	2.1	0.81	6
Statement to stockholder	62	2.1	0.77	5
Statement to clients	63	2.1	0.79	4

⁴'old boys' network: knowing the Chairman or Chief Executive socially when appointed.

(TABLE V) Preferred Candidates (Burke)

Preferred candidates	Ranked					Total mentions Overall			
	1	2	3	N	per cent	rank			
Government experience	1	1.5	2	3.4	11	16.4	14	20.9	6
University president	4	6.0	7	10.4	5	7.5	16	23.9	5
Not-for-profit head	2	3.0	4	6.0	4	6.0	10	14.9	7
Small business president	19	28.4	8	11.9	18	26.9	45	67.2	1
Division head	11	16.4	15	22.4	8	11.9	34	50.7	3
High-level line experience	17	25.4	16	23.9	10	14.9	43	64.2	2
International experience	8	11.9	10	14.9	5	7.5	23	34.3	4
Other	2	3.0	1	1.5	2	3.0	5	7.5	8

(TABLE VI) How the Name Was Brought to CEO's Attention (Burke)

How name was brought to CEO's attention	n	Per cent	Rank
Search firm	7	10.4	6
Own board member	31	46.3	1.5
Other board's member	6	9.0	7
Family affiliation	11	16.4	5
Known personally	31	46.3	1.5
Met socially	12	17.9	3.5
Not sure, cannot recall	2	3.0	8
Other	12	17.9	3.5

Although women are increasingly being appointed to Boards of Directors of Canadian private sector organizations, they comprise only about five per cent of Canadian directors. Why are there so few women on the boards of directors of Canadian private sector organizations? The data from Canadian CEOs attempts to answer this. First, they report a shortage of qualified women and indicate that they do not know where to find them. Second, critical requisite qualifications [see TABLE IV] business experience, high visibility and previous board experience were the main

three qualifiers to become Board Directors, would eliminate many women. Third, profiles of preferred candidates [see TABLE V], which indicate the high priority given to particular experiences, presidents of small businesses, women with a high level of line experience in major Canadian companies, women who head divisions of major Canadian companies were found to be ranked higher as preferred candidates, would also keep out most women. Fourth, other factors, such as CEOs believing the pool of qualified women is less than 250, CEOs reporting that it is somewhat difficult

to find qualified women, the way in which names of qualified women are identified [see TABLE VI], women known to the CEO or other current board members of the company, (found to be the most important way in which the name was brought to CEO's attention), limit the pool to those women in the informal networks of a small number of people. There are several other reasons to believe that increase of women on corporate boards will be slow. About one-half of the CEOs indicated that having women on their boards had no impact on the board or the company (Burke).

INDIA

The vast majority of women in India are illiterate, underpaid, exploited, deprived and disadvantaged (Buddhapriya, 1999). Indian women have played a significant role in the process of earning a livelihood for the family. In India, one third of the labour force consists of women. Working women only constitute 16.43 percent of the female population of the country (Buddhapriya, 1999). Modernization, social change and education have enabled some women to enter new professions, new occupations which were totally closed to them earlier (Vidya Rani, 1990). Presence of women in the public, private services and other jobs in the tertiary sector is now an accepted norm in society. Women studies have been ongoing in the Indian corporate context, but scant reference has been made to the concept of women leadership in the literature reviewed (Buddhapriya, 1999; Gupta, Koshal & Koshal, 1998; Sahgal, 1992; Nath, 2000).

More recent data on the number of women serving as members of the boards of Fortune 500 companies suggests that there was a marginal increase between 2001 and 2005. However, the numbers and percentages of

women are still low in comparison to the percentage of women in the population.

Catalyst reports that 12.4% of Fortune 500 board seats were held by women in 2001 and 14.7% in 2005. However, Branson, 2008 points out that percentages may not be an accurate representation as there are a sizable number of women who serve on more than one board. In 2001, of the 678 board seats held by women, they were actually occupied

by only 480 different women". By 2005, 568 different women were represented on Fortune 500 boards.¹⁴ but the number of board seats held by women declined to 11% in 2005.

From the data analyzed above on various countries it can be concluded that there is evidence, suggesting that the lack of women at the top of large companies is a global phenomenon, indicating that gender is a common barrier in a variety of international contexts to women's career advancement in large companies (Singh & Vinnicombe, 2003). Also, women seem to have made little progress in their climb to the top of the organizational ladder. Evidence shows the climb as slow. Women hold less than 5 per cent of the top jobs in corporations all over the world. In the most powerful organizations, the proportion to top positions going to women is generally two to three percent (Gupta, Koshal & Koshal, 1998). It is also evident that the actual numbers of women serving on boards may have increased but in absolute numbers it still remains very small and insignificant. For some countries eg. UK it may be stringent filtration policies on experience which keep women away from the boardroom. Whereas, in other countries like the USA although surprising data, it was found that only half of the surveyed

Americans believed to be comfortable with the idea of a women President. Other European countries like Norway and Sweden are trying to use legislation to coercively increase the representation of women in their boardrooms. Is this a study of equality management or diversity management, was the first question raised as a consequence of the study this far. Every country adds unique features to the study, every society has its own distinct cultural nuances around the subject being studied. Literature also shows that economic development of the country also has a bearing on the number of women found in boardrooms. Therefore, this study can take various routes to understanding the phenomena of low representation of women in the boardrooms. At this stage it is therefore, imperative to understand the objective within which this study was done.

FINDINGS FROM LITERATURE- Perception about women at work, their power, motivation and the Glass Ceiling.

Emergent themes explicating gender diversity and scarcity of women in corporate boardrooms. Dutch retail giant Ahold CEO Cees Van Der Hoeven's (2003) controversial statement "there's not a woman in this country I would want on my board" (Van Der Boon, 2003; Wall Street Journal Europe , 2001) . Following is a discussion on Perception, Glass Ceiling, Power and Motivation w.r.t women in boardrooms :

1. Lack of access to line positions. 2 percent CEO's say, it's lack of general management/line experience, operational and budgetary inexperience which does not allow us to encourage women into boardroom (Oakley, 2000).
2. Lack of careful career planning and planned job assignments (Mattis, 1995)
3. Exclusion of women from informal channels of communication (Catalyst, 1990).
4. Senior management assumes that married women do not want international careers, it is unlikely that these organisations will invest in the development of their women managers and provide assignments with power and opportunity. The study suggested that because men hold most upper level management positions, they do most hiring, including sending individuals on overseas assignments, and they may not be willing to offer career advancement opportunities to women subordinates (Van Der Boon, 2003)
5. A multinational company would naturally prefer that its most senior staff have abundant overseas experience. Excluded from that experience, women are excluded from promotions and power (Van Der Boon, 2003)
6. Cultural biases coupled with their not being viewed as primary income-earners are major obstacles for women's advancement (Van Der Boon, 2003; Wall Street Journal Europe , 2001).
7. Higher performance standards are often expected of women. Furthermore, the absence of clear job descriptions for higher echelon jobs and the lack of formal systems for recruitment, in some instances, also tend to create obstacles (Van Der Boon, 2003; Wall Street Journal Europe , 2001).
8. The existence of informal male networks, sometimes referred to as 'old boys' networks', also tends to exclude women from top jobs (Oakley, 2000; Van Der Boon, 2003; Wall Street

Journal Europe , 2001)

9. Adopting a more consensus-oriented and less threatening approach may have quicker results than imitating male leadership styles and 'battering down the gate'. This unwillingness to pursue a policy of tokenism is one reason programs to promote women to top ranks of Germany's and Holland's largest companies are still few and far between (Van Der Boon, 2003)
10. In a (UK) survey on barriers for promotion to top levels, men reported other issues like family etc. whilst the women perceived barriers such as exclusion from informal networks, personal style differences and lack of political awareness (Singh & Vinnicombe, 2003; Catalyst/Opportunity Now, 2000).
11. It would take several generations for women to achieve proportional representation at the top of American businesses. The period may be much longer for other nations (Women at work, 1996)
12. In one survey in the USA, 91 percent of women believe that barriers exist to women's advancement and 86- 88 per cent indicated that exclusion from informal network due to male prejudices against women act as barriers (Women at work, 1996).
13. When a corporation has many more men than women (or vice versa) in influential positions, the culture tends to adopt attributes that favor the dominant gender, or what is referred to as 'gendered organizations'. In relation to the barriers that impede women's career development, culture is further

delineated into perception or stereotyping and organizational climate (Jackson)

14. Number of women managers all over the world have increased at the lower and middle level positions, in non-strategic sectors such as human resources, personnel and administrative fields. It is the nature of these positions that do not allow women to reach to the top because in these sectors, the positions become dead-end after some time. ILO report confirms that the nature of women's career paths block their progress to the top positions (U.S. Census Bureau Report, 1996)

The literature conclusively sums up that societal norms accord that, women should not and cannot be successful in management roles (Sastry & Pandey).

The research on glass ceiling evinces that the "Glass Ceiling" is a phenomena not only perpetuated by male dominated organization but also facilitated by women themselves. There are perceptual differences between CEO's and women themselves. The main reason for existence of 'Glass Ceiling' according to CEO's is that women lack line experience, international exposure and have not been in the pipeline long enough to be given senior positions of power. According to women, it is more about exclusion from informal networks, leadership style differences and lack of political awareness which has kept the "Glass Ceiling" intact.

Perception Gap w.r.t. Women Leaders

1. It has been reported that while perceptions of women as managers appear to be changing, there is a strong likelihood that women are still viewed as not having the requisite skills and

abilities to hold upper-level management positions.(Dodge, Gilroy & Mickey-Fenzel, 1995)

2. Female executives and CEOs diverge in their assessment of barriers to women's advancement to corporate leadership. Women are much more likely to point to elements in the corporate culture than are Chief Executives.(Mattis,1995)
3. The male perception of talented, ambitious women is at best ambivalent, a mixture of admiration, resentment, confusion, competitiveness, attraction, skepticism, anxiety, pride and animosity (Rosener, 1995)

Intrinsic Motivation : Whilst agreeing wholly on the existence of the 'glass ceiling', which restricts entry of women into senior management positions, this factor only partly explains why there are fewer women in senior level management positions than there are men (O'Connor, 2001) . Women often have different values, they may prefer different paths and therefore do not plan for their careers (Vinnicombe and Colwill, 1995). Some authors suggest that some women are less interested than men in reaching senior management ranks. It is proposed that differences in the proportion of women and men who wish to be senior managers may be explained by differences in the way they choose to have their needs met. These authors postulate that the need for affiliation, achievement, power and self-actualisation in men and women are, in general, met in different ways (O'Connor, 2001). In examining the different needs theory in relation to the four social motives i.e. the needs for achievement, affiliation, power and self actualization (Maslow, 1962; McClelland & Steele, 1973; Hede &

Ralston,1993), the following findings emerge: 1) Female managers overall were less likely than males to see progression to a more senior management position as a career goal. 2) Women are more self-actualised than men because they aspire to a more balanced life, finding enjoyment in several areas. 3) Women are more likely to abandon or choose not to compete for lucrative executive positions in order to do something that they 'really love'.

And in continuation with the subject under review, the question is raised yet again, in the context of motivation, why are there fewer women than men in 'powerful positions' (Ragins & Sundstrom,1989) ? It has been found that responsibility and concern for others, moderates the relationship between power motivation and behaviour in the workplace. It was also found that power expresses itself primarily in choice, rather than in the exercise of particular authority in the workplace (Mackay, 1997). And, this could be a probable answer to the above mentioned question. Power is understood by some authors as the opportunity to build, to create, to nudge history in a different direction. There are few satisfactions to match it for those who care about such things. But it is not happiness. Those who seek happiness will not acquire power and would not use it well if they did acquire it (Nixon, 1992).

Motivation and job satisfaction of women executives has been under much scrutiny in literature. In discussing the letters in Working Woman (US magazine) received as a result of a job-satisfaction survey it carried out in October of 1986, it was reported that many women have chosen a 'career tree' rather than a 'career ladder'. It noted that many women re-evaluate their lives and make changes in priorities at

several stages of their careers. They may do this as a result of discovering that work is not the only source of life satisfaction or by coming to terms with what they 'care about'. This may mean making lateral career moves rather than upward ones, starting their own business, spending more time with family, taking up a new hobby, becoming involved in community work or choosing a less demanding job. They may be wanting and needing more balance than men. They may also be psychologically in contact with their own needs more than men. Many women want to have children and many want to spend time with them (Ciabattari, 1986). Also, women do not make the same investment in their careers: acquiring degrees, hardwork, commitment, accommodating partners' career (family power) etc. Women do not have a clear cut career choice, outside factors influence but such factors are not taken into account for

'women's career choice' (Rosener, 1995). Motivation in the case of women seems far different than that of men. A very important outcome of the literature review in this context of 'women aspiring to the top' is that women may not be identifying career progress with an upward move. It may be the lateral moves which gets them 'ticking'.

Powered Personality Some researchers have proposed that personality traits like locus of control, self-monitoring, self-esteem, optimism, and machiavellianism, along with job performance and person-environment fit, are determinants of career success (Lau & Shaffer, 1999). The 'feminine' and 'powerless' state are significant identity issues be taken into account whilst focusing behaviour of women in organization (Ely, R.J.(et.al), 2003).

(TABLE XI) Common Behaviour Patterns among Women in corporates

Token Performance	Performance	Skills required
I Over achieve	<ul style="list-style-type: none"> Always doing well & never generating peer resentment 	<ul style="list-style-type: none"> Job competence Political sensitivity
Risk: a) It will take years to acquire such skill		
II Accepting notoreity & trading unit	<ul style="list-style-type: none"> Flaunting self in public arena Demonstrating difference 	<ul style="list-style-type: none"> Boldness Support from top
Risk: a) Some peers will reach the top b) peer cooperation is required in some jobs. c) Number of women are low because she wont share the spotlight.		
III Socially Invisible	<ul style="list-style-type: none"> Low profile Assistant/administrative jobs. 	<ul style="list-style-type: none"> Mannish dressing Quietly play background
Risk: a) Underutilization of women power b) Tapping of the 'difference' potential will be minimal. c) Likely role conflict between home and organisation.		

The male culture so dominates the organizations that even women have now become part of the problem by perpetuating female misogyny. The exclusion of women in 'old boys network' or in 'sporting encounters' - like football - leads to women having to be 'more male than men' to get top jobs in the boardroom. A common held view; "Where women are, power is not" (Rendell, 1980).

This section attempts to clarify from the literature reviewed, the power dynamics relevant to women leadership in organizations. Also, the theoretical underpinnings of power in Organisation Behaviour has been stated briefly. The power theory is used as one of the primary differences between male and female styles by many of those who support the gender-difference viewpoint; that is, male leaders have been conceptualized as operating from power bases, as "position" and "coercion" (French & Raven, 1959) , while it has been postulated that women will typically avoid these types of power bases and instead, choose a more personal, indirect type (Johnson, 1976; Heim,1992; Cantor & Bernay,1992). For example, Rosener, 1990 believes that women are much more likely than are men to use power based on charisma, work record and contacts, as opposed to organizational position power. While women use formal power, men abuse power. Women's attitude about power are less political. Women prefer power sharing . Women are more interested in 'power to' than 'power over' (Shrank & Kanter,1994; Reskin & Ross,1992; Rosener,1990; 1995). There is a bias of power in organizations between men and women. In order to understand why women have not been more successful in moving up to higher managerial positions, it is useful to examine the mechanism through which power is

acquired, maintained and exercised in organizations. Women exhibit different behaviour to men in the organisational context. Women often avoid, infact may also have disdain for using strategies and tactics for managing impressions and their reputation, which seem to a natural response for men (Singh and Vinnicombe, 2001; Singh et al., 2002). More specifically these behaviors include investing in building relationships and ensuring that their commitment, competence and contribution is visible to the key people in the organization. Politics and power are very much intertwined; politics is; power in action (Pfeffer, 1981). An inescapable facet of organisational life is politicking and power-play. These realities of organizational functioning tend to put women off (Arroba & James, 1987). Rudman, 1998 points out that women tend to believe in the fairness of formal structures (e.g. appraisal and promotion systems) and therefore do not perceive or many are uncomfortable in managing organizational politics. These behaviors prevent women from leveraging resources and gaining upward visibility. A survey finding indicates that 54 per cent of the successful women interviewed felt that their success could be attributed to a "combination of hard work, tenacity and determination", while a further 15 per cent believed that they had just been lucky. In ignoring the role of power and politics, women are demonstrating a lack of what some researchers call ' political competence' (Hayes,1984 ; White, Cox & Cooper,1992 ; Mann ,1995) . But, in order to acquire and exercise power, it is not sufficient for the manager to ensure that he/she is competent, he/she also needs to identify who the significant others are, both inside and outside the organization, who can help or hinder the achievement of his goals (Hayes,1984). In many cases the inner

circle of male senior-level executives and professionals have many shared experiences such as school, sporting activities, company boards and community and professional associations. Because of this background, a certain amount of 'bonding' and trust builds up. Because they have access to less power, women are less likely to engage in, or make use of, organizational politics, preferring instead to rely on formal means to advance up the executive ladder.

This political incompetence can lead to stunted career progression. The under-representation of women in top management is due in large part to the fact that they are less likely to acquire power as compared to their male counterparts. The implication of this lies not only in relying on men to recognize the economic reasons for eliminating sources of power prejudice against women, but in women themselves who, by recognizing the important role of politics within organizations, can help redress the balance.

- Career aspiration is a function of : (1) career and achievement motivation (2) mastery motivation (3) career commitment which influences a person's achievement and persistence in a career (Farmer,1985,1997).
- Women's occupational aspirations have become more similar to those of men (Powell & Butterfield, 2003).
- A predictor of aspiration is the individuals' 'gender identity'/ 'sex-role identity' Individuals who described themselves as possessing a greater amount of masculine characteristics and a lesser amount of feminine characteristics - a gender identity consistently reflected in stereotypes of males and managers, were

more likely to aspire to top management. (Powell & Butterfield, 1979; Bem,1981; Deaux & Kite,1993; Deaux, & LaFrance, 1998; Powell , Butterfield & Parent, 2002)

- It has been found that women subscribe to 'If you are happy doing what you are doing don't be pushed into the next step because it's the traditional thing to do' (Mattis, 1995).
- Some common characteristics shared by successful career women 1) consistently exceeding performance expectations 2) developing a style with which male managers are comfortable 3) seeking out difficult or high-visibility assignments (Catalyst, 1994).
- A study reveals that successful career women have in common the following characteristics:1) having some idea of future career goals 2) hard work, 3) determination 4) perseverance 5) commitment to their careers 6) achieving position and status despite many barriers (Hennig & Jardim, 1977).
- In addition, successful women in high-level positions have high levels of self-esteem, greater need for power, greater assertiveness, a self-serving achievement style, and a greater need for achievement.
- Lack of influential mentors, is the major barrier to advancement. Access to mentoring is 'the single most important reason why men tend to rise higher than women' (Shrank & Kanter,1994).

CONCLUSION

In conclusion, the question on organisation commitment is : Does

commitment to being a parent makes a person less valuable as an employee ? Does putting in long hours at work and workaholicism synonymous to commitment? Does professional success come from sacrificing other aspects of life - be it marriage, children or community involvement. Culture applauds, glorifies, promotes, people who put jobs before families. Organisational commitment means commitment to hours. A crucial debate, heard in India even today is, 'They can't have it all, they have to choose what they want most' (Rosener, 1995). An analysis of job v/s career of any part time worker would indicate that she is satisfied with a job and doesn't want a career, only because she is doing part time work. There are, few studies that have compared levels of work holism in samples of women and men and have reported few differences (Burke, 2000) . This finding may have manifestations in work life balance and thereby the career progression of a female.

To conclude, it is pointed out that full development of human resources is a key competitive advantage in the knowledge society. Letting talent rise to the top, regardless of where it is found and whether it is male or female, is essential to business success in free-market economies. Within this context, the equality of women in the workforce is no longer a politically correct luxury. It has become a competitive necessity. Organizations need to realize that utilizing women more fully is related to their survival (Rosener,1995; Kanter,1977) The full utilization of women in the workplace should not be only for moral or social reasons, but rather should be a strategy for competing economically and gaining a competitive advantage in the future (Wentling, 2003). Charles Handy, Emeritus Professor at the London Business

School also reinforces this view, but is doubtful whether the 'glass ceiling' will come down without a fight. He thinks that most men find it difficult in accepting that women executives could be an asset to the company: Men have to realize that women can add to our companies, can help us improve industrial relations, are imaginative about customers – we shouldn't be so frightened (Handy,1992). Not all women want to be senior managers but they do want opportunities to do their jobs better, to be more efficient; they also want to be treated with respect (Maddock,).

Much contemporary thinking, however, conceptualizes a feminine style of leadership that is singularly different from its male counterpart (Loden, 1985; Rosener,1990; 1995; Aburdene & Naisbitt, 1992; White,1992; Rudolph, 1990 ; Cantor & Bernay, 1992, Fierman, 1990). There are other studies in the context of Asia specifically which conclude other findings: For example, Hutchings, 2000 concluded that in the studies of employment and culture of Thailand, in contrast to other Southeast Asian countries, it is class, and not gender that determines the opportunities and prospects of individuals Also, there are other findings reported that political and corporate leadership in Asia is not just a male preserve (as is often the case in Europe): several South and Southeast Asian nations have woman leaders, and throughout Southeast Asia women hold key corporate rank and are significantly represented in the workforce. Patience, persistence, and compromise were given as the characteristics that had most helped influential Asian women. Women have reached top positions in Asia without affirmative action programs and while gender may not have as much impact, class is important: women of higher classes in

Asia are well-educated and face better prospects for careers as senior managers and organisation owners. Women in countries where childcare and household help are inexpensive and easy to arrange did not view balancing work and family as an obstacle (Van Der Boon, 2003).

Researchers like Heglesen, Rosener and Van der Boon say, the talents, experiences, attitudes and skills that women bring with them are precisely those needed in the evolving post-industrial economy. Heglesen feels that this confluence of abilities and required leadership capacities is creating unprecedented opportunities for women to play a vital role in leading transformational change in organisations. Women are better at seeing the human side, quicker to cut through competitive distinctions of hierarchy and ranking, and impatient with cumbersome protocols (Heglesen, 1990). Harvard Business School Professor Regina Herzlinger says: 'Women will become Fortune 500 CEOs in large numbers around 2010 (Aburdene & Naisbitt, 1992)' – yes, it seems this forecast came true; which is how this write up started. Attributes like communication, listening, well-developed interpersonal as well as labels of nurturance, gentleness, and empathy as stereotypically feminine (Cantor & Bernay, 1992; Johnson, 1976). Some theorists also attribute to women leaders the rare ability to create easily a strong esprit de corps. Because of the above mentioned abilities of women, the same theorists assert that women are ideally suited to the non-bureaucratic, employee-involved organizations of the 1990s, 'where teamwork and a free flow of information are paramount (Fierman, 1990)'.

There is growing agreement that corporate boards are strategic assets of organizations. A greater diversity at the board level, in terms of professional and personal backgrounds, competence, and world view in all probability would make the board far more proficient and adroit in tackling and managing the challenges of corporate governance. In a recent study, Marquez, 2007 reports that companies with more women on their boards are found to outperform those with few women. Over a period of four years, this study reports that Fortune 500 companies with the highest number of women board members reported that their equity returns were 53 percent higher than those companies with the lowest number of women on their boards. They also found that the return on invested capital that was approximately 66 percent higher. Desvaux, Devillard-Hoellinger, and Meaney, 2008 assert that companies with three or more women on their senior management teams scored higher on various organizational and financial performance parameters than companies with no senior-level women. However, these results warrant a word of caution. Merely increasing numbers of women on the board is really missing the critical point. A more appropriate interpretation of these results would be firstly that under representation of women is untenable in the long-term. Secondly, companies which are not mired by their past practices and successes but are open to diverse views and opinions are the ones who would eventually gain a competitive edge. Among all D & I initiatives in corporate India, this could be the first yardstick to measure D & I; gender composition in the boardroom.

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Life Insurance Policy Preferences – A Study Using Logit Regression

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ABSTRACT

India currently accounts for about 2 per cent of the world's life insurance premiums, although being the second most populated nation. Privatisation and product innovations have provided lot of choice for the customers. Life insurance Corporation of India (LIC) is currently market leader with nearly five decades of existence and enjoys enormous trust among the investors. Current study aims to explore the influence of demographic and psychographic variables on life insurance purchase as there are very few studies conducted in the Indian context. The study using robust method of logit regression, finds that demographic variables (age, tax assessee and non-tax assessee, and age) are found significant when predicting preference towards LIC and private life insurance organizations.

KEYWORDS: Life insurance, logit regression, psychographic, demographic variables

Introduction:

Insurance and banking sector contribute significantly to India's Gross domestic product. The government has also relaxed FDI norms for the insurance sector by permitting overseas companies to buy 49 per cent stake in domestic insurers without prior approval. Life insurance constitutes one of the most preferred investment options by investors in India, as premium paid for life insurance is considered for tax deduction under section 80C of income tax act 1960. Loan can be taken against investment policy which is cheaper and unsecured when compared to personal loan. Paradoxically, only 1% of population only paid tax in India, implying that proportion of salaried class is low and rich are not

paying enough taxes. The non-tax assesses preference towards life insurance has been unexplored. Government nationalised life insurance sector and established Life insurance Corporation of India (LIC) in 1956 to protect the interests of the stakeholders. Insurance regulatory development authority (IRDA) was established in 1999 to regulate the Indian insurance industry to protect the interests of the policyholders and work for the orderly growth of the industry. Based on recommendations of Malhotra committee, the government opened up life insurance sector in the year 2000. The objective is to life insurance penetration and density which was abysmally low when compared to global average and currently there are twenty four companies are operating in

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India. LIC had a monopoly in life insurance sector till 2000 and currently is a market leader and enjoys trust among the investors.

India's life insurance sector is the biggest in the world with about 360 million policies and a Compound Annual Growth Rate (CAGR) of 12-15 per cent is expected over the next five years. LIC has first mover advantage and huge agent network. LIC also enjoys distribution strength (2048 fully computerized branch offices, 113 divisional offices, 8 zonal offices, 1381 satellite offices and the corporate office). LIC has also invested in rail infrastructure. Private players are innovative, aggressive in their approach, and giving tough competition to LIC. SBI Life insurance has India first multilingual life insurance website. However, private organizations need to comply with the changes in regulatory norms and may have been at disadvantage. There are innovative products like unit linked investment policies (ULIP) which offer a blend of investment and protection. The product entails long term relationship with the customer and demands reliable service from the organizations. Max Life insurance has positioned on the basis of "Sacchi advice". SBI Life insurance has won the best advertisement in the insurance category with "Great Dad campaign" in 2015. The campaign delves into crucial responsibility of father towards his children. However, the expenses of private life insurers are cause of concern. There are rampant cases of mis-selling by agents was found and thus hurting the interests of the investors. IRDA has started education programme for the agents to fight the menace of mis-selling. IRDA along with insuring organizations have also launched insurance awareness education. IRDA is being hailed as most respected regulating organizations ensuring healthy

growth of life insurance sector while protecting the interests of the stakeholders.

The internet and mobile technology has also redefined customer experience with the launch of mobile apps facilitating two communication and customer relationship. LIC has launched "Licmobile" a mobile application for Android based devices which provide information to its customers and agents. Policy aggregators like policybazaar.com enables investors to compare, and buy life insurance from basket of providers and products. This disintermediation gives low price advantage to customers. This portal has empowered customers to make informed choice about various needs. Typically, term policies are mostly purchased online.

There are several studies conducted to examine the relationship between macroeconomic indicators and demand for life. Education enables the investors to realize the importance of savings and explore investment alternatives. On the flip side, some feel that education makes in general people risk averse and should influence the purchase of life insurance as it is perceived as tool having moderate risk and offering moderate risk. However, Beck and web (2003), Beenstock et al (1986) found education is significant in influencing the demand for life insurance. Increase of income may lead to investment in financial assets by which the principal wage earner can protect dependents and ensure future incomes in terms of eventualities and also meet any needs. Mittal and Vyas (2007) observed that demographic variables like age, income, education and marital status impact investment decisions at individual level. Nagpal (2007) also observed that age and marital status affects investment decisions

in equity and mutual funds. Sunanya Khurana (2014) conducted a study to examine the demographic influences on customer satisfaction for life insurance services and found age, income and marital status. Verma (2008) also stated that investment decisions choices significantly differ across income and occupational segments.

Studies by Yarri (1965), Hackansson (1969), Fortune (1973), Fisher (1973), Campbel (1980) and Lewis (1989) have shown that demand for life insurance has positive correlation with income. Recent cross country studies by Beck and web (2003), Beenstock et al (1986), Truett and Truett (1990) and Outrevillae (1996) have also shown positive relationship between income and demand for life insurance. Culture and religion also impact life insurance Chui and Kwok (2008) and Khalid et al, (2010) and ethics followed by life insurance sellers Yi et al, (2012). Kalra Sahi etal, (2011) conducted exploratory study and observed that psychographic variables are better predictor variables than demographic variables for understanding individual investors preferences for investment alternatives.

Mitra, D., & Ghosh, D. (2010) observed that income and Financial Development (FD) are the most important and positive factors in driving the life insurance demand and interest rates on other alternative investments are negatively related to the life insurance demand. Chawla and Singh (2008) conducted study in North India to examine the factors impacting service quality and found that accessibility has higher mean satisfaction. Kumar, M. P. VM (2010) observed that LIC enjoys formidable position owing to its innovative products and agent strength and quality of service

rendered by agents. Kahle and Kennedy (1988) observed values provide more information than mere demographics. Prakash (1984) found that relationships between personal values and expectations from product attributes played a significant role in the purchase of products.

Need for the study: Although there are several studies conducted to examine demographic variables association with the life insurance purchase, studies considering psychographic variables are sparse in the Indian context. To our limited knowledge, there are few empirical studies conducted in discriminating life insurance of LIC and private. The model uses robust method like logit regression.

Objectives of the study: The study seeks to understand the influence of select demographic (age, education in years and tax assesses and non-income tax assesses) and psychographic variables on the life insurance preferences towards LIC and private.

Methodology: One hundred life insurance policy holders of LIC and private in Hyderabad, belonging to salaried class (Gender - Male, and Married) are selected using convenience sampling. There are seven independent variables of demographic and psychographic) and two categories. The minimum sample size required is fivetimes the independent variables and twenty in each category and conditions are met in the study. Income tax assessee (individuals with total annual income more than 2.5 lakh and who need to file Income tax returns) and non-income tax assessee is being used as proxy for income and there are two categories involving categorical independent variable, Logit regression is preferable compared to

Discriminant analysis. The psychographic variables considered for the study include (contemporary mindness, sociability, trying something new and risk taking). The study considers only four psychographic variables and the scale used by John and Palmer (1986). The reliability is assessed and cornbach alpha value is 0.75 which is acceptable. Wood and Zaichkowsky (2004) justified non-probability sampling in financial investment studies. Olsen (2007) emphasized both demographic and psychographic factors in studying the attributes of the investors.

Target Population – Life insurance policyholders of LIC and private life insurance organizations

Sampling unit – individual decision maker and life insurance policy holders (LIC and private) in Hyderabad

Profile – Male, salaried and married

Sampling method – Convenience Sampling
Sample size- 100

John Burnett and Palmer (1986) examined the influence of demographic and psychographic characteristics of life insurance purchase using multiple classification analysis. Adapted version of the List of Values [LOV] developed by researchers at the University of Michigan (Veroff, Douvan and Kulka 1981; Kahle 1983) was used for the study. The following psychographic variables are measured using Likert scale of (1- strongly disagree to 5- strongly agree) and the mean values are taken for each respondents.

Contemporary mildness

1. I read newspapers to keep myself up to date in current affairs of the world
2. I widely read a lot magazines every month
3. I take pride in keeping abreast of latest developments in consumer products
4. I like to attend conferences and seminars

5. I usually hear about new products sooner than most people I know

Trying something new

1. I like to try out new ways of doing things
2. I am usually first among my friends and relatives to try new product in the market
3. I hurry to buy a new product to see what it is like

Risk taking

1. I do not hesitate to accept challenges
2. I would be interested in high tech products even if my close friends have not bought it.
3. I buy something new, I do not worry about after sales service.

Sociability

1. I thrive on company of people
2. I am an active member of one or more service organizations/clubs
3. I would not face any adjustment problems if I am asked to work anywhere in India.
4. I would go out to socialise rather than spend quite evening.

Data analysis and discussion

Table 1: Omnibus Tests of Model Coefficients

	Chi-square	df	Sig.
Step	69.772	7	.000
Step 1 Block	69.772	7	.000
Model	69.772	7	.000

Table 2 : Model Summary

-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square	
68.698 ^a	.502	.670	
a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.			

Table 3 : Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	3.726	8	.881

Contingency Table for Hosmer and Lemeshow Test

	Type of policy = LIC		Type of policy = private		Total	
	Observed	Expected	Observed	Expected		
Step 1	1	10	9.879	0	.121	10
	2	10	9.709	0	.291	10
	3	9	9.416	1	.584	10
	4	9	8.641	1	1.359	10
	5	7	6.417	3	3.583	10
	6	2	3.212	8	6.788	10
	7	2	2.035	8	7.965	10
	8	1	1.305	9	8.695	10
	9	2	.902	8	9.098	10
	10	0	.484	10	9.516	10

Table 4: Classification Table

	Observed	Predicted		
		Type of policy		Percentage
		lic	private	Correct
Step 1	Type of policy LIC	44	8	84.6
	Type of policy private	5	43	89.6
	Overall Percentage			87.0

a. The cut value is .500

Table 5 :Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a						
Taxandnon-tax assesses(1)	2.575	1.044	6.082	1	.014	13.128
age	-.098	.057	2.958	1	.085	.907
Educationinyears	1.390	.494	7.899	1	.005	4.013
sociability	-.141	.485	.084	1	.772	.869
Contemporarymindness	.979	.731	1.792	1	.181	2.661
Tryingsomethingnew	-.156	.415	.141	1	.708	.856
Risktaking	.238	.471	.256	1	.613	1.269
Constant	-22.698	9.357	5.885	1	.015	.000

a. Variable(s) entered on step 1: taxandnon-taxassesses, age, educationinyears, sociability, contemporarymindness, trying something new, risk taking.

Casewise List^b

Case	Selected Status ^a	Observed	Predicted	Predicted Group	Temporary Variable	
		typeofpolic y			Resid	ZResid
5	S	l**	.900	p	-.900	-2.993
6	S	p**	.040	l	.960	4.870
30	S	l**	.897	p	-.897	-2.957
32	S	l**	.884	p	-.884	-2.758
56	S	p**	.122	l	.878	2.684

a. S = Selected, U = Unselected cases, and ** = Misclassified cases.b. Cases with studentized residuals greater than 2.000 are listed.

Classification of cases

Table 4: The model classifies to the extent of 87% which is good indicator for the classification ability of the model.

Statistical significance of the model

Table 3: As Hosmer and Lemeshow goodness of fit test is insignificant, hence the model is fit. -2 log (negative log) likelihood measures should vary from 0 and infinity.

Significance of variables

Table 5: All the psychographic variables considered are insignificant (at 5% level of significance) which means that the policy holders of life insurance belonging to LIC and Private don't differ with respect to psychographic variables.

The demographic variables which are significant (at 5% level of significance) include, tax and non-tax assesses, education in years and age. These variables differ

between life insurance policy holders of LIC and private. Our study finds demographic variables (age, education in years and non-tax and tax assessee(variables are proxy for gross annual income) are more important in inducing the life insurance policy purchase.

The prediction equation is: $\text{Log (odds of choosing or buying private life insurance)} = -22.698 + 2.575(\text{tax assessee and non-income tax assessee}) - 0.98(\text{age}) + 1.390(\text{education in years})$

Conclusions and managerial implications:

It is surprising to note that psychographic variables are insignificant in discriminating life insurance policy preferences, hence demographic variables need to emphasize in identifying the customers. Tax assesses and those who have higher education may be more inclined and open to private life insurance organizations. Both the organizations need to leverage their distinct competencies, as huge demographic dividend of India provides enormous opportunities for the marketers. LIC may enjoy advantage due to vast agent base who can reach non-tax assesses investors across India and suggest proper products. Both LIC and private life insurance organizations need to design and promote tailor made products to non-tax assesses. On the other hand needs of tax assesses also need to identify rather than going beyond mere tax savings. The study can be further extended by including more psychographic variables and demographic variables like number of children, gender and across geographic regions.

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QUOTES

“Nothing ever becomes real till it is experienced.”

John Keats

“Live as if you were to die tomorrow. Learn as if you were to live forever.”

Mahatma Gandhi

“Leadership cannot really be taught. It can only be learned.”

Harold S. Geneen

“Action is the foundational key to all success.”

Pablo Picasso

“The soul should always stand ajar, ready to welcome the ecstatic experience.”

Emily Dickinson

“Intelligence is the ability to adapt to change.”

Stephen Hawking

“Happiness lies in the joy of achievement and the thrill of creative effort.”

Franklin D. Roosevelt

“You must learn to be still in the midst of activity and to be vibrantly alive in repose.”

Indira Gandhi

Small Data

Prof. Sumeet Manerikar*

The corporate world has currently concentrated on Big Data. Martin Lindstrom, author of the book "Small Data- The Tiny Clues That Uncover Huge Trends" states " I think it's fair to say if you take the top 100 biggest innovations of our time, perhaps around 60% to 65% are really based on Small Data" The small data approach Lindstrom offers is simple, at least in concept. As a marketer, he says, you should be spending time with real people in their own environments. That, combined with careful observation, can lead to powerful marketing insights. Mike Kavis in an article in Forbes states " So why is small data important? Small data can trigger events based on what is happening now.

Those events can be merged with behavioral or trending information derived from machine learning algorithms run against big data datasets."

At its core, the idea of small data is that businesses can get actionable results without acquiring the kinds of systems commonly used in Big Data analytics. Martin Lindstrom cites a good example of

small data when he cites the example of Lego, wherein the company was able to understand their costumers needs based on direct interaction with an eleven year boy and some key customers.

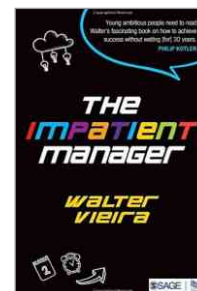
Small data is information that customers have voluntarily provided, including detailed information on their preferences. Small data can be collected during the course of operations or gathered during a specific initiative such as a loyalty program drive, and it can be made to work by you – for you. Tera Kelly CEO of Splice software is of the opinion that the data that companies collect from their customers during one-on-one interactions provide a way to get an intimate, actionable view of customer preferences, and it helps companies build trust-based, long-term relationships. When combined with big data acquired from customers via other means, such as beacon technology, it forms a valuable complement, filling in the blanks with freely given information from customers in a way that big data can't. That is why small data is a big deal.

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BOOK REVIEW

Title	: The Impatient Manager
Author	: Mr. Walter E Vieira
Publisher	: Sage
Pages	: 200 pages
Price	: Rs 295/-



The Impatient Manager, is a new book by Walter Vieira, which has been written specially for the young MBA, or graduate from an IIT, who is on the threshold of joining a corporate, or having a start up; and wants to be a CEO by the time he is 30, or a multimillionaire by the time he is 35!!- like the founders of FlipKart, Ola, BigBasket and many others .

These are the 'young colts,' who want to drive uphill to the peak, at the high speed of 140mph, along winding roads with sharp turns , and deep gorges below. How do they control the ' career car' ? How do they ensure that they are in the right lane ; that they are in control; that they avoid overtaking traffic; and avoid oncoming traffic; and finally make it to the top ?

Impatient Manager tells you how to drive there - fast and safely. It gives guidelines to succeed. Also, caution signs, so there may be minor accidents , but not a crash.

There are also messages from some of India's leading entrepreneurs, like Adi Godrej, Harsh Mariwala, and Kiran Majumdar Shaw, giving bits of advice to the young manager/ entrepreneur.

Impatient Manager has rearranged established and well known principles in Management . There is no grand new theory. But all this is presented in a sequence and in a manner that will help the reader remember the lessons. These are supported by real life examples, anecdotes and quotes - which makes for easy reading. The 200 page book is written in a racy style and can be an enjoyable and educative read, in just two hours.

It is worth remembering the lessons in every page and keeping it as a handbook.

IM is available from Sage, Amazon, FlipKart, Federal- or any of the larger bookshops. IM belongs to the same genre as the two other books published earlier by Sage - The Winning Manger and Manager to CEO!

Reviewed by: Mr. Ernest Fernandes is Ex President,
Bombay Management Association
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POEM

A Fortune To Be

Swar Kranti*

I walked the ethical path
Protected by some who played their part
How far would I go
If my survival was a woe ?

I accompanied well with others
Had known no discrimination or abusers
How well would I go
If good people I didn't know ?

I had found my fortune
In the two I was born to
In the many I met
In the normal life I get.

It takes extraordinary ability
To run over the gloomy
Rise over the circumstances
In spite of all absences.

It takes ordinary ability
Just an extraordinary will
To make equality the tune
And thus be among other's fortune.

***Swar Kranti** is HR Faculty, Prin. L.N. Welingkar Institute of Management Development and Research, Mumbai
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Core valueS

1. Passion:

The soul of Welingkar blossoms in our heart, mind and body.

2. Breakthrough Thinking:

We foster academic rigour in an environment conducive to innovation.

3. Result oriented, Process driven Work Ethic:

We adopt dynamic quality processes to ensure accountability and exceptional performances.

4. We Link and Care:

We support and collaborate with all our stakeholders through mutual trust and respect.



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We are committed to give our students Quality Management Education in tune with the changing needs of business and industry.

We shall endeavor to do this by:

- Providing the best learning resources.
- Making the environment conducive for students to develop their creativity, Leadership skills and ability to learn continuously.

We shall follow a data oriented factual approach to Quality Management leading to continual improvement of our processes culminating in total customer satisfaction.



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