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# AMBER

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Review

**Acharya Bangalore B School (ABBS)**

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# Editorial

**Dear Readers,**

I am happy to place AMBER, Volume.10 Issue 2 in your hands with the theme '**Marketing in the 21<sup>st</sup> Century**'. The authors have covered important topics related to various Marketing Practices in this issue. Case Study and Book Reviews have added flair to the Journal. This is a small effort by ABBS in Knowledge creation and dissemination. I am sure this issue would certainly enhance the knowledge of the readers by providing more insights into the area of marketing and how traditional marketing practices have changed in the modern digital era due to the development of Information and other Technologies. I wish the readers would benefit from this issue and would give feedback to make the forthcoming issues better.

Patrons of this Journal from top management of the institution deserve special accolades for their support and coordination in bringing out AMBER in the last 10years. I fail in my duty, if I do not thank the Editor of this issue Dr.V.P.Sriram and authors who have subscribed to this issue. I profusely thank the reviewers who shouldered the responsibility in reviewing the papers.

The Aggregator Model refers to a business approach utilized by various enterprises in the e-commerce space. Such businesses gather information on specific goods and services from various competing sources in the market through their online platform. Typically, the goods and / or service providers are the real customers of such aggregator based businesses. In return, the aggregator helps these service providers gain more customers, usually for a certain fee or commission. In India, this model has been utilized by many new and existing businesses, and is being adopted by various startups from multifarious industries, especially those in the transportation and logistics space. Keeping this in mind the theme of the forthcoming issue Volume 11 and Issue 1 is "**Opportunities and Challenges faced by Aggregators in the Global Business Environment**". Research Papers, Case Studies and Book Reviews are solicited from Corporate, Academic, Research and Student Community.

**Dr. H.R. Venkatesha**, Director  
Acharya Bangalore B-School, Bengaluru

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# A Multi-Dimensional Measure on Organizational Performances(OP) and its proportional towards Distinctive Marketing Competencies(DMC): An Empirical Study of Automobile Sales Centres in India and Maldives

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## ABSTRACT

*The role of knowledge management and competencies related to marketing skills are essential for Indian and Maldivian business, because of the emerging economy and globalisation. Hence, reviewing the relationship between the diverse possibilities of marketing competencies and firms' performance is considered to be valuable, to support interest and investments in such a concept. This study aims to find the impact of marketing competencies on organisational performance in automobile sales centres. 424 respondents (327 Indian samples and 97 Maldivian samples) were randomly selected for the research after the data cleaning and editing with 71 per cent response rate. The first section of the questionnaire consists of questions related to marketing competencies (32 items) and the second section contains items related to organisational performance (10 items), and the last part includes questions about respondents' demographical differences. After the data collection, construct validity and reliability statistics were done to check the validity and reliability of the instrument using IBM SPSS AMOS 23. Structural equation modelling results for Indian samples and Maldivian findings reveals that marketing competencies like internal marketing capabilities, external marketing capabilities, built-in marketing assets and invested-in marketing assets are significantly and positively affecting the organisational performance dimensions. For the policymakers and top-level managers of the automobile sector, this study provides empirical insight into how the performance of the firm can be affected by the competencies.*

**Keywords:** Marketing competency; Marketing resources and capabilities; Automobile Sales Centres; India; Maldives

## 1. INTRODUCTION

The most of the strategic management related literatures offers two broadest level of explanations. The first one is industry overview which explains the outside the business, that is business in the industry and how that business was positioned in the industry (Eysteinnsson & Gudlaugsson, 2010; Akroush & Al-Mohammad, 2010). Mobility barriers create it very difficult to adopt strategies of the successful organisations and attempt to position other organisations better in the industry. The second one explains inside the business which includes resources based view and how the company can efficiently use resources and capabilities to the wants and needs of the consumers. By resources and capabilities, many literatures mean assets which displayed in an organisations balance sheet (tangible assets) and assets which is not presented in an organisations balance sheet (intangible assets) which organisations use to consider to implement the business strategies (Alrubaiee et al., 2015). Competencies and capabilities are the subsets of intangible resources which helps organisations to exploit the further resources if these competencies and capabilities resources are rare and valuable organisations can be the source of competitive advantage. Many literatures support that marketing competencies of the employees have a significant relationship with organisational performance (Jafari & Rezaee, 2014; Eysteinnsson & Gudlaugsson, 2010;

Akroush & Al-Mohammad, 2010). In South Asia business context, the level of interest showed by the academic researchers and business on knowledge management, and competency-based frameworks are still lacking (Gope et al., 2018; Jain & Moreno, 2015). Very few studies have been conducted so far to understand the importance of knowledge management and influence of competencies in the business performance in India and Maldives. The role of knowledge management and competencies related to marketing skills are essential for Indian business, because of emerging economy and globalization. Hence, reviewing the relationship between the diverse possibilities of marketing competencies and firms' performance is considered to be valuable, to support interest and investments in such concept. The automobile industry in India and Maldives is facing considerable growth identified by intense competition which gives it a suitable area for a study to examine the influence of marketing competencies on Indian and Maldivian automobile sales centres performance within their marketing expertise (Jacob & Kattokaran, 2017). Hence this study aims to find the impact of marketing competencies on organisational performance in automobile sales centres.

## **2. LITERATURE REVIEW**

Marketing resources deliver to expansive offers that influence the partners in any business and firms that for the most part convey these resources to pick up an upper hand in the market. These resources may incorporate unmistakable or immaterial incentives, physical or human procedures, and scholarly or social properties. Marketing resources likewise change in their immediate or roundabout commitment to upper hand (Cacciolatti and Lee, 2016; Gaur, Kumar, and Singh, 2014). For instance, "market-based" resources that effects affect the upper hand and are promptly deployable, while "marketing support" resources that fill in as help exercises and effects affect the upper hand. Market-based resources are essential components of firm performance, due to their significant part in getting market learning, creating brands, making marketing connections, and so on. Be

that as it may, Srivastava et al., (1998, 2001) named attention to issues of recognisable proof of these resources in budgetary proclamations and the absence of their immediate impacts to enhance the firm performance. In this unique circumstance, notwithstanding long periods of research crosswise over various scholarly trains, there is little writing investigating the between connections among marketing resources, upper hand and marketing performance (Zhao, Libaers and Song, 2015). The issue lies in the way that the writing once in a while takes an all-encompassing perspective and for the most part takes a fractional applied ground and constrained observational approach (Davicik and Sharma; 2016). This outstanding issue distinguishes and covers three principal research streams identified with marketing resources and performance. The primary territory is the connection of firm and additionally brand to its condition, for example, its partners. The second zone incorporates the impacts of marketing as a capacity, in which the articles banter about the part of marketing division or function in a firm and how that part influences the general organization performance (Tseng and Chiang, 2016; Wang, Dou, Zhu and Zhou, 2016). The third region is the different proof and arrangement of marketing resources and their impacts on performance. Articles around there commonly examine the issue of asset organization inside the firm and how internal strategies influence firm performance (Moller and Antilla, 1987; Akroush, 2006, de Chernatony and McDonald, 1998; Chang, 1997; Hooley et al., 2003; Fahy et al., 2000).

This paper contends that observational evaluation of marketing competencies' impact on organisational performance must acknowledge the various extents of knowledge organisations have. Moreover, such impact ought to be contemplated through knowledge assets and abilities related to marketing competencies' different extensions. While performance ought to be surveyed with every one of its measurements to give a holistic point of view of marketing competencies' impact and to underline those parts of performance most affected by marketing competencies (Akroush,

2011; 2012). A survey of the general marketing and strategic administration writing uncovers an absence of research on the conceptualization, operationalisation, and estimation of marketing competencies (Tsai and Shih, 2004; Akroush, 2006). Subsequently, this paper proposes a model tending to this specific extent of knowledge and its impact on Indian and Maldivan vehicle deals focuses performance. Beneath figure demonstrates the proposed model of this paper. As indicated by the model, marketing competencies comprise of four noteworthy segments, for example, worked in marketing assets, put resources into marketing assets, internal marketing abilities, and external marketing capacities received from Akroush and Al-Mohammad (2010). The model further recommends an immediate connection between marketing competencies' and organisational performance.

Alvarez and Barney (2017) and Nason and Wiklund (2018) recommended that the asset-based viewpoint of the firm contends that the upper hand of firms is for the most part inferable from contrasts in organisational assets and capacities. They resounded before recommendations by Lin and Wu (2014); Bai and Chang (2015); Wiig (1997); Sambasivan, Loke and Abidin Mohamed (2009) who guaranteed that successful enterprises perceive that performance relies upon the aggressive nature of knowledge-based assets and the successful utilization of these assets in operational exercises. Hussinki, Ritala, Vanhala and Kianto (2017) underlined that the upper hand of firms is, for the most part, owing to contrasts in organisational assets and abilities. When knowledge-related assets and skills are conveyed in the organization's tasks, the upper hand can be picked up, and subsequently, better performance can be accomplished. In like manner, this paper contends that the connection between marketing competencies and organisational performance can be contemplated through analyzing the relationship between marketing competencies-related assets and abilities and corporate performance (Martin and Javalgi, 2016; Mu, 2015). Expanding on the received meaning of

marketing competencies and the setting of Indian and Maldivan car deals focuses, the presence and utilization of certain marketing assets and abilities will decidedly influence Indian and Maldivan vehicle deals focuses performance.

Past research has underlined the viability of estimating all parts of performance significant to an organization's presence and success. In the different set of marketing competencies, it is foreseen that the use of marketing competencies assets and abilities will emphatically influence the general performance of the organization through decidedly influencing its market, customer, and financial performances. The presence of marketing competencies will empower the organization to perform better in its focused on markets. Worked in marketing assets, for example, the particular organization notoriety and image may prompt customers' decision regardless of levels of satisfaction, subsequently; expanding deals volume and, therefore, market share. Also, interests in building up an organization's notoriety and brand image ought to emphatically influence its aggressive position in the market, henceforth, decidedly influencing its market performance. Besides, external marketing abilities, for example, capacities of directing an exhaustive examination of the organization's external business condition (Ellis, 2006; Mavondo et al., 2005; Morgan, 2012; Krush, Sohi, Saini, 2015), capacities to process and break down data to foresee market prerequisites in front of contenders (Medina-Borja, An., and Triantis, 2006; Akroush, 2011), abilities of coordinating the organization's recognized competencies with external open doors in the marketplace (Liu et al., 2015; Pham et al., 2017; Cortez and Johnston, 2018), and capacities of distinguishing the strategic exercises that lead the organization to accomplish an upper hand in front of contenders. Every one of those capacities ought to decidedly influence the organization's situation in the market contrasting with its rivals, in this way, emphatically influencing its market performance. Then again, capacities to create and oversee coordinated marketing programs superior to anything contenders, should put the organization in



an excellent position than its rivals in the market (Akroush, 2011).

As to customer performance, many implicit marketing assets are coordinated towards making fulfilled and faithful customers. For example, market division, product quality, and customer connections are altogether worked in assets that can accomplish that. Besides, employees' unmistakable capacity to serve and handle customers' protests can expand customer satisfaction. Having set up the previously mentioned marketing assets, constant interests in growing new products, circulation channels, customer relationship, advancement, customer training, and worker improvement should include all expansion customer satisfaction and loyalty. Then again, external marketing abilities, for example, the exhaustive comprehension of the customer needs and needs, notwithstanding making, managing, and upgrading associations with the company's customers (Davcik and Sharma, 2016; Arnett and Wittmann, 2014; Camisón et al., 2016) will empower the organization of adequately interfacing with its customer base, which should improve customer satisfaction, maintenance and loyalty.

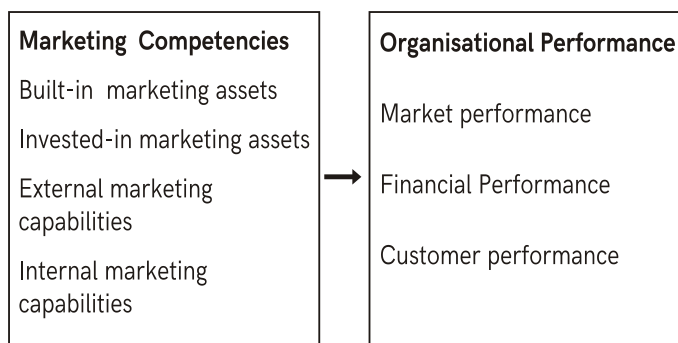


Figure 1. The Proposed Model of Marketing Competencies And Organisational Performance

Notwithstanding external marketing capacities, internal marketing abilities ought to positively affect customer performance (Kamboj and Rahman, 2015; Akroush, 2012). For example, the organization's capabilities to give, impart, cost, and disperse new quality products ought to emphatically influence

customer satisfaction, consequently improving customer loyalty. Besides, HR abilities, both as far as supervisors and employees, should enhance customer loyalty through better products and customer relationship (Alrubaiee et al., 2015; Jafari and Rezaee, 2014). At last, having recommended a connection between marketing competencies and both market and customer performance, a noteworthy performance measurement deserving of examination in this setting is financial performance (Akroush, 2011; 2012).

Financial Performance is one of the critical issues on top administration's motivation and is a unique marker of "sound" business activities. It is considered as one of the unmistakable prizes of marketing competencies in modern day organisations and is of high significance for administrators. Indian and Maldivan vehicle deals focuses are no exemption. Further, and as per past research, this paper contends that marketing competencies assets and abilities will influence organizations' financial performance as well.

### 3. RESEARCH METHODOLOGY

Few literatures say that marketing competencies can be quantifiable and measurable; the impact of marketing competencies on organisational performance can be statistically tested through hypothesis testing (Akroush & Al-Mohammad, 2010; Akroush, 2006; 2011; 2012). Hence this present study follows objectivism ontology approach and positivism epistemology perspective. Akroush & Al-Mohammad (2010) study proposed a theoretical framework to find the impact of marketing competencies on organisational performance, so this study followed deductive approach. This research is quantitative, the researcher used a well-structured questionnaire to collect data from respondents with the detailed consent and ethics forms. The population for this study is all marketing executives working in automobile sectors in India and Maldives. For the present study, the targeted sampling unit was south Indian automobile sales centres and automobile sales centres in Male' Maldives. All the samples were selected randomly. Totally 600 questionnaire distributed (450 Indian and 150 Maldivian) and 424 respondents (327 Indian

samples and 97 Maldivian samples) were used for the research after the data cleaning and editing with 71 percent response rate. Flowerpot approach was used to create the questionnaire, which includes three sections (Hair, Bush & Ortinau, 2008).

Research constructs were adopted from Akroush & Al-Mohammad (2010) which was developed from the various literatures (Moller & Antilla, 1987; Akroush, 2006, de Chernatony & McDonald, 1998; Chang, 1997; Hooley et al., 2003; Fahy et al., 2000; Vorhies et al., 1999). The research constructs were based on marketing competencies and organisational performance. The marketing competencies are classified into four constructs named "Built-in Marketing Assets" (accumulated and developed marketing assets over time, 8 items), "Invested-in marketing assets" (set of subsisting assets observing important investments, or new assets being invested-in, 9 items), "Internal marketing capabilities" (internal method related to delivering the value-added product and services to meet the competitive requirements, 7 items) and "External marketing capabilities" (external way of understanding external conditions of the firm such as

competitors, consumers, suppliers and distributors, 8 items). Three constructs were used to evaluate the organisational performance such as market performance (firms image, enhancement of the non-financial asset, capacity to promote new services to customers, 4 items), financial performance (enhancement of the non-financial asset, return on investment, increased market share and profit, 3 items) and customer performance (satisfaction of the customers and loyalty, attracting new customers, 3 items). The marketing competencies and organisational performance construct were asked in 5 Likert range from strongly agree (5) to strongly disagree (1). After the data collection, construct validity and reliability statistics were done to check the validity and reliability of the instrument using IBM SPSS AMOS 23.

#### 4. DATA ANALYSIS AND INTERPRETATION

The below table shows the confirmatory factor analysis results for marketing competencies and organisational performance. The factor loading for each for marketing competencies and organisational performance items are above 0.5 and significant at 1 per cent level.

**Table 1: Factor loading for each for Marketing Competencies**

Constructs	Statements	Factor Loading
<b>Marketing Competencies</b>		
<b>Built-in Marketing Assets</b>	Investments in building customer service	0.7
	Investments in building customer service quality	0.757
	Investments in developing new services	0.811
	Investments in building a strong brand image or reputation for your company	0.633
	Investments in your company promotion and customer education	0.84
	Investments in improving distribution channels of services	0.733
	Investments in leveraging people skills, capabilities, and knowledge	0.727
	Investments in building technological abilities, e.g. IT	0.688
<b>External marketing capabilities</b>	Having superior skills, abilities, and knowledge of marketing and technical specialists	0.751
	Having superior financial and human resources and capabilities	0.76

	Capabilities of thorough understanding of the customer wants and needs	0.791
	Capabilities ability of creating, sustaining and enhancing relationships with the firm's customers, financial institutions, etc.	0.812
	Capabilities of conducting a comprehensive analysis for the company's external business environment	0.843
	Capabilities to process and analyse information to anticipate market requirements ahead of competitors	0.792
	Capabilities of matching the company's distinguished competencies with external opportunities in the marketplace	0.782
	Capabilities of identifying the strategic activities that lead the company to achieve a competitive advantage ahead of competitors	0.605
<b>Internal Marketing capabilities</b>	Distinctive ability to provide your customers value for money better than competitors	0.718
	Company capabilities to develop and manage integrated marketing programs better than competitors	0.785
	Company capabilities to innovate and develop new services	0.797
	Company capabilities in providing distinguished quality of services	0.859
	Having superior pricing capabilities, e.g. pricing below competitors, creativity, and flexibility in the pricing approaches	0.742
	Having distinctive marketing communications capabilities, e.g. distinctive advertising, good word-of-mouth communications	0.68
	Having distinctive distribution capabilities, e.g. the ability to open new distribution channels, concentration on specific geographic areas	0.759
<b>Invested-in Marketing Assets</b>	Distinctive ability to conduct strategic marketing planning	0.802
	Distinctive ability to conduct market segmentation	0.736
	Distinctive company reputation or image	0.742
	Distinctive service quality	0.769
	Distinctive technological abilities, e.g. computerizing the company's processes	0.706
	Distinctive services delivery process activities	0.802
	Distinctive knowledge in the marketplace and customers	0.767
	Distinctive ability in serving customers and handle their complaints	0.753
	Distinctive ability to develop and implement superior marketing strategies	0.898
<b>Organisational Performance</b>		
<b>Customer Performance</b>	Contribution to improving customer satisfaction	0.715
	Contribution to improving customer loyalty to our company	0.695
	Contribution to attracting new customers	0.791

<b>Financial Performance</b>	Contribution to return on investment compared with our competitors	0.675
	Contribution company's profitability compared with our competitors	0.711
	Contribution company's market share compared with our competitors	0.752
<b>Market Performance</b>	Contribution to company's financial assets, e.g. stock price	0.774
	Contribution to company's non-financial assets, e.g. customer service	0.753
	Increasing the company's ability to develop new company services	0.726
	Contribution to improve the company's image or reputation in the marketplace	0.625

The below tables concludes that composite reliability (CR) and Maximum reliability values are higher than the cut-off value (CR<0.7) for marketing competencies and organisational performance measures which prove there is a high level of internal consistency exist between samples. Average Variance Extracted (AVE) is also higher than the cut-off value (AVE<0.5) which also proves there are no convergent validity issues for both measures. Maximum Shared Variance (MSV) is less than AVE and the Square root of AVE greater than inter-construct correlations which prove there are no discriminant validity concerns for marketing competencies and organisational performance measures (Hair et al., 2010).

Table 2: Validity and Reliability measures of Marketing Competencies

Factors	CR	AVE	MSV	MaxR(H)	1	2	3	4
Invested-in Marketing Assets	0.932	0.603	0.584	0.939	0.777			
External Marketing Capabilities	0.920	0.592	0.469	0.926	0.684**	0.770		
Built-in Marketing Assets	0.905	0.546	0.380	0.913	0.614**	0.559**	0.739	
Internal Marketing Capabilities	0.907	0.585	0.584	0.914	0.764**	0.656**	0.616**	0.770

\*\*p<0.01

Table 2 shows that all four constructs are positively significantly and moderately related to other constructs.

Table 3: Validity and Reliability measures of Organisational Performance

Factors	CR	AVE	MSV	MaxR(H)	1	2	3
Market Performance	0.812	0.521	0.491	0.82	0.722		
Financial Performance	0.756	0.509	0.491	0.76	0.701**	0.713	
Customer Performance	0.778	0.54	0.182	0.785	0.427**	0.276**	0.735

\*\*p<0.01

Table 3 shows that all three performances constructs are positively significantly related to other constructs. Table 4 shows the model fit statistics for two measurement models, and all the values are above the cut-off ranges (Hair et al., 2010; Byrne, 2016; Barrett, 2007). Hence two measurement models have statistically fit.

Table 4: Model statistics of Measurement model

Measure	Organisational Performance	Marketing Competencies	Fit values
CMIN	158.132	1353.40	
DF	32	458	
CMIN/DF	4.942	2.955	<3 (Sometimes <5)
GFI	0.94	0.839	>.9
AGFI	0.869	0.814	>.8
CFI	0.917	0.905	>.9
SRMR	0.081	0.048	<.09
RMSEA	0.097	0.068	<0.08

**5. STRUCTURAL EQUATION MODEL**

**Structural Equation Modelling** results for Indian samples findings indicate that built-in marketing assets ( $\beta=0.49$ ;  $p<0.01$ ) are the strongest predictor of variations in financial performance, next in internal marketing capabilities ( $\beta=0.17$ ;  $p<0.01$ ), external marketing capabilities ( $\beta=0.15$ ;  $p<0.01$ ). Invested-in marketing assets ( $\beta=0.10$ ;  $p>0.05$ ) don't have a significant impact on financial performance. Invested-in marketing assets ( $\beta=0.34$ ;  $p<0.01$ ) are strongest predictor of variations in market performance, next in external marketing capabilities ( $\beta=0.31$ ;  $p<0.01$ ), built-in marketing assets ( $\beta=0.30$ ;  $p<0.01$ ) and internal marketing capabilities ( $\beta=0.29$ ;  $p<0.01$ ). External marketing capabilities ( $\beta=0.25$ ;  $p<0.01$ ) are strongest predictor of variations in market performance, next in built-in marketing assets ( $\beta=0.21$ ;  $p<0.01$ ), internal marketing capabilities ( $\beta=0.20$ ;  $p<0.01$ ) and invested-in marketing assets ( $\beta=0.16$ ;  $p<0.01$ ).

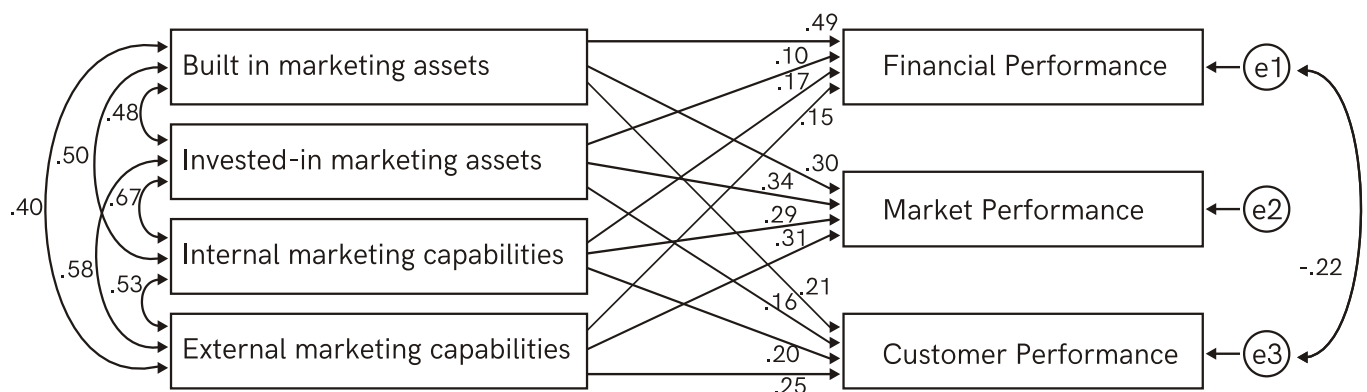


Figure 2: Structural Path Model 1 (Indian Samples)

Structural Equation Modelling results for Maldivian samples findings indicates that built-in marketing assets ( $\beta=0.38$ ;  $p<0.01$ ) are strongest predictor of variations in financial performance, next in invested-in marketing assets ( $\beta=0.36$ ;  $p<0.01$ ), external marketing capabilities ( $\beta=0.22$ ;  $p<0.01$ ) and internal marketing capabilities ( $\beta=0.10$ ;  $p>0.05$ ). Internal marketing capabilities ( $\beta=0.32$ ;  $p<0.01$ ) are strongest predictor of variations in

market performance, next in built-in marketing assets ( $\beta=0.29$ ;  $p<0.01$ ), external marketing capabilities ( $\beta=0.26$ ;  $p<0.01$ ) and invested-in marketing assets ( $\beta=0.21$ ;  $p<0.01$ ). Internal marketing capabilities ( $\beta=0.25$ ;  $p<0.01$ ) are strongest predictor of variations in market performance, other construct don't have significant impact on market performance (built-in marketing assets ( $\beta=0.242$ ;  $p>0.05$ ), external marketing capabilities ( $\beta=-0.164$ ;  $p>0.05$ ) and invested-in marketing assets ( $\beta=0.004$ ;  $p>0.05$ )).

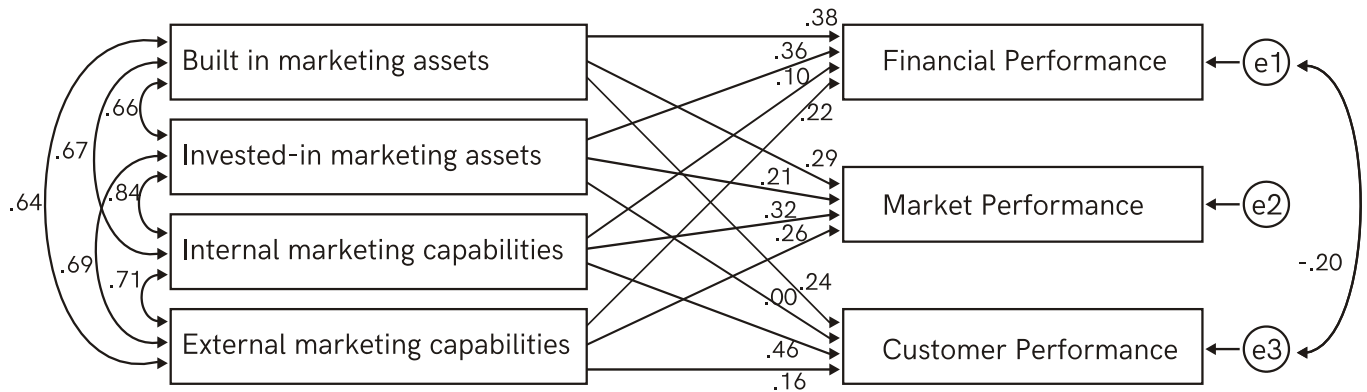


Figure 3: Structural Path Model 2 (Maldivian Samples)

The multi-group invariance analysis was done to check the difference between Indian and Maldivian samples and the link between marketing competencies and organisational performance using Amos graphics. The p-value of the chi-square difference test [Unconstrained model ( $X^2=1.276$ ,  $DF=4$ ) and Constrained model ( $X^2=30.398$ ,  $DF=16$ )] is significant ( $p=0.004$ ); the model differs across groups (Gaskin & Lim, 2018). The detailed results were presented in Table 5.

Table 5: Invariance Test between Indian and Maldivian samples

Path Name	Indian Sample Beta	Maldivian Sample Beta	P-Value for Difference	Comparison
Built-in Marketing Assets - Financial performance	0.495**	0.379**	0.126	There is no difference.
Invested-in Marketing Assets - Financial Performance	0.101	0.355**	0.007	The positive relationship between Financial performance and Invested-in marketing assets is stronger for Maldivian.
Internal Marketing Capabilities - Financial Performance	0.167**	0.096	0.41	The positive relationship between Financial performance and Internal marketing capabilities is only significant for Indian.

External Marketing Capabilities - Financial Performance	0.154**	0.218**	0.698	There is no difference.
Built-In Marketing Assets -	0.303**	0.288**	0.247	There is no difference.
Invested-In Marketing Assets - Marketing Performance	0.341**	0.213**	0.364	There is no difference.
Internal Marketing Capabilities - Marketing Performance	0.291**	0.320**	0.206	There is no difference.
External Marketing Capabilities - Marketing Performance	0.305**	0.256**	0.502	There is no difference.
Built-In Marketing Assets - Customer Performance	0.214**	0.242	0.803	There is no difference.
Invested-In Marketing Assets - Customer Performance	0.160**	0.004	0.376	The positive relationship between Customer performance and Invested-in marketing assets is only significant for Indian.
Internal Marketing Capabilities - Customer Performance	0.197**	0.455**	0.17	There is no difference.
External Marketing Capabilities - Customer Performance	0.255**	-0.164	0.001	The positive relationship between Customer performance and External marketing capabilities is stronger for Indian.

\*\*p<0.01

The examination of the goodness-of-fit criteria [CMIN=1.276; df=4; CMIN\df=0.319; p=0.865; GFI=0.999; AGFI=0.988; CFI=0.999; SRMR=0.001; RMSEA=0.000] shows that they well exceeded the cut-off values for the structural models (Hair et al., 2010; Byrne, 2016; Barrett, 2007).

## 6. MAJOR FINDINGS AND DISCUSSION

The confirmatory factor analysis has accentuated that Indian and Maldivan sales focuses broke down their marketing competencies as parts of their knowledge management. While such discoveries give specific help to the proposed definition and operationalisation of knowledge management in this paper, they ought to be clarified with regards to the Indian and Maldivan

automobile industry. As proclaimed before, Indian and Maldivan automobile industry works in an exceptionally competitive creating market. Competitive markets are generally portrayed by constant change making new openings and dangers for associations working in them. Accomplishment in such markets requires dynamic management of marketing knowledge to accomplish competitive advantage. The theoretical proposals established in the resource-based view, this paper has received the contention that marketing knowledge competencies require endless investments and improvement to accomplish persistently changing competitive advantage, thus, suggesting that marketing assets ought to be characterized into fabricated and put

resources into marketing assets (Kleinschmidt et al., 2007; Theriou & Chatzoglou, 2008; Kelliher & Reinl, 2009; Akroush & Al-Mohammad, 2010). Observational outcomes have additionally offered help for such arrangements. The Indian and Maldivian setting has given an appropriate clarification to such conclusions. Working in a developing competitive market, Indian and Maldivian automobile sales focuses appear to think that it's hard, if certainly feasible, to accomplish a maintainable competitive advantage. What's more, since that the manner in which assets are designed is the wellspring of competitive advantage Indian and Maldivian automobile sales focus discover a need to continually put resources into including and enhancing their marketing knowledge competencies to give new forms of marketing assets fit for accomplishing changeable competitive advantages.

In academic point of view, this study reveals that the marketing knowledge competencies were classified into four categories, where most of the existing literature centered only internal and few studies have addressed a different type of competencies in their studies; this study included four marketing competencies which mainly designed to measure expected marketing competencies based on capabilities and resources in Indian and Maldivian settings. This study provided detailed reliability and validity results which prove, the adopted research instrument can be used for other industries and countries.

Very few studies were done to check the relationship between marketing knowledge competencies and organisational performance in Indian and Maldivian context. Moreover, most of the studies considered organisational performance as financial performance and missed non-financial performance such as marketing performance and customer performance. This study findings evidence that marketing knowledge competencies significantly influenced marketing performance and customer performance and also the financial performance. Finally, from the managerial point of view, this study provides automobile sales centre managers with remarkable practical insight

associated with marketing knowledge competencies and how it affects business performance in Indian and Maldivian context. For the policymakers and top-level managers of automobile sector, this study provides empirical insight into how the performance of the firm can be affected by the competencies.

## 7. CONCLUSION

Based on the findings, Indian and Maldivian Automobile Sales centres must comprise a holistic viewpoint while dealing with their marketing competencies and resources. Adopting a competency-based perspective, promoting abilities usefulness must to apply available marketing resources and capacities in a focused way that thinks about emphatically firms' performance. Despite that having distinguishing marketing resources does not mean consistent competitive performance. Firms need to create and put resources into their present marketing resources with a specific end goal to maintain their competitive advantage. Such speculations should cover all marketing competencies the firms have, for example, HR and IT, innovation, new product development, brand reputation and image of the organization, and other components like marketing mix particularly communication and distribution channels. To have the more detailed understanding of the marketing competencies and its relative impact on firms' performance more dimensions need to be studied and related studies can be adapted to another industrial setting to get unique competencies requirements.

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# An Empirical Study on Psychographic Parameters Influencing the Buying Behaviour of Home Appliances: Gen.X vs. Gen.Y Customers

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## ABSTRACT

*In this research study, the researcher would like to compare the purchase behaviour of both Gen. X and Gen. Y customers', In addition to that the researcher majorly focus on the effect of the psychographic variables (Attitude, Personality and Lifestyle) on their purchase towards various branded home appliances. By keeping this in view, the researcher adapted the descriptive research and formulated hypothesis accordingly to the nature and core importance of the study. On going through the study, the various results reveal that the psychographic variables had a very deep impact on the purchase and buying decision process of the Gen.X and Gen. Y customers. In addition to the findings, it was found out that Gen.X and Gen. Y customers show a significant difference in the buying behaviour with respect to certain psychographic variables. The Outcome of the research study reveals that Gen.X customers are more cautious in their attitude while purchasing home appliances product of any brand compared to Gen.Y where in Gen.Y customers have a bolder personality with a stronger purchase and Decision Making.*

**Keywords:** Buying Behaviour, Psychographic Variables, Buyer Decision Making. Etc.,

## 1. INTRODUCTION

India has a great advantage of having a very young population popularly known as the demographic dividend. More than 60% of the Population (2011) consists of youngsters more specifically belonging to Gen.X and Gen.Y customers. Consumer durables i.e. electronic goods are in great demand. After

liberalization, many foreign players like LG, Sony, Samsung, Whirlpool, Daewoo, Aiwa, etc, control the major share of the consumer durables market. The report also mentioned that considering the Purchasing Power Parity (PPP), India is the 4th largest economy in the world and it is expected to overtake Japan in the near future to become the 3rd largest (Naukri Hub, 2013). Customers are often seen flocking various stores & sales outlets to purchase the electronic goods. It has become imperative to not only understand the needs of the Gen.X and Gen.Y customers but also to understand the psyche of these consumers. Psychographics is a science of using psychology and demographics to better understand consumers. By understanding a customer's Psychography, along with the customer's demography, makes it easy to predict the consumer's marketplace behaviour by adding the richness of the social and behavioural science theories to the standard demographic descriptions of people. This way the marketer can understand the various types of customers & also know the types of products they buy as well as understand the various factors that influence the customers' buying behaviour. Variables such as personality, values, attitudes, interests or lifestyles those are associated with Psychograph known as psychographic variables influence the market place behaviour of Gen.X and Gen.Y customers. (Kotler, Keller, Koshy and Jha, 2013)

## 2. REVIEW OF LITERATURE

**Psychographic Variables:** These are any attributes relating to personality, values, attitudes, interests, or lifestyles. They are also called IAO (Interests, Activities and Opinions) variables. They can be contrasted with

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demographic variables such as age & gender), behavioural variables such as usage rate or loyalty, & firmographic variables such as industry, seniority & functional area. ([www.getbrandwise.com](http://www.getbrandwise.com), 2009)

Gen.X and Gen.Y: Gen.X is a term used for the people with birth years from 1961 to 1981 and Gen.Y are Millennial, Echo boomers, Generation Next, Internet Genis a term used to define the people with birth years from 1982 to 2003 (Howe, Strauss, 1991) (Howe, Strauss, 1997).

Influence of Psychography on Consumer Buying Behaviour: Psychographics is a science of using psychology & demographics to better understand consumers and their psychographic segmentation is dividing the buyers into different groups on the basis of psychological / personality traits, attitudes, lifestyle, values, culture, etc. People within the same demographic group can exhibit different psychographic profiles & it is imperative for marketers to understand & apply the knowledge of the psychographics for appropriate market planning to gain higher profits (Kotler, Keller, Koshy and Jha, 2013), (Karunakaran, 2009). Various factors like demographics, psychographics, attitude, personality, lifestyle, culture, ethnicity, social class, consumer beliefs, feelings, intentions, family, household influences, group, personal influences, etc play an important role in the buying behaviour of the customers (Blackwell, Miniard and Engle, 2010). Therefore it is important for the marketers & the researcher to know the influence of personality, attitude & lifestyle on the consumption behaviour to formulate appropriate communication programs and deploy suitable strategies to attract the customers (Nair, 2010).

Generations and the Generational Theory: The Book on "Generations: The History of America's Future, 1584 to 2069", proposed 'The Generational Theory' for America. In that theory the author proposed that social generation or cohort is an aggregate of people born over roughly a period of 20 years. This cohort share the same economic, social, political & historical events in their childhood, growing-up & adulthood that make them share common beliefs & have some what a

similar behaviour. Because members of a generation are shaped in lasting ways by the eras they encounter as children & young adults, they also tend to share certain common beliefs & behaviors, (Howe and Strauss, 1991). More than 25 generations list has been identified starting from 1433 until now. The generation after the 'Boomers' was named as the '13th Generation' (roughly equivalent to Gen.X - born 1961-1981) and people born in and after 1982 are identified as 'The Millennial Generation' (Gen Y- born 1982-2004), (Fact Index, 2010). The Fourth Turning: What the Cycles of History tell us about America's Next Rendezvous with Destiny (Howe and Strauss, 1997), identified Gen.X and Gen.Y customers.

The Generational Theory applied to India: Generational theory can also be extended from United States (US) to Asia & more specifically to India. A blog of Harvard Business Review compared the Generations of India with the US and stated how the various social, political & economic conditions prevailing during the various time frames have affected the various Generations of India (Erickson, 2009). A detailed survey established that the Generational theory can be applied to various countries namely Japan, China, India, South Korea, Vietnam, Singapore, Malaysia, Philippines, Indonesia, Australia & New Zealand (Codrington, 2011). A white paper published for Moxie Insight, compared 8 countries: Brazil, China, Germany, India, Russia, Saudi Arabia, UK & US with the help of the Generational Theory (Erickson and Bevins, 2011).

Comparative Studies of Gen.X and Gen.Y Customers: Gen.X and Gen.Y customers have been compared in many studies, such as leadership development (Robbins, 2008), work attitudes (Susaeta, et al, 2011), their motivational needs as workforce (Parthasarathy and Pingle, 2013), how the generations are managed & marketed to (Head, 2008), how they behave & communicate differently at the work place (Tolbiz, 2008), how they have different work perspective, values & set of needs (Ruddick, 2009). They have also been compared in the area of mobile adoption & its usage (Mahalakshmi and Rani, 2007). Gen.X and Gen.Y customers have unique expectations, experiences, lifestyles, values, & demographics that

influence their buying behaviors (Williams & Page, 2010). A report was published on how various companies target customers belonging to the diverse generations such as baby boomers, Gen.X, Gen.Y and Gen.Z customers of United Kingdom (Ventura Insight, 2011). Gen.X and Gen.Y customers have also been studied for their preference to the kitchen designing (Reep and Johnson, 2011) and how the females of these generations differ based on the luxury brands & luxury brands values, brands attitudes and real brands purchases (So Lai Man, 2011).

**Psychography & Psychographic variables:** Psychographics is the study of personality, values, attitudes, interests, & lifestyles (Hamilton Inc, 2007), it also refer to any attribute relating to personality, lifestyle, values, interests or attitudes (Brand-New-Advertising, 2009). These factors are considered as influencing on a person's buying behaviour. Psychographics is term that describes people psychological as distinct from physical characteristics. Psychographics identify personality characteristics and attitudes that affect a person's lifestyle & purchasing behaviour (MiMi.hu, 2013). Studies of the life style orientation of US & Canadian consumers have been conducted and AIO (Activities, Interest, Opinions) and VALS (Values, Attitudes, and Life-Styles) statements have been used to determine difference between US & Canadian consumer market segments (Harcar and Kaynak, 2004). Research has been conducted where psychographics has been used to study and measure attitudes, values, lifestyles & buying habits of a household, community or trade area (Farmer, 2009). Some studies also have been conducted of generational cohorts, gender, fashion fan-ship, attitudes & impulse buying on fashion purchase (Pentecost & Andrews, 2010).

### 3. NEED FOR THE RESEARCH:

On going the literature review, it's been observed that various research study been carried out on the focus of understanding buying behaviour and identifying the major factors related to purchase decision making of home appliances product. Very few studies been carried with a major objective focusing on Psychographic Factors and its influence on the buying

behaviour and Purchase Decision Making Process. Hence these detailed review of literature concluded that there is a high need to study and compare Gen.X and Gen.Y on the psychographic attributes while buying various branded Home appliances Products.

## 4. RESEARCH METHODOLOGY

**4.1. Sampling Design & Data Collection:** The problem was discovered with the help of a thorough review of literature which led to the formulation of working hypothesis. The population & sample design were drawn with the help of scientific & statistical methods. Questionnaire was designed with & the sampling method of Non-probability -Convenience sampling was used. Variables were clearly defined. The study was carried out with clear objectives & hypothesis was formulated. Data from 390 respondents was then collected, tabulated, edited and coded. Data was then processed & analyzed using statistical tools & hypothesis was statistically tested. This makes the study descriptive in type & quantitative in nature.

**4.2. Content Validity:** It was not required to be done as the variables to be measured were latent variables.

**4.3. Statistical Tools & Techniques:** Hypothesis was tested using Independent samples t-test for 26 variables that passed the Test of Normality & Mann-Whitney Test was used for 4 variables that failed to pass the test of normality. Statistical Package for Social Sciences (SPSS) Software Version. No 20 was used for analysis and interpretation purposes.

## 5. HYPOTHESIS TESTING:

**Hypothesis Testing: H<sub>1</sub>:** There is a significant difference in the buying behaviour exhibited by Gen.X and Gen.Y customers with respect to 26 psychographic variables.

**Hypothesis Testing: H<sub>2</sub>:** Gen.X and Gen.Y differ significantly based on the psychographic variables while buying various branded home appliances products.

## 6. Data Analysis & Findings

### 6.1. Test for Normality:

Test of Normality of 30 variables Measuring Psychography was conducted. A 13 items scale was used to measure Attitude, 7 items scale to measure

Personality & 10 items scale to measure Lifestyle, altogether accounting to 30 items. Assumption of normality of 30 predictors was tested (George and Mallery, 2003). 26 variables have Skewness and Kurtosis values with threshold range of  $\pm 1$  and passed the test of normality. 4 out of 30 variables have Skewness & Kurtosis values beyond the threshold value  $\pm 1$ . The variables focusing on Buying Behaviour and Purchase Decision Aspects are as follows:

- ♦ Before coming to a decision, I tend to check and compare the prices of various branded products
- ♦ I always try to balance my purchases and my pocket
- ♦ When buying the home appliances products, I usually take opinions and research on the internet

- ♦ I am quite willing to pay extra for big brands

A Mann Whitney test was performed for the above 4 variables who failed to pass the test of normality and Independent Samples t-test was performed for the 26 variables that passed the test of normality.

### 6.3 Independent Sample T-test

**Null Hypothesis -  $H_0$ :** There is no difference in the buying behaviour exhibited by Gen X & Gen Y with respect to 26 psychographic variables. ( $H_0: \sigma_1^2 = \sigma_2^2$ )

**Alternate Hypothesis -  $H_1$ :** There is a significant difference in the buying behaviour exhibited by Gen X & Gen Y with respect to 26 psychographic variables. ( $H_1: \sigma_1^2 \neq \sigma_2^2$ ) Level of Significance:  $\alpha = 0.05$

#### Assumption of Homogeneity of Variance Tested using Levene's Test.

Sl. No	Variable	F	P value	Assumption of Homogeneity
1.	Considering my monthly family income, I tend to spend more than I save.	7.421	.007	Homogeneity Broken
2.	I shop for special products only.	0.648	.421	Homogeneity Tenable
3.	While choosing the home appliances product, I am guided more by the 'Technology' & 'Innovative feature' rather than its utility or my need.	3.043	.082	Homogeneity Tenable
4.	A person can save a lot of money by shopping around for bargains, discounts & sales schemes.	7.204	.008	Homogeneity Broken
5.	I am very careful in trying newly introduced home appliances product.	0.189	.664	Homogeneity Tenable
6.	I like to have all the goods for my house hold work.	0.870	.351	Homogeneity Tenable
7.	I enjoy doing house work.	5.785	.017	Homogeneity Broken
8.	My idea of housekeeping is doing it "once in a blue moon"	5.379	.021	Homogeneity Broken
9.	I like to try new stores & sales outlets for my purchases	0.744	.389	Homogeneity Broken
10.	While buying the home appliances product I usually pay cash for all my purchases	0.115	.735	Homogeneity Tenable
11.	I like to try & buy new & different home appliances product	3.231	.073	Homogeneity Tenable

12.	I like to try & buy new & different home appliances product.	0.005	.943	Homogeneity Tenable
13.	I often try the latest home appliances product	0.745	.389	Homogeneity Tenable
14.	I act on my hunches & do not consult my family when I purchase home appliances product (TV / Fridge / AC /WM)	0.507	.477	Homogeneity Tenable
15.	I am more independent while deciding about my purchase of the home appliances product	0.115	.735	Homogeneity Tenable
16.	My friends or neighbors often come to me for advice	0.010	.919	Homogeneity Tenable
17.	People come to me more often than I go to them for information about home appliances product & brands	0.338	.562	Homogeneity Tenable
18.	I get a sense of accomplishment in buying the latest gadgets & home appliances product	0.082	.775	Homogeneity Tenable
19.	I must have the latest home appliances product even if I have to buy them on EMI	0.003	.956	Homogeneity Tenable
20.	My home appliances product purchase should reflect my family's social & economic status.	8.970	.003	Homogeneity Broken
21.	I keep upgrading my TV /Fridge /AC & WM as per new introductions in the market	4.380	.037	Homogeneity Broken
22.	Price has no consideration in buying a TV/ Fridge/ AC/WM.	7.154	.008	Homogeneity Broken
23.	Every bed room must have a TV & AC	1.227	.269	Homogeneity Tenable
24.	TV/ Fridge/AC Washing machine is a necessity today	2.548	.111	Homogeneity Tenable
25.	Latest TV/Fridge /AC & WM advocates my social status	5.617	.018	Homogeneity broken
26.	Brand plays a major role in buying electronic goods.	0.271	.603	Homogeneity Tenable

Table.No.6.3.1. Homogeneity of Variance Tested using Levene's Test

In case of the variables where the p values were more than the level of significance (0.05), thus it is concluded that for these variables the Assumption of Homogeneity Tenable. Hence for the test of significance we consider the T value in the row labeled "Equal Variance Assumed". In case of the variables where the p value is less than the level of significance (0.05), thus the Assumption of Homogeneity Broken we consider the T value in the row labeled "Equal Variance Not Assumed".



Test of Assumption of Homogeneity of Variance was tested using Levene's Test.

Sl. No	Variable	Test of Homogeneity of variance	't'and 'p' value	Result	Interpretation
1	Considering my monthly family income, I tend to spend more than I save	(f = 7.421, p < 0.05)	t (396.846) = -2.824, p value = 0.005	H <sub>0</sub> Rejected	Gen.X and Gen.Y Customers differ based on variable under consideration: As Mean alues for Gen.X and en.Y Customers are 3.10 & 3.53) so Gen Y gree more to the variable
2	I shop for special products only	(f = 0.648, p > 0.05)	t (397) = 0.243, p value = 0.808	H <sub>0</sub> do not differ	Gen.X and Gen.Y Accepted Customers based on variable under consideration.
3	While choosing an home appliances product I am guided more by the 'Technology' & 'Innovative feature' rather than its utility or my need	(f = 3.043, p > 0.05)	t (397) = -0.950, p value = 0.343	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration
4	A person can save a lot of money by shopping around for bargains, discounts & sales schemes	(f = 7.204, p > 0.05)	t (397) = -0.452, p value = 0.651	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration
5	I am very careful in trying newly introduced home appliances product	(f = 0.189, p < 0.05)	t (391.870) = 2.143, p value = 0.033	H <sub>0</sub> Rejected	Gen.X and Gen.Y Customers differ based on variable under consideration: As Mean values for Gen.X and Gen.Y Customers are (4.20 & 3.98) so Gen.X gree more to the variable
6	I like to have all the goods for my house hold work	(f = 0.870, p > 0.05)	t (397) = 0.321, p value = 0.749	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.

7	I enjoy doing house work	(f = 5.785, p < 0.05)	t (388.486) = 1.970, p value = 0.050	H <sub>0</sub> Rejected	Gen.X and Gen.Y Customers differ based on variable under consideration: As Mean values for Gen.X and Gen.Y Customers are (3.97 & 3.74) so Gen.X agree more to the variable
8	My idea of housekeeping is doing it "once in a blue moon"	(f = 5.379, p > 0.05)	t (397) = -1.567, p value = 0.118	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
9	I shop for special goods on I like to try new stores & sales outlets for my purchases	(f = 0.744, p > 0.05)	t (397) = 1.048, p value = 0.295	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
10	While buying the home appliances product I usually pay cash for all my purchases	(f = 0.115, p > 0.05)	t (397) = 0.354, p value = 0.724	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
11	I like to try & buy new & different home appliances product	(f = 3.231, p > 0.05)	t (397) = -0.565, p value = 0.572	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
12	I like to try & buy new & different home appliances product	(f = 0.005, p > 0.05)	t (397) = 0.248, p value = 0.804	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
13	I often try the latest home appliances product	(f = 0.745, p > 0.05)	t (397) = -1.005, p value = 0.316	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
14	I act on my hunches & do not consult my family when I purchase home appliances product (TV / Fridge / AC /WM)	(f = 0.507, p < 0.05)	t (395.732) = -2.177, p value = 0.030	H <sub>0</sub> rejected	Gen.X and Gen.Y Customers differ based on variable under consideration: As Mean values for Gen.X and Gen.Y Customers are (2.20 & 2.50) so Gen.Y agree more to the variable
15	I am more independent than most people while deciding about product purchase	(f = 0.115, p > 0.05)	t (397) = -0.813, p value = 0.416	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.

16	My friends or neighbors often come to me for advice	(f = 0.010, p > 0.05)	t (397) = -0.577, p value = 0.564	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
17	People come to me more often than I go to them for information about home appliances product & brands	(f = 0.338, p < 0.05)	t (395.929) = -2.650, p value = 0.008	H <sub>0</sub> rejected	Gen.X and Gen.Y Customers differ based on variable under consideration: As Mean values for Gen.X and Gen.Y Customers are (3.13 & 3.43) so Gen.Y agree more to the variable
18	I get a sense of accomplishment in buying the latest gadgets & home appliances product	(f = 0.082, p > 0.05)	t (397) = 0.194, p value = 0.847	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
19	I must have the latest home appliances product even if I have to buy them on EMI	(f = 0.003, p < 0.05)	t (395.312) = -2.347, p value = 0.019	H <sub>0</sub> rejected	Gen.X and Gen.Y Customers differ based on variable under consideration: As Mean values for Gen.X and Gen.Y Customers are (2.29 & 2.63) so Gen.Y agree more to the variable
20	My electronic purchases should reflect my family's social & economic status	(f = 8.970, p > 0.05)	t (397) = -0.346, p value = 0.729	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
21	I keep upgrading my TV /Fridge /AC & WM as per new introductions in the market	(f = 4.380, p > 0.05)	t (397) = -0.948, p value = 0.344	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
22	Price has no consideration in buying a TV/ Fridge/ AC/WM	(f = 7.154, p > 0.05)	t (397) = 0.613, p value = 0.540	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
23	Every bed room must have a TV & AC	(f = 1.227, p > 0.05)	t (397) = -0.953, p value = 0.341	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.

24	TV/ Fridge/AC Washing machine is a necessity today	(f = 2.548, p < 0.05)	t (391.970) = 2.247, p value = 0.025	H <sub>0</sub> rejected	Gen.X and Gen.Y Customers differ based on variable under consideration: As Mean values for Gen.X and Gen.Y Customers are (4.05 & 3.77) so Gen.X agree more to the variable
25	Latest TV/Fridge /AC & WM advocates my social status	(f = 5.617, p > 0.05)	t (397) = -1.768, p value = 0.078	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.
26	Brand plays a major role in buying home appliances product	(f = 0.271, p > 0.05)	t (397) = 0.744, p value = 0.457	H <sub>0</sub> Accepted	Gen.X and Gen.Y Customers do not differ based on variable under consideration.

Table.No.6.3.2.Tabulation of Independent sample T-Test Results and Interpretations

#### 6.4. Mann-Whitney Test

##### Hypothesis Testing:

**Null Hypothesis - H<sub>0</sub>:** Gen.X and Gen.Y customers do not differ significantly based on the psychographic variables while buying various branded home appliances products.

**H<sub>0</sub> :**  $\mu_1 = \mu_2$  (where  $\mu_1$  = mean rank of Gen.X, &  $\mu_2$  = mean rank of Gen.Y)

**Alternate Hypothesis - H<sub>1</sub>:** Gen.X & Gen.Y customers do differ significantly based on the psychographic variables while buying various branded home appliances products.

**H<sub>1</sub> :**  $\mu_1 \neq \mu_2$  (where  $\mu_1$  = mean rank of Gen.X, &  $\mu_2$  = mean rank of Gen.Y)

Here we had used a Statistical Test named Mann Whitney Test, in counter part of Independent Sample T-Test, where in the Level of Significance = 0.05,

##### Test Statistics a

Variable Statements	Before coming to a decision,I tend to check and compare	I always try to balance my purchases and the prices of every brand of the home appliances product I am purchasing	When buying the home appliances product, I usually take opinions my pocket	I am quite willing to pay extra for big brands and research on the internet
Mann-Whitney U	18040.000	16948.000	19540.500	19238.500
Wilcoxon W	36955.000	35863.000	40655.500	40353.500
Z	-1.863	-2.825	-0.321	-0.576
Asymp. Sig. (2-tailed)	0.062	0.005	0.748	0.565

### a. Grouping Variable: Gen.X vs. Gen.Y Customers

Table.No.6.4.1.Mann-Whitney Test

Sl. No	Variable	'Z' & 'p' value	Result	Interpretation
1	Before coming to a decision, I tend to check and compare the prices of every brand of the home appliances product I am purchasing	Z = -1.863, p = 0.062	Fail to reject the null hypothesis	Gen.X and Gen.Y customers do not differ based on variable under consideration
2	I always try to balance my purchases and my pocket	Z = -2.825, p = 0.005	H <sub>0</sub> rejected	Gen.X and Gen.Y customers differ based on variable under consideration: Further based upon the mean ranks (X = 214.33, Y = 184.86) we conclude that Gen.X tend to agree more on the variable
3	When buying the home appliances product, I usually take opinions and research on the internet	Z = -0.321, p = 0.748	Fail to reject the null hypothesis	Gen.X and Gen.Y customers do not differ based on variable under consideration
4	I am quite willing to pay extra for big brands	Z = -0.576, p = 0.565	Fail to reject the null hypothesis	Gen.X and Gen.Y customers do not differ based on variable under consideration

Table.No.6.3. 4. Tabulation of Mann-Whitney Test Summary of Results and Interpretations

## 7. DISCUSSION AND CONCLUSION

Based on the statistical findings of the research, marked differences have been identified in the buying behaviour of Gen X & Gen Y customers while purchasing the electronic goods. It can also be concluded that the psychographic variables of attitude, personality & lifestyle play a major role in the purchase decision of Gen X & Gen Y customers. Based on the statistical findings following conclusions have been drawn.

- ♦ The attitude of the Gen.X customers is more cautious than Gen.Y customers while trying out the newly introduced electronic goods. The Gen.X customers always balance their finances, whereas the Gen.Y customers are more inclined towards spending and save less.
- ♦ Gen.X customers feel that the home appliances product are more of necessity whereas Gen.Y customers feel that these goods are not a necessity but they must possess them even if they have to buy them on EMI(Easy Monthly Instalments).. This shows that they associate these home appliances product as symbol of status & it tells about the kind of lifestyle they lead.
- ♦ Gen.Y customers are having a daring personality and they act as opinion leaders because they act on their hunches to buy newly introduced home appliances product and they do not consult anyone before buying. The Gen.X customers also are seen influencing others and claim that their friends and relatives consult them in their purchase decision regarding the home appliances product under consideration.

## 8. MANAGERIAL IMPLICATIONS OF THE STUDY

The study will help understand the significance of the psychographic attributes of Gen.X and Gen.Y customers. This information will prove to be very useful to researchers to do more extensive research with more factors and variables added into in a different context. With regard to the companies, this research would certainly help them to understand the customers preferences, expectations and perceptions towards buying and purchase decision towards purchasing them changes often time to time, generation to generation because of the growing dense competition and availability of more choices of various branded products will certainly make customers of different generations to focus and buy according to their tastes and preferences which would certainly lead them to use the product of their choice in turn using they get higher customer satisfaction and become loyal towards such branded products and services.

## 9. LIMITATIONS OF THE STUDY AND SCOPE FOR FURTHER RESEARCH

The study was carried out in Pune which is a cosmopolitan city & outlets displaying various branded home appliances Products especially Television Sets, Refrigerators, Air Conditioners and Washing Machine were only considered. The study can further be extended to Tier II or Tire III Cities. The study can also include other electronic goods for further clarity. Various other psychographic variables can also be studied such as values, interests, opinions, etc. The research can also be extended to the impact of psychographic variables on Gen.X and Gen.Y customers during online shopping where the results of the research would certainly help the other future researchers to move forward with higher stability and focus on it.

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# A Study on the Impact of Service Quality towards Customer Satisfaction of the Stock Brokers in Coimbatore District, Tamilnadu

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## ABSTRACT

*The study was done with a purpose to find out the investors perception on service quality of stock brokers in Coimbatore. In particular, the major objectives of the study were to measure service quality for stock brokers in Coimbatore and to identify service gap. This study was also to help to ascertain the factors influencing investor's satisfaction towards service quality. The service quality is measured using the following attributes such as Reliability, Tangibles, Assurance, Responsiveness and Empathy. These factors were framed with a structured questionnaire. Descriptive research design is used for the study. The research was conducted in Coimbatore city through convenient sampling method, the study sample size was 100 respondents from Coimbatore. The collected data were analyzed using SPSS software package and the tools applied were like Correlation. The findings revealed that the majority of the investors are new generation investors and they operate both primary and secondary market. Most of the investors have 3 to 5 years in experience in share market. From the study it is found that there is a relationship between these service quality factors and level of satisfaction. Stock Brokers want to improve their research reports accuracy because investors are investing huge money based on the research call.*

**Keywords:** Service Quality, Investor Satisfaction, Stock Brokers, Etc.,

## 1. INTRODUCTION

In the Indian scenario, savings is the habitat of every

human being. An Investor starts their investment from the safety to higher returns. Investors are so keen to earn more returns out of their investment. Capital market plays a significant role in the investment. Capital market is the place where the investors expect a higher return with a risk factor. The Investor will always have the aim to attain the maximum return by minimizing the risk to the extent possible. The stockbrokers play a major role in the investment into the stock market. This article says about the Quality of service rendered by the stockbrokers which lead to customer satisfaction and brings loyalty to the firm.

Over the last two to three decades, service quality, customer satisfaction, customer perceived value and buyer behavior intention have been ongoing research areas in universal marketing literature (Lee Yik-Chee et al., 2010; Boulding et al., 1993; Caruana and Msida, 2002; Durvasula et al., 2003/2004; Ladhari, 2008; Tam, 2004; Rust and Oliver, 1994).

Compared to the focus of much of the literature, financial services, including Stock broker, are more composite than other services and deserve more in detail attention. This study addresses a substantive topic of high significance to customers (financial services) which has been almost "completely neglected in marketing research" (Lee Yik-Chee et al., 2010; Martenson, 2008).

## 1.1 SERVICE QUALITY

Parasuraman Identification dimensions and qualitative factors are the ways to measure service quality in the way of construction (Alireza Rajabipoor Meybodi,



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2011; McNealy, 1994 and Allan, 2003 & Brady, 2002). SERVQUAL model is one of the models through which the gap between service expectation and Service perception is analyzed and try to measure customer service quality. This model also is known as the gap analysis model (Alireza Rajabipoor Meybodi, 2011; Brooks, 1999). SERVQUAL model was developed by Parasuraman and Zeithaml (Alireza Rajabipoor Meybodi, 2011; Caruana, 2000).

### 1.2 CUSTOMER SATISFACTION

Customer Satisfaction refers to the extent to which customers are happy and satisfied with the products and services provided by a business (Marvin E. Gonzalez, 2017).

Customer Satisfaction (CSAT) is a metric used to quantify the degree to which a customer is happy with a product, service, or experience. This metric is usually calculated by deploying a customer satisfaction survey that asks on a five or seven-point scale how a customer feels about a support interaction, purchase, or overall customer experience, with answers between "highly unsatisfied" and "highly satisfied" to choose from. If you don't measure customer satisfaction, you can't identify unsatisfied customers that could churn or leave you negative customer reviews. You also can't identify happy customers you could activate as evangelists or referrers. Finally, you can't predict or prevent customer churn to plan proactively without metrics to analyze. (Sophia Bernazzani, 2018).

### 1.3 CUSTOMER PERCEPTION

Customer Perception is a marketing concept that tells us what customers think about a brand or a company or its offerings. It can be positive or negative feelings, perceptions, inhibitions, predispositions, expectations or experiences that a customer has. The characteristics of a brand and its personality play a big role (Hitesh Bhasin, 2017)

## 2. NEED FOR THE STUDY

As on-line trading has become increasingly popular, further research on two different market segments of on-line and non-online stock investors would be

meaningful in terms of service quality, particularly with Singapore becoming a global trading and communications hub (Hines, 2008).

More research is required in this field. A longitudinal dyadic study of broker customer relations would provide greater illumination than a survey, but would be harder to generalize due to a smaller sample. However it would be interesting to explore Behavioral intentions such as change of brokers and recommendations in more depth (Chee, Lee Yik, etal 2010).

Apart from on-line and non-online investors, there are two other different market segments of investors: customers of securities remisiers (Self-Employed Commission Brokers) used in this study and stock dealers (Salary Based Employees of licensed brokerage firms). Research on these segments would shed light on different perceptions, if any, of the customers of different categories of trading modes and service providers, along with the service quality and value of these different groups (Chee, Lee Yik, etal 2010).

Based on the review the researcher has selected to study about investors perception on service quality of online and offline traders in Coimbatore district. This study is carried to give suggestion to the Stock broker firms in Coimbatore about the expected service quality of investors and also gap between the investor and stock broker.

## 3. OBJECTIVES OF THE STUDY

- ♦ To ascertain factors influencing investors satisfaction towards service quality.
- ♦ To examine investors Buyer Behavioral Intention towards repeated service.

## 4. REVIEW OF LITERATURE

The results indicate that the higher the service quality, the more the customer's satisfaction. The Dimensions of service quality plays an important role in this equation. These dimensions are tangibility, responsiveness reliability, empathy, and security. Finally, the findings indicate that these five factors have positively affected the customer satisfaction. This

research also shows that the service quality is an appropriate tool to measure the quality of service in the banking sector in the Arab bank. Therefore, the banking sector practitioners regard this instrument a very important tool to evaluate, support, and improve the quality of their services (Dr. Abdel Fattah Mahmoud Al-Azzam, 2015)

More than 4/5th of the customers are satisfied about the range of services and quality of services provided by Karvy, but effort should be taken by Karvy to create better awareness about all its services to all customers and also for the prospectus. (Minu.M, Hariharan.R, 2015)

Satisfaction is purely based upon the investor's awareness towards share trading. When the investor gets more and more accurate information on the right time, then he/she can enjoy the taste of success from the share trading. The authorities should implement more training and awareness programmes for the investors (PV Durga Rao, et al 2013)

Results show that donor expectations and perceptions between investor's quality service brokerage offices in all areas, there are significant differences. Brokerage Managers, the models analyzed using the service quality, will be able to create gaps between the way the service provided, i.e., investors and agents known to the agency planned to strengthen and reform pay problems. (Alireza Rajabipoor Meybodi, 2011)

Customers who relied on brokers' advice perceived higher service quality. Brokers need more empathy with customers. Investors expect high quality service from brokers, particularly in terms of reliability. There was a 15 percent gap in service quality, and a 20 percent gap in service value. Customers who relied on brokers' advice perceived higher service quality. Brokers need more empathy with customers. SERVQUAL translated to Singapore stock broking customers with good reliability (Chee, Lee Yik, et al, 2010).

A Path Model shows that customer contact persons influence attitudinal and behavioral loyalty and that the impact is higher for high elaborators (higher

knowledge and motivation to process stock market information) than for low elaborators. This suggests that the role of the contact person differs for different customer groups, i.e. the notion of multiple roles for variables. (Rita Martenson, 2008)

Relationships of perceptions and expectations of service quality, Mean Service Adequacy (MSA) and Mean Service Superiority (MSS) with service satisfaction and loyalty are examined. Results indicate that the reliability aspect of service quality is strongly related to satisfaction and loyalty in the stockbrokerage industry, while the assurance aspect of service quality enjoyed a similar status in the life insurance industry. Results also confirm that while MSA and MSS both drive satisfaction and loyalty, perceptions of actual service have the strongest correlations with those behavioral outcomes. (Srinivas Durvasula, 2006). Research and managerial implications are discussed with respect to brokerage firms' strategies to more effectively manage service delivery and communicate to existing and potential clients. (Xiaohua Lin Phd & Benjamin Wei, 1999)

## 5. RESEARCH METHODOLOGY

Research is an art of scientific investigation. Research design is an arrangement of conduction for collection and analysis of data in a manner that aims to combine relevant to a research purpose with economy in procedure. Descriptive research design is used for the study. 100 samples are collected from investors at various stock broking firms through the structured questionnaire. Convenient sampling is used for the study. Correlation tool is used in the study to find the relationship between the level of satisfaction and SERVQUAL factors.

## 6. DATA ANALYSIS AND INTERPRETATION

### 6.1. Correlation Analysis for Level of Satisfaction and Tangibles

**Null Hypothesis -  $H_0$ :** There is no significance relationship between level of satisfaction and tangibles.

**Alternative Hypothesis -  $H_1$ :** There is significance relationship between level of satisfaction and tangibles.

Correlation Analysis		Modern Looking Equipment.	Physical Facilities	Employees Appearance	Research Reports Associated With The Service Visually Appeals
Market Updating Call	Pearson Correlation	.118	.162	.206*	.145
	Sig. (2-tailed)	.241	.107	.040	.151
	N	100	100	100	100
Call and Trade	Pearson Correlation	-.192	.196	.054	.229*
	Sig. (2-tailed)	.056	.051	.596	.022
	N	100	100	100	100
Post Trade Confirmation Call	Pearson Correlation	.125	.219*	.216*	.176
	Sig. (2-tailed)	.216	.028	.031	.080
	N	100	100	100	100
Research Call and Research Reports	Pearson Correlation	.168	.126	.199*	.430**
	Sig. (2-tailed)	.095	.211	.047	.000
	N	100	100	100	100
Online Trading	Pearson Correlation	.201*	-.188	-.173	-.134
	Sig. (2-tailed)	.045	.061	.084	.184
	N	100	100	100	100
Stock Broker App (Application)	Pearson Correlation	-.009	.023	.078	-.085
	Sig. (2-tailed)	.930	.823	.439	.401
	N	100	100	100	100

Table. No. 6.1. Correlation Analysis for Level of Satisfaction and Tangibles

The above table.no.6.1 shows that the correlation analysis for level of satisfaction and tangibles. The calculated value of factor Market Updating Call on Employees appearance is 0.040. There is a significant relationship between Market Updating Call on Employees appearance. Alternative hypothesis is accepted.

The calculated value of factor Post Trade Confirmation Call on physical facilities is .028 and Post Trade Confirmation Call on Employees appearance is 0.031. There is a significant relationship between Post Trade Confirmation Call on physical facilities and Post Trade Confirmation Call on Employees appearance. Alternative hypothesis is accepted.

The calculated value of factor Online Trading on Modern looking equipment is 0.045. There is a significant relationship between Online Trading on Modern looking equipment. Alternative hypothesis is accepted.

## 6.2. Analysis for Level of Satisfaction and Reliability

**Null Hypothesis -  $H_0$ :** There is no significance relationship between level of satisfaction and reliability.

**Alternative Hypothesis -  $H_2$ :** There is significance relationship between level of satisfaction and reliability

Correlation Analysis		When Stock broker promise to do something by a certain time, they do so	When customers have a problem, Stock broker shows interest in	When customers complain, Stock Broker performs the service right the solving it	Stock broker provides their services at their promises first time	Stock broker insists on error-free records
Market Updating Call	Pearson Correlation	.353**	-.109	.036	.071	-.003
	Sig. (2-tailed)	.000	.280	.720	.484	.975
	N	100	100	100	100	100
Call and Trade	Pearson Correlation	.062	.229*	.145	-.020	.046
	Sig. (2-tailed)	.539	.022	.150	.845	.648
	N	100	100	100	100	100
Post Trade Confirmation Call	Pearson Correlation	.278**	.187	.355**	.141	.251*
	Sig. (2-tailed)	.005	.063	.000	.162	.012
	N	100	100	100	100	100
Research Call and Research Reports	Pearson Correlation	.211*	.114	-.037	.196	.377**
	Sig. (2-tailed)	.035	.259	.716	.051	.000
	N	100	100	100	100	100
Online Trading	Pearson Correlation	.048	-.322**	-.035	-.101	-.109
	Sig. (2-tailed)	.636	.001	.731	.317	.281
	N	100	100	100	100	100
Stock broker App (Application)	Pearson Correlation	.031	.215*	.101	.001	.074
	Sig. (2-tailed)	.756	.031	.316	.990	.466
	N	100	100	100	100	100

Table.No.6.2. Analysis for Level of Satisfaction and Reliability

The above table. no. 6.2 shows that the correlation analysis for level of satisfaction and reliability. The calculated value of factor Market Updating Call on When Stock broker promise to do something by a certain time, they do so is 0.000. There is a significant relationship between Market Updating Call on When Stock broker promise to do something by a certain time, they do so. Alternative hypothesis is accepted.

The calculated value of factor Call and Trade on when customers have a problem, Stock broker shows interest in solving it is 0.022. There is a significant relationship between Call n Trade on when customers have a problem, Stock broker shows interest in solving it. Alternative hypothesis is accepted.

The calculated value of factor Post Trade Confirmation

Call on When Stock broker promise to do something by a certain time, they do so 0.005 and When customers complain, Stock broker performs the service right the first time 0.000 and Stock broker insists on error-free records 0.012. There is a significant relationship between Post Trade Confirmation Call on When Stock broker promise to do something by a certain time, they do so and when customers complain, Karvy performs the service right the first time and Stock broker insists on error-free records .Alternative hypothesis is accepted.

The calculated value of factor Research Call and Research Reports on When Stock broker promise to do something by a certain time, they do so is 0.035. There is a significant relationship between

Research Call and Research Reports on When Stock broker promise to do something by a certain time, they do so. Alternative hypothesis is accepted.

### 6.3. Correlation Analysis for Level of Satisfaction and Responsiveness

**Null Hypothesis - H<sub>0</sub>:** There is no significance

relationship between level of satisfaction and responsiveness

**Alternative Hypothesis - H<sub>3</sub>:** There is significance relationship between level of satisfaction and responsiveness.

Correlation Analysis		Employees of Stock broker communicates customers exactly when services are performed	Employees of Stock broker gives Prompt services to customers	Employees of Stock broker are always willing to help customers.	Employees of Stock broker responds to customers even in peak hours
Market Updating Call	Pearson Correlation	.425**	.163	.180	-.041
	Sig. (2-tailed)	.000	.105	.074	.686
	N	100	100	100	100
Call and Trade	Pearson Correlation	.054	.359**	.091	.261**
	Sig. (2-tailed)	.594	.000	.370	.009
	N	100	100	100	100
Post Trade Confirmation Call	Pearson Correlation	-.002	.357**	.132	.234*
	Sig. (2-tailed)	.986	.000	.190	.019
	N	100	100	100	100
Research Call and Research Reports	Pearson Correlation	.169	.129	.160	.271**
	Sig. (2-tailed)	.093	.202	.111	.006
	N	100	100	100	100
Online Trading	Pearson Correlation	.060	-.321**	-.239*	-.129
	Sig. (2-tailed)	.554	.001	.017	.201
	N	100	100	100	100
Karvy App (Application)	Pearson Correlation	-.164	-.031	.193	.145
	Sig. (2-tailed)	.104	.761	.055	.151
	N	100	100	100	100

Table.No.6.3. Correlation Analysis for Level of Satisfaction and Responsiveness

The above table.no.6.3 shows that the correlation analysis for level of satisfaction and responsiveness. The calculated value of factor Market Updating Call on Employees of Stock broker communicates customers exactly when services are performed 0.000. There is a significant relationship between Market Updating Call on Employees of Stock broker communicates customers exactly when services are

performed. Alternative hypothesis is accepted.

The calculated value of factor Call n Trade on Employees of Stock broker responds to customers even in peak hours 0.009. There is a significant relationship between Call n Trade on Employees of Stock broker responds to customers even in peak hours. Alternative hypothesis is accepted.

#### 6.4 Correlation Analysis for Level of Satisfaction and Assurance

**Null Hypothesis -  $H_0$ :** There is no significance relationship between level of satisfaction and assurance.

**Alternative Hypothesis -  $H_4$ :** There is significance relationship between level of satisfaction and assurance.

Correlation Analysis		The behaviour of employees of Stock broker are always instills confidence in customers	Customers of Stock broker feels safe to do transactions	Employees of Stock broker consistently courteous with customers	Employees of Stock broker are knowledgeable and skilled to answer customer queries
Market Updating Call N	Pearson Correlation	.166	-.052	.119	-.006
	Sig. (2-tailed)	.099	.608	.239	.952
	100	100	100	100	
Call and Trade	Pearson Correlation	.252*	-.056	.148	.161
	Sig. (2-tailed)	.011	.581	.141	.109
	N	100	100	100	100
Post Trade Confirmation Call	Pearson Correlation	.119	.064	.215*	.208*
	Sig. (2-tailed)	.239	.525	.032	.038
	N	100	100	100	100
Research Call and Research Reports	Pearson Correlation	.234*	.188	.076	.173
	Sig. (2-tailed)	.019	.061	.454	.085
	N	100	100	100	100
Online Trading	Pearson Correlation	-.091	-.056	-.333**	-.156
	Sig. (2-tailed)	.367	.580	.001	.120
	N	100	100	100	100
Karvy App (Application)	Pearson Correlation	.052	.198*	-.260**	.158
	Sig. (2-tailed)	.605	.048	.009	.115
	N	100	100	100	100

Table.No.6.4 Correlation Analysis for Level of Satisfaction and Assurance

The above table.no.6.4 shows that the correlation analysis for level of satisfaction and assurance. The calculated value of factor Call and Trade on the behavior of employees of Stock broker are always instills confidence in customers 0.011. There is a significant relationship between Call n Trade on The behavior of employees of Stock broker are always instills confidence in customers. Alternative

Hypothesis is accepted.

The calculated value of factor Online Trading on Employees of Stock broker consistently courteous with customers 0.001. There is a significant relationship between Online Trading on Employees of Stock broker consistently courteous with customers. Alternative Hypothesis is accepted.

### 6.5 Correlation Analysis for Level of Satisfaction and Empathy

**Null Hypothesis -  $H_0$ :** There is no significance

relationship between level of satisfaction and empathy

**Alternative Hypothesis -  $H_5$ :** There is significance relationship between level of satisfaction and empathy.

Correlation Analysis		Stock broker gives their customers individual attention.	Stock broker has operating hours convenient to all their customers	Stock broker employees give customers personal attention.	The employees of Stock broker understand the specific needs of their customers.
Market Updating Call	Pearson Correlation	.221*	.059	-.157	.033
	Sig. (2-tailed)	.027	.563	.120	.743
	N	100	100	100	100
Call n Trade	Pearson Correlation	.103	.276**	.130	.119
	Sig. (2-tailed)	.307	.005	.199	.240
	N	100	100	100	100
Post Trade Confirmation Call	Pearson Correlation	.218*	.211*	.189	.193
	Sig. (2-tailed)	.029	.035	.059	.055
	N	100	100	100	100
Research Call and Research Reports	Pearson Correlation	.079	.177	.123	.307**
	Sig. (2-tailed)	.432	.077	.224	.002
	N	100	100	100	100
Online Trading	Pearson Correlation	.079	-.278**	-.171	-.013
	Sig. (2-tailed)	.437	.005	.089	.896
	N	100	100	100	100
Karvy App (Application)	Pearson Correlation	-.018	.053	.238*	.086
	Sig. (2-tailed)	.859	.604	.017	.392
	N	100	100	100	100

Table.No.6.5 Correlation Analysis for Level of Satisfaction and Empathy

The above table.no.6.5 shows that the correlation analysis for level of satisfaction and empathy. The calculated value of factor Market Updating Call on Stock broker gives their customers individual attention 0.027. There is a significant relationship between Market Updating Call on Stock broker gives their customer's individual attention. Alternative hypothesis is accepted.

The calculated value of factor Call n Trade on Stock broker has operating hours convenient to all their

customers 0.005. There is a significant relationship between Call n Trade on Stock broker has operating hours convenient to all their customers. Alternative hypothesis is accepted.

### 7. MAJOR FINDINGS OF THE RESEARCH STUDY

- ◆ There is significance relationship between level of satisfaction and tangibles. The calculated value of factor Market Updating Call on Employees appearance is 0.040 is less than the tabulated value 0.05.

- ◆ There is significance relationship between level of satisfaction and reliability. The calculated value of factor Call n Trade on when customers have a problem, Stock Broker shows interest in solving it is 0.022 is less than the tabulated value 0.05.
- ◆ There is significance relationship between level of satisfaction and responsiveness. The calculated value of factor Market Updating Call on Employees of Stock Broker communicates customers exactly when services are performed 0.000 is less than the tabulated value 0.05.
- ◆ There is significance relationship between level of satisfaction and assurance. The calculated value of factor Call n Trade on the behavior of employees of Stock Broker are always instills confidence in customers 0.011 is less than the tabulated value 0.05.
- ◆ There is significance relationship between level of satisfaction and empathy. The calculated value of factor Market Updating Call on Stock Broker gives their customers individual attention 0.027 is less than the tabulated value 0.05

### 8. IMPLICATIONS OF THE RESEARCH STUDY

The findings imply that stock brokers need to devote more efforts to improve in the areas that are highly important to the stock investors, such as reliability, responsiveness accurate and timely executions of trading orders, advice on undue risks and empathy with the customer as a person. Improvement in these areas should enhance loyalty. Brokers would need to have a closer personal relationship with their customers. Market updating is another factor strongly influencing the investor for daily trade. So investors are expecting to update the market regularly. Investors are expecting to increase the security for transactions of pay in and pay out.

### 9. CONCLUSION

This study with success tailored the SERVQUAL instrument to stockbrokers in Coimbatore. Demographic characteristics of broker customers had very little relationship to service quality however customers with a lot of experience had higher opinions

on service. There have been vital gaps in commission quality, service price and client satisfaction. Client service encounters with stock brokers might be improved on variety of counts. There are vital service quality gaps in this sector and if brokers want to retain personal clients, instead of have clients resort to impersonal, transaction-orientated, on-line trading, they have to develop higher personal, empathic relationships with customers, be a lot of proactive in giving recommendation, and method transactions accurately and quickly. They additionally have to inform and educate customers to make realistic expectations. These actions could serve to enhance client loyalty and increase profitable word-of-mouth referrals within the face of a growing potential market.

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# A Study on the Investors' Perception Towards Commodity Market With Reference To Goodwill Commodities Pvt Ltd

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## 1. INTRODUCTION

India, a commodity based economy where two-third of the one billion population depends on agricultural commodities, surprisingly has an under developed commodity market. Unlike the physical market, futures markets trades in commodity are largely used as risk management (hedging) mechanism on either physical commodity itself or open positions in commodity stock. A commodity market is a market that trades in primary economic sector rather than manufactured products. Soft commodities are agricultural products such as wheat, coffee, cocoa and sugar. Hard commodities are mined, such as gold and oil. Investors access about 50 major commodity markets worldwide with purely financial transactions increasingly outnumbering physical trades in which goods are delivered. Futures contracts are the oldest way of investing in commodities. Futures are secured by physical assets. Commodity markets can include physical trading and derivatives trading using spot prices, forwards, futures, and options on futures. Farmers have used a simple form of derivative trading in the commodity market for centuries for price risk management. The Study is done to know the investors' perception towards commodity market with Reference to Goodwill Commodities Private Limited.

### 1. 2 Industry Profile

A Commodity may be defined as an article, a product or material that is bought and sold. It can be classified as every kind of movable property, except Actionable Claims, Money & Securities. Commodities actually offer immense potential to become a separate asset

class for market-savvy investors, arbitrageurs and speculators. Retail investors, who claim to understand the equity markets, may find commodities an unfathomable market. But commodities are easy to understand as far as fundamentals of demand and supply are concerned. Retail investors should understand the risks and advantages of trading in commodities futures before taking a leap. Historically, pricing in commodities futures has been less volatile compared with equity and bonds, thus providing an efficient portfolio diversification option. In fact, the size of the commodities markets in India is also quite significant. Of the country's GDP of Rs 13, 20,730 core (Rs 13,207.3 billion), commodities related (and dependent) industries constitute about 58 per cent. Currently, the various commodities across the country clock an annual turnover of Rs 1, 40,000 cores (Rs 1,400 billion). With the introduction of futures trading, the size of the commodities market grows many folds here on.

#### 1.2.1. Commodity Market

Commodity Market is an important constituent of the financial markets of any country. It is the market where a wide range of products, viz., precious metals, base metals, crude oil, energy and soft commodities like palm oil, coffee etc. are traded. It is important to develop a vibrant, active and liquid commodity market. This would help investors hedge their commodity risk, take speculative positions in commodities and exploit arbitrage opportunities in the market.

#### 1.2.2. Commodity Market - Evolution in India

Bombay Cotton Trade Association Ltd., set up in 1875,

was the first organized futures market. Bombay Cotton Exchange Ltd. was established in 1893 following the widespread discontent amongst leading cotton mill owners and merchants over functioning of Bombay Cotton Trade Association. The Futures trading in oilseeds started in 1900 with the establishment of the Gujarati Vyapari Mandali, which carried on futures trading in groundnut, castor seed and cotton. Futures' trading in wheat was existent at several places in Punjab and Uttar Pradesh. But the most notable futures exchange for wheat was chamber of commerce at Hapur set up in 1913. Futures trading in bullion began in Mumbai in 1920. Calcutta Hessian Exchange Ltd. was established in 1919 for futures trading in raw jute and jute goods. But organized futures trading in raw jute began only in 1927 with the establishment of East Indian Jute Association Ltd. These two associations amalgamated in 1945 to form the East India Jute & Hessian Ltd. to conduct organized trading in both Raw Jute and Jute goods. Forward Contracts (Regulation) Act was enacted in 1952 and the Forwards Markets Commission (FMC) was established in 1953 under the Ministry of Consumer Affairs and Public Distribution. In due course, several other exchanges were created in the country to trade in diverse commodities.

#### 1.2.2.1. Different Types of Commodities Traded

World-over one will find that a market exists for almost all the commodities known to us. These commodities can be broadly classified into the following:

- ◆ Precious Metals: Gold, Silver, Platinum etc
- ◆ Other Metals: Nickel, Aluminum, Copper etc
- ◆ Agro-Based Commodities: Wheat, Corn, Cotton, Oils, Oilseeds.
- ◆ Soft Commodities: Coffee, Cocoa, Sugar etc
- ◆ Live-Stock: Live Cattle, Pork Bellies etc
- ◆ Energy: Crude Oil, Natural Gas, Gasoline etc

#### 1.2.2.2. Different Segments in Commodities Market

The commodities market exists in two distinct forms namely the Over the Counter (OTC) market and the Exchange based market. Also, as in equities, there exists the spot and the derivatives segment. The spot

markets are essentially over the counter markets and the participation is restricted to people who are involved with that commodity say the farmer, processor, wholesaler etc. Derivative trading takes place through exchange-based markets with standardized contracts, settlements etc.

### 1.3. Leading Commodity Markets of the World

Some of the leading exchanges of the world are

- ◆ New York Mercantile Exchange (NYMEX),
- ◆ The London Metal Exchange (LME) and
- ◆ The Chicago Board of Trade (CBOT).

#### 1.3.1. Leading Commodity Markets of India

The government has now allowed national commodity exchanges, similar to the BSE & NSE, to come up and let them deal in commodity derivatives in an electronic trading environment. These exchanges are expected to offer a nation-wide anonymous, order driven, screen based trading system for trading. The Forward Markets Commission (FMC) will regulate these exchanges.

Consequently four commodity exchanges have been approved to commence business in this regard. They are:

- ◆ Multi Commodity Exchange (MCX) located at Mumbai.
- ◆ National Commodity and Derivatives Exchange Ltd (NCDEX) located at Mumbai.
- ◆ National Board of Trade (NBOT) located at Indore.
- ◆ National Multi Commodity Exchange (NMCE) located at Ahmedabad.

### 1.4. Commodity Futures Trading in India

Derivatives as a tool for managing risk first originated in the Commodities markets. They were then found useful as a hedging tool in financial markets as well. The basic concept of a derivative contract remains the same whether the underlying happens to be a commodity or a financial asset. However there are some features, which are very peculiar to commodity derivative markets. In the case of financial derivatives, most of these contracts are cash settled. Even in the

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case of physical settlement, financial assets are not bulky and do not need special facility for storage. Due to the bulky nature of the underlying assets, physical settlement in commodity derivatives creates the need for warehousing. Similarly, the concept of varying quality of asset does not really exist as far as financial underlying are concerned. However in the case of commodities, the quality of the asset underlying a contract can vary largely. This becomes an important issue to be managed.

### 1.5. Company Profile

Goodwill Commodities, founded in 2008, is India's best commodity House and the Largest Distribution Network, providing a wide range of financial services and investment solutions. Goodwill Commodities Provide Special - Free Trading & Demat Account Lowest Brokerage in the Industry.

#### 1.5.1. Goodwill Commodities are

- ◆ Leading Financial services and Brokerage house
- ◆ Acknowledged Leadership in execution and clearing services - Exchange Traded products
- ◆ Founded in 2008, India's best commodity house and largest Distribution network
- ◆ Cater to wide range of Investment and Financial solutions
- ◆ A diverse range of financial services provider.
- ◆ A customer of base of 25,000 and more will vouch for
- ◆ Our market research on continuous basis
- ◆ Our critical examination of any and every market information
- ◆ Our chartists whose analysis have yielded tons of fruitful information
- ◆ Our closely held trade secret of innovative sources of data that keeps us ahead of others

#### 1.5.2. The Goodwill Commodities Advantage:

- ◆ Large avenues of investment solutions and financial services under one roof

- ◆ Personalized solution and attention offered to each investors
- ◆ Research support and timely advice by our high-tech research wing
- ◆ An extensive network of branch offices
- ◆ A perfect blend of latest technology and rich experience of over a decade.
- ◆ Honesty, transparency and fairness imbibed in all our dealings
- ◆ Providers of one of the best trading platforms in terms of speed, convenience and risk management to trade in commodity market.

## 2. STATEMENT OF THE PROBLEM

The commodity market in India has its effect on economic growth and development. The growth of commodity market is vital factor for country's economic growth and trend in this market is defined by the decisions of investors, it is important to explore behavior factors influencing the decision of individual /retail investors. Further, an understanding of investors' behavior and outcomes through behavior process in the form investment decision is much important for Goodwill Commodities Private Limited, because it would help them devise appropriate asset allocation strategies to their clients. Identifying factors play an important role in determining the behavior of investors would affect the future policies and strategies of the Goodwill Commodities Private Limited.

## 3. NEED FOR THE STUDY

The reason behind this research is to find out the investor's perception about current commodity market. The main purpose is to come out with those factors which make them hold to invest in commodity market. It also tries to find out the trading frequency habits of the investors, goals, level of satisfaction and their risk associated with commodity market.

## 4. OBJECTIVE OF THE STUDY

- ◆ To study the investors' perception towards commodity market

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- ◆ To study the factor which influence to invest in commodity market
- ◆ To know the method of analysis undertaken for Investments in commodity Market
- ◆ To identify the technique used to manage the risks involved in the commodity market
- ◆ To study the level of satisfaction on the various aspects which includes return earned, liquidity aspects and level of risk associated with investments in commodity market

### 5. REVIEW OF LITERATURE

According to N.R. Institute of management Ahmadabad, Investors consider factor like global economy, availability of commodity and others things during investing in commodity and earn money by doing technical and fundamental analysis from their brokers. Media and friends are powerful communicating networks for expansion. It has been that, respondents are investing their income in diversified portfolio and less risky assets. There has been seen that coffee, wheat and cotton are more dealing commodity and investor believe that commodity market have good opportunist market in future and most of investor invest when there is favorable price in market. The commodity futures markets are experiencing a good growth in the recent past.

Naik, Gopaland Jain Sudhir Kumar (2012), emphasized that agricultural commodity futures market has not fully developed as competent mechanism of price discovery and risk management. The study found some aspects to blame for deficient market such as poor management, infrastructure and logistics. Dominance of spectators also dejects hedgers to participate in the market.

A. Sathish Kumar (2013) after almost two years that commodity trading is finding favor with Indian investors and is been seen as a separate asset class with good growth opportunities. For diversification of portfolio beyond shares, fixed deposits and mutual funds, commodity trading offers a good option for long-term investors and arbitrageurs and speculators. And, now,

with daily global volumes in commodity trading touching three times that of equities, trading in commodities cannot be ignored by Indian investors. Online commodity exchanges need to revamp certain laws governing futures in commodities to make the markets more attractive. The national multi-commodity exchanges have united proposed to the government that in view of the growth of the commodities market, foreign institutional investors, too, should be given the go-ahead to invest in commodity futures in India. Commodity trading in India is poised for a big take-off in India on the back of factors like global economic recovery and increasing demand from China for commodities.

Desgupta, Basab (2014), described the monopolistically competitive nature of the Indian Commodity Derivate market which stabilizes the spot price. Result showed the co movement among future prices, production decision and inventory decisions.

Ahuja, Narender L. (2016), concluded that Indian commodity market has made enormous progress since 2013 with increased number of modern commodity exchanges, transparency and trading activity. The volume and value of commodity trade has shown unpredicted mark. This had happened due to the role played by market forces and the active encouragement of Government by changing the policy concerning commodity derivative. He suggested the promotion of barrier free trading in the future market and freedom of market forces to determine the price.

Roy, Ashutosh (2016), suggested the participation of banks in the commodity futures market for effective commodity price risk management as financing by banks could provide efficient hedge against price risk.

R. T. Nirmal Kumar (2016) in his study identified that a perception lies with majority of investors that future trading will lead to profits and it is not used for other purpose like hedging. The nature of the derivatives instruments are to reduce the risk involved in trading but in real time investors are not taking derivatives trading for reducing their risk involved in trading and profit making is considered to be an important factor for the them.

On the other side a number of reforms and initiatives are still needed in promoting India as a major futures trading hub in tune to the status of being amongst the top five producers of most of the commodities.

Bhattacharya, Himdari (2017), pointed out that significant risk returns features and diversification potential has made commodities popular as an asset class. Indian futures markets have improved pretty well in recent years and would result in fundamental changes in the existing isolated local markets particularly in case of agricultural commodities.

Nath, Golka C. and Lingareddy, Tulsi (2018), emphasised that trading in commodity futures contributed to an increase in inflation as result showed that during the time period of future trading the spot price of selected commodities and their volatilities had posted remarkable increase.

Kaur, Gurbandini and Rao, D.N. (2010), The commodity spot and future prices had closely tracked each other in selected agri commodities and no significant volatility has been found in the prices of future and spot contracts of those agricultural commodities.

Brajesh, Kumar and Pandey, Ajay (2009) Observed that commodity futures market in India provide higher hedging effectiveness in agricultural commodities as compared to non agricultural commodities and price risk management role of Indian commodity futures market has also increased with increased activity in market.

Senthil D (2012) investigated the investor's behaviour in terms of goals, preferences, factors influencing while selecting the schemes, service expectations etc,. The study found that the investor's main goal is wealth appreciation and suggests that the mutual fund companies should control the charges to be paid by the retail investors and bring the expense to a reasonable level.

Kumar, Brajesh and Pandey, Ajay (2013), investigated the short run and long run market efficiency of Indian commodity futures market. They had tested four agricultural and even non- agricultural commodities

for market efficiency and unbiasedness. The result confirmed the long run efficiency of commodity futures prices and inefficiency of futures prices in short run prices. He found many factors like lack of participation of trading members, low market depth and thin volume with Government's interference in Commodity markets etc., as major evils for inefficient price risk management.

## 6. RESEARCH METHODOLOGY

### 6.1. Descriptive Research:

Descriptive research design includes survey and the fact finding enquires of different kinds. The major purpose of this research is description of state of affairs as it exists at present. The present study undertakes descriptive research design.

### 6.2. Sampling Techniques:

The sampling technique used in the study is convenient sampling. A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach. The selected the sample who do trading in Goodwill Commodities Private Limited. The sample framework consists of a people who do trading in the commodity market.

#### 6.2.1. Sampling size:

The number of item selected for the population constitute sample size. This study covers the customers in the city of Madurai. The total sample size taken for the study is 300.

### 6.3. Source of data:

The task of collecting data begins after a research problem has been defined and plan is chalked out. This study pertains to collection of data from primary and secondary sources. Data was collected with a pre-designed structured questionnaire.

#### 6.3.1 Primary Data:

Fresh Data collected for the first time for a specific purpose by using the questionnaire method. The questionnaire consists of both closed ended, open ended questions. In the study the primary data is collected through the questionnaire method

### 6.3.2. Secondary Data:

Existing data which was already collected and published are referred through the websites, magazines, manuals etc. In this study, secondary data have been collected from the websites.

### 6.4. Statistical Tools:

The collected data from the filled in questionnaire were edited properly to make them ready for coding. A master table was prepared to sum up the available information in the Questionnaire. With the aid of master table grouping, classification tables have been prepared and then they were analyzed through statistical tools they are Chi square test, Simple percentage analysis, Correlation analysis and Anova.

## 7. DATA ANALYSIS AND INTERPRETATION

### 7.1. Gender Wise Classification

An exertion has been made to know the gender of respondents who are investing in commercial market. For the purpose of this study, gender has been classified as Male and female. The details are delivered in the following table, Table 1.

Gender	No.of.Respondents	Percentage (%)
Male	207	69.0
Female	93	31.0
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 1: Gender Wise Classification

#### Interpretation:

Above table infers that 207 respondents are male and 93 respondents are female. From the above table we can conclude that most of the respondents are male.

### 7.2. Age Wise Classification

Age	No.of. Respondents	Percentage (%)
Upto 30 Years	122	40.7
31-40 Years	118	39.3
Above 40 Years	60	20.0
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 2: Age wise Classification

#### Interpretation:

Above table denotes that 122 respondents are in the age group of up to 30 years, 118 respondents are in the age group of 31-40 years, 60 respondents are in the age group above 40 years. Above table shows that most of the respondents are up to 30 years old and between 31-40 years old.

### 7.3. Educational Qualification Wise Classification

Educational Qualification	No.of. Respondents	Percentage (%)
Up to Secondary level	38	12.7
Degree	95	31.7
Post graduate	109	36.3
Professional	58	19.3
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 3: Educational qualification wise classification

#### Interpretation:

Above table infers that 38 respondents are having qualification as secondary level, 95 respondents are having degree as educational qualification, 109 respondents are degree holders and 58 respondents are having professional degree as their educational qualification. From the above table it's inferred that most of the respondents are post graduates.

### 7.4. Occupation Wise Classification

Occupation	No.of. Respondents	Percentage (%)
Self employed	127	42.3
Government /	90	30.0
Others	83	27.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 4: Occupation Wise Classification

#### Interpretation:

Above table concludes that 127 respondents are self-employed, 90 respondents are working in government /private sectors and 83 respondents are belongs to other occupations like pensioners, students and agriculture background. Table 4 infers that most of the respondents are business personals.



### 7.5. Marital status Wise Classification

Marital Status	No.of. Respondents	Percentage (%)
Married	185	61.7
Unmarried	115	38.3
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 5: Marital status wise Classification

#### Interpretation:

Above table shows that 185 respondents are married and 115 respondents are unmarried. The above table concludes that most of the respondents selected for the study are married.

### 7.6. Monthly Income Wise Classification

Monthly Income	No.of. Respondents	Percentage (%)
Upto Rs. 30000	101	33.7
Rs.30001-Rs.50000	81	27.0
Above Rs.50000	118	39.3
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 6: Monthly income wise classification

#### Interpretation:

Above table conveys that 101 respondents are having below than Rs.30000 as their monthly income, 81 respondents are having Rs.30001-Rs.50000 as their monthly income and 118 respondents are having more than Rs.50000 as their monthly income. Most of the respondents are getting above Rs.50000 monthly salary.

### 7.7. Total Annual Investment Wise Classification

Total Annual Investment	No.of. Respondents	Percentage (%)
Below Rs.50000	106	35.3
Rs.50001-Rs.100000	78	26.0
Above Rs.100000	116	38.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 7: Total Annual Investment

#### Interpretation:

Above table infers that 106 respondents are investing less than Rs.50000 as their annual investment, 78 respondents are investing Rs.50001-Rs.100000 as their annual income, and 116 respondents are investing more than Rs.100000 as their annual income. From the above table we can conclude that most of the respondents made more than Rs.100000 annual investment in commodity market.

### 7.8. Type of Investor

Type of Investor	No.of. Respondents	Percentage (%)
Medium Term (1-5 Years)	250	83.3
Long Term (Above 5 Years)	50	16.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 8: Type of investor

#### Interpretation:

Above table shows that 250 respondents are investing in medium term of investment which is 1-5 years plan, 50 respondents are investing in long term of investment which is more than 5 years plan. Almost most of the respondents are medium term investors. They made 1-5 years investing in commodity market.

### 7.9. Investing In Commodity Market

Investing in Commodity Market	No.of. Respondents	Percentage (%)
Below 1 Year	120	40.0
1-2 Years	127	42.3
Above 2 Years	53	17.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 9: Investing in Commodity Market

#### Interpretation:

Above table conveys that 120 respondents are investing in commodity market for less than 1 year, 127 respondents are investing in commodity market

for 1-2 years and 533 respondents are investing in commodity market for more than 2 years. From the above table it can be concluded that many investors have less than 1-2 years' experience in commodity market.

#### 7.10. Percentage of investment in Commodity Market from Total Investment

Percentage of Investment in Commodity Market from Total investment	No.of. Respondents	Percentage (%)
Percentage of Investment - Below 50 %	123	41.0
Percentage of Investment - 51-75 %	121	40.3
Percentage of Investment - Above 75 %	56	18.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 10: Percentage of investment in commodity market

#### Interpretation:

Above table infers that 123 respondents are investing below 50% of their total investment in commodity market, 121 respondents are investing 51-75 % of their total investment in commodity market and 56 respondents are investing more than 75% of their total investment in commodity market. Most of the respondents made less than 50 percentage investments in commodity market from their total investments.

#### 7.11. Frequency of Trading

Frequency of Trading	No.of. Respondents	Percentage (%)
Daily	114	38.0
Weekly	80	26.7
Monthly	71	23.7
Occasionally	35	11.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 11: Frequency of Trading

#### Interpretation:

Above table denotes that, 114 respondents are trading daily, 80 respondents are trading weekly, 71 respondents are trading monthly and 35 respondents are trading occasionally in commodity market. Above table concludes that many respondents are trading daily in commodity market.

#### 7.12. Method of Analysis for Investment

Method of Analysis for Investments	No.of. Respondents	Percentage (%)
Fundamental Analysis	69	23.0
Technical Analysis	27	9.0
Fundamental and Technical Analysis	59	19.7
Experts Advise	98	32.7
All above	47	15.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 12: Method of Analysis for Investment

#### Interpretation:

Above table denotes that 69 respondents are using fundamental analysis as a method of analysis, 27 respondents are using technical analysis as a method of analysis and 59 respondents are using both fundamental and technical analysis as method of analysis. 98 respondents are using expert's advice and 47 respondents are using all the above mentioned methods. Most of the respondents getting experts' advice before going to invest their money in commodity market. Experts' advice is the mostly used method of analysis for investment.

#### 7.13. Ranking for Investment Preferences

Investment preferences	Mean	SD	Rank
Fixed Deposit	4.00	1.90	5
Mutual Fund	3.23	1.31	3
Equity (Share) Market	2.83	1.44	1
Commodity Market	3.50	1.73	4
Financial Derivative (Future / Option) Market	2.87	1.46	2
Insurance	4.53	1.69	6

Table 13: Ranking for investment preferences

**Interpretation:**

Above table denotes the ranking for investment preferences. With the opinion of respondents equity (share) market got first ranking with the mean value of 2.83, financial derivative (future/option) market got second ranking with the mean value of 2.87, mutual fund got third ranking with the mean value of 3.23. Commodity market got fourth ranking with the mean value of 3.50, fixed deposit got fifth ranking with the mean value of 4.00 and insurance got sixth ranking with the mean value of 4.53.

**7.14. Ranking for Risk Associated Investments**

Level of Risk associated Investments	Mean	SD	Rank
Fixed Deposit	2.06	1.00	6
Mutual Fund	3.51	0.87	4
Equity (Share) Market	3.82	0.84	2
Commodity Market	3.86	0.77	1
Financial Derivative (Future / Option) Market	3.73	0.83	3
Insurance	3.46	1.18	5

Table 14: Ranking for Risk associated investments

**Interpretation:**

Above table shows the ranking for risk associated investments. By the response of respondents, commodity market is ranked as high risk investment with the mean value of 3.86. Equity market got second ranking for risk with the mean value of 3.82 and financial derivative market got third ranking with the mean value of 3.73. Mutual fund got fourth ranking with the mean value of 3.51, insurance got fifth ranking with the mean value of 3.46 and fixed deposit got last ranking with the mean value of 2.06.

**7.15. Ranking for level of awareness about derivative products**

Level of awareness about Derivative Products	Mean	SD	Rank
Equity (Stock) Futures	3.40	0.71	1
Equity (Stock) Options	3.29	0.74	3
Commodity Market	3.35	0.66	2

Table 15: Ranking for Level Of Awareness About Derivative Products

**Interpretation:**

Above table concludes the ranking of awareness about derivative products. From respondents opinion equity (stock) got first ranking with the mean value of 3.40, commodity market got second ranking with the mean value of 3.29 and equity (stock) option got third ranking with the mean value of 3.29.

**7.16. Ranking for factors that attracts to make Investment**

Factors attracts to make investment of Commodity market	Mean	SD	Rank
Low Risk	3.33	1.56	4
Low Investment	2.80	1.14	3
High Return	2.67	1.33	1
High Liquidity	2.77	1.60	2
Speculation	3.53	1.15	5

Table 16: Ranking For Factors That Attracts To Make Investment

**Interpretation:**

Above table conveys the ranking for factors attract to make investment. High return was ranked as first factor that attract with mean value of 2.67, high liquidity ranked as second factor with the mean value of 2.77 and low investment got third ranking with the mean value of 2.80. Low risk got fourth ranking with the mean value of 3.33 and speculation was ranked with least attracting factor to make investment.

**7.17. Ranking for Source of Awareness about Investment**

Source of awareness about investment in Commodity market	Mean	SD	Rank
Newspapers	2.88	1.76	2
Television	3.09	1.07	4
Friends & Relatives	2.49	1.24	1
Stock Brokers	3.08	1.57	3
Magazines meant for capital market	3.47	1.14	5

Table 17: Ranking for source of Awareness about Investment

**Interpretation:**

Above table shows that ranking for source of awareness about investment. Friends and relatives are got first ranking for awareness about investment with the mean value of 2.49, newspapers got second ranking with the mean value of 2.88, and Stock brokers got third ranking with the mean value of 3.08. Television got fourth ranking with the mean value of 3.09 and magazines meant for capital market got fifth ranking with the mean value of 3.47.

**7.18. Ranking for Techniques Used To Manage Risks**

Techniques used for manage the risks in Commodity market	Mean	SD	Rank
Avoidance	4.02	2.37	6
Exit with minimum loss	3.84	1.40	3
Diversification	3.36	1.74	2
Average Down	4.02	1.87	5
Ignore the risk	3.27	1.98	1
Hedging	3.98	1.86	4
Invest with the trend in the market	5.50	1.82	7

Table 18: Ranking for Techniques Used To Manage Risks

**Interpretation:**

Above table shows the ranking for techniques that used to manage risks. With respondents opinion ignore the risk got first ranking with the mean value of 3.27, diversification got second ranking with the mean value of 3.36, exit with minimum loss got third ranking with the mean value of 3.84. hedging got fourth ranking with the mean value of 3.98, average down got fifth ranking with the mean value of 4.02 and invest with the trend in the market got last rank with the mean value of 5.50.

**7.19 Ranking for advantages of Commodity Market**

Advantages of Commodity market	Mean	SD	Rank
Transferability of Risk	3.02	1.89	4

Low Investment	2.81	0.81	3
High Return	2.74	1.34	2
High Liquidity	2.55	1.48	1
Price Discovery	3.88	0.85	5

Table 19: Ranking for Advantages of Commodity Market

**Interpretation:**

Above table denotes ranking of advantages of commodity market. High liquidity got first ranking with the mean value of 2.55, high return got second ranking with the mean value of 2.74 and low investment got third ranking with the mean value of 2.81. Transferability of risk got fourth ranking with the mean value of 1.89 and price discovery got last rank with the mean value of 3.88.

**7.20. Ranking for Disadvantages of commodity market**

Disadvantages of Commodity market	Mean	SD	Rank
Volatile	4.54	1.80	6
Returns not assured	3.23	1.26	4
Risky	2.62	1.13	1
Complexity	3.03	1.67	2
Standardized contracts	3.16	1.42	3
High contract size (lot size)	4.38	1.92	5

Table 20: Ranking for Disadvantages of commodity market

**Interpretation:**

Above table concludes the ranking for disadvantages of commodity market. Risk in commodity market got first ranking with the mean value of 2.62, complexity got second ranking with the mean value of 3.03 and standardized contracts got third ranking with the mean value of 3.16. returns not assured got fourth ranking with the mean value of 3,23, high contract size got fifth ranking with the mean value of 4.38 and volatility of commodity market got last ranking with the mean value of 4.54.

### 7.21. Level of Satisfaction with Commodity Market

Level of satisfaction with Commodity Market	Mean	SD	Rank
Return earned	3.51	0.78	3
Level of Risk	3.39	0.76	9
Diversification of investments	3.47	0.65	5
Liquidity aspects	3.49	0.68	4
Information provided by the brokers	3.34	0.83	11
Investors protection measures	3.54	0.62	1
Guidance of the experts (through media)	3.45	0.70	7
Settlement of the contracts	3.42	0.91	8
Size of the contract	3.36	0.86	10
Role of Stock Exchange	3.46	0.80	6
Role of the brokers	3.53	0.76	2

Table 21: Level of satisfaction with commodity market

#### Interpretation:

Above table shows the ranking for level of satisfaction

with commodity market. With the opinion of respondents investors' protection measures got first ranking with the mean value of 3.54, role of the brokers got second ranking with the mean value of 3.53 and return earned got third ranking with the mean value of 3.51. Liquidity aspects got fourth ranking with the mean value of 3.49 and diversification of investments got fifth ranking with the mean value of 3.47. And information provided by the brokers, size of contract, level of risk got last three rankings with the mean values 3.34, 3.36 and 3.39.

### 7.22. Correlation Analysis

Correlation Coefficient (r) shows that return earned have positive relationship with all other various aspects associated with trading / investments in commodity market. Level of risk doesn't have significant relationship with size of the contract and role of the brokers. Liquidity aspects factor don't have any relationship with size of the contract. Guidance of the experts (through media) doesn't have significant relationship with size of the contract and role of the brokers. Remaining factors have significant and positive relations.

Factors	1	2	3	4	5	6	7	8	9	10	11
Return Earned	1	.288**	.385**	.386**	.498**	.437**	.337**	.325**	.148*	.301**	.132*
Level of Risk		1	.367**	.504**	.460**	.318**	.335**	.295**	-.001	.350**	.055
Diversification			1	.557**	.391**	.641**	.485**	.461**	.200**	.303**	.389**
Liquidity Aspects				1	.416**	.491**	.395**	.400**	.109	.445**	.174**
Information - brokers					1	.362**	.316**	.533**	.192**	.299**	.145*
Inv. Protection Measures						1	.510**	.410**	.137*	.332**	.427**
Guidance of the Experts							1	.176**	.096	.332**	.113
Settlement - Contracts								1	.174**	.331**	.336**
Size of the Contract									1	.168**	.313**
Role of Stock Exchange										1	.343**
Role of the Brokers											1

\*\* Significant at 1 percent level

\* Significant at 5 percent level

Table 22: Inter correlation between Level of Satisfaction with various aspects associated with trading / investments in commodity market

### 7.23 Inter Correlation between Level of Awareness about Derivative Products

Factors		Equity (Stock) Futures	Equity (Stock) Options	Commodity Market
Equity (Stock) Futures	Pearson Correlation	1	.604**	.574**
	Sig. (2-tailed)		.000	.000
	N	300	300	300
Equity (Stock) Options	Pearson Correlation	.604**	1	.570**
	Sig. (2-tailed)		.000	.000
	N	300	300	300
Commodity Market	Pearson Correlation	.574**	.570**	1
	Sig. (2-tailed)	.000	.000	
	N	300	300	300

\*\* Significant at 1 percent level

Table 23: Inter Correlation between Level of Awareness about Derivative Products

#### Interpretation:

Correlation coefficient shows that equity (stock) futures have 60 percent positive relationship with equity (stock) options and 57 percent positive relationship with commodity market. Equity (stock) options have 57 percent positive relationship with commodity market.

### 7.24. Inter Correlation between risks associated with different investment avenues

Correlation coefficient shows that opinion about risk on fixed deposit has significant negative relationship with other investment avenues. Opinion about risk on mutual fund has positive relationship with other investment avenues except fixed deposits. Equity market, commodity market, financial derivatives and insurance also have significant and positive relationship with other investment avenues except fixed deposits.

Factors	1	2	3	4	5	6
Fixed Deposit	1	-.211**	-.269**	-.208**	-.199**	-.468**
Mutual Fund		1	.515**	.539**	.497**	.581**
Equity (Share) Market			1	.771**	.725**	.421**
Commodity Market				1	.742**	.478**
Financial Derivative Market					1	.441**
Insurance						1

\*\* Significant at 1 percent level

Table 24: Inter Correlation between risks associated with different investment avenues

## 8. FINDINGS OF THE STUDY

- ◆ 207 respondents are male and 93 respondents are female. 122 respondents are in the age group of up to 30 years, 118 respondents are in the age group of 31-40 years, 60 respondents are in the age group above 40 years.
- ◆ 38 respondents are having qualification as secondary level, 95 respondents are having degree as educational qualification, 109 respondents are degree holders and 58 respondents are having professional degree as their educational qualification. 127 respondents are self-employed, 90 respondents are working in govt/private sectors and 83 respondents are working in others.
- ◆ 101 respondents are having below than Rs.30000 as their monthly income, 81 respondents are having Rs.30001-Rs.50000 as their monthly income and 118 respondents are having more than Rs.50000 as their monthly income. 106 respondents are investing less than Rs.50000 as their annual investment, 78 respondents are investing Rs.50001-Rs.100000 as their annual income, and 116 respondents are investing more than Rs.100000 as their annual income.
- ◆ 250 respondents are investing in medium term of investment which is 1-5 years plan, 50 respondents are investing in long term of investment which is more than 5 years plan. 120 respondents are investing in commodity market for less than 1 year, 127 respondents are investing in commodity market for 1-2 years and 533 respondents are investing in commodity market for more than 2 years.
- ◆ 123 respondents are investing below 50% of their total investment in commodity market, 121 respondents are investing 51-75 % of their total investment in commodity market and 56 respondents are investing more than 75% of their total investment in commodity market. 114 respondents are trading daily, 80 respondents are trading weekly, 71 respondents are trading monthly and 35 respondents are trading occasionally.
- ◆ 69 respondents are using fundamental analysis as a method of analysis, 27 respondents are using technical analysis as a method of analysis and 59 respondents are using both fundamental and technical analysis as method of analysis. 98 respondents are using expert's advice and 47 respondents are using all the above mentioned methods.
- ◆ With the opinion of respondents equity (share) market got first ranking with the mean value of 2.83, financial derivative (future/option) market got second ranking with the mean value of 2.87, mutual fund got third ranking with the mean value of 3.23. Commodity market got fourth ranking with the mean value of 3.50, fixed deposit got fifth ranking with the mean value of 4.00 and insurance got sixth ranking with the mean value of 4.53.
- ◆ By the response of respondents, commodity market is ranked as high risk investment with the mean value of 3.86. Equity market got second ranking for risk with the mean value of 3.82 and financial derivative market got third ranking with the mean value of 3.73. Mutual fund got fourth ranking with the mean value of 3.51, insurance got fifth ranking with the mean value of 3.46 and fixed deposit got last ranking with the mean value of 2.06.
- ◆ From respondents opinion equity (stock) got first ranking with the mean value of 3.40, commodity market got second ranking with the mean value of 3.29 and equity (stock) option got third ranking with the mean value of 3.29.
- ◆ High return was ranked as first factor that attract with mean value of 2.67, high liquidity ranked as second factor with the mean value of 2.77 and low investment got third ranking with the mean value of 2.80. Low risk got fourth ranking with the mean value of 3.33 and speculation was ranked with least attracting factor to make investment.
- ◆ Friends and relatives are got first ranking for awareness about investment with the mean value of 2.49, newspapers got second ranking with the

mean value of 2.88, and Stock brokers got third ranking with the mean value of 3.08. Television got fourth ranking with the mean value of 3.09 and magazines meant for capital market got fifth ranking with the mean value of 3.47.

- ◆ With respondents opinion ignore the risk got first ranking with the mean value of 3.27, diversification got second ranking with the mean value of 3.36, exit with minimum loss got third ranking with the mean value of 3.84. hedging got fourth ranking with the mean value of 3.98, average down got fifth ranking with the mean value of 4.02 and invest with the trend in the market got last rank with the mean value of 5.50.
- ◆ High liquidity got first ranking with the mean value of 2.55, high return got second ranking with the mean value of 2.74 and low investment got third ranking with the mean value of 2.81. Transferability of risk got fourth ranking with the mean value of 1.89 and price discovery got last rank with the mean value of 3.88.
- ◆ Risk in commodity market got first ranking with the mean value of 2.62, complexity got second ranking with the mean value of 3.03 and standardized contracts got third ranking with the mean value of 3.16. returns not assured got fourth ranking with the mean value of 3.23, high contract size got fifth ranking with the mean value of 4.38 and volatility of commodity market got last ranking with the mean value of 4.54.
- ◆ With the opinion of respondents investors' protection measures got first ranking with the mean value of 3.54, role of the brokers got second ranking with the mean value of 3.53 and return earned got third ranking with the mean value of 3.51. Liquidity aspects got fourth ranking with the mean value of 3.49 and diversification of investments got fifth ranking with the mean value of 3.47.
- ◆ Correlation coefficient shows that return earned have positive relationship with all other various aspects associated with trading / investments in

commodity market. Level of risk doesn't have significant relationship with size of the contract and role of the brokers. Liquidity aspects factor don't have any relationship with size of the contract. Guidance of the experts (through media) don't have significant relationship with size of the contract and role of the brokers. Remaining factors have significant and positive relations.

- ◆ Opinion about risk on fixed deposit has significant negative relationship with other investment avenues. Opinion about risk on mutual fund has positive relationship with other investment avenues except fixed deposits. Equity market, commodity market, financial derivatives and insurance also have significant and positive relationship with other investment avenues except fixed deposits.
- ◆ Equity (stock) futures have 60 percent positive relationship with equity (stock) options and 57 percent positive relationship with commodity market. Equity (stock) options have 57 percent positive relationship with commodity market.

## 9. SUGGESTIONS

The following suggestions are brought out on the basis of the result of the study.

- ◆ Most of the investors are involved in short term trading. It indicates high risk involved in short term trading than long term trading. In this case investor should maintain high rate of margin money, avoid false recommendation and rumors. Instead they should take decisions on the basis of technical analysis.
- ◆ Further if the investment portfolio is enhanced to gold, silver, crude oil, natural gas etc., it helps to reduce the risk involved in short term trading in the commodity future.
- ◆ Investors should choose the right product to enter into the market on the basis of time ability skill. It helps to reduce the risk of their portfolio.
- ◆ The government, stock exchange, and brokers shall conduct awareness programme regarding commodity trading in the urban and semi urban



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areas. It will help to develop the investor's literacy level.

- ◆ The investor should equip themselves about the net selectivity skill and time ability skill. It helps the investor to improve their emotional risk tolerance.

### 10. CONCLUSION

A commodity market is a market that trades in primary economic sector rather than manufactured products. Soft commodities are agricultural products such as wheat, coffee, cocoa and sugar. Hard commodities are mined, such as gold and oil. Investors access about 50 major commodity markets worldwide with purely financial transactions increasingly outnumbering physical trades in which goods are delivered. Futures contracts are the oldest way of investing in commodities. Futures are secured by physical assets. Commodity markets can include physical trading and derivatives trading using spot prices, forwards, futures, and options on futures. Farmers have used a simple form of derivative trading in the commodity market for centuries for price risk management. The study is done to find out the investors' perception towards commodity market and the factor which influence the investors to invest in commodity market. The research also study the method of analysis undertaken by the investors for Investments in commodity Market and technique used to manage the risks involved in the commodity market.

From the research, the researcher concludes that investment in the commodities market is high risk investment. If the respondents invest in commodity market products, they can gain more profit, but the company has to trade and provide service effectively to satisfy the investor's investment needs. Long term investments are highly suggestible than short term investment, because long term investments give a stable return for long time also it will make the investors to increase their knowledge in commodities market products and its trend and directions.

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# A Study on Effective Trade Promotion Practices (TPP) of Brand Bourbon in Bengaluru City, Karnataka.

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## ABSTRACT

*This study examines how the trade promotion practices offered and sales of the products are related and the preference of retailers towards trade promotion practices offered by the company. In this study 220 sample size is taken from the population. The study is taken in the south area of Bangalore to know how retailers are giving preference for trade promotion practices. From the analysis, it helps in finding out the effect of trade promotion in increasing the sales of products, especially in Bourbon Biscuits. Biscuit product sector is one of the fastest-growing sectors in India and also competitors are very high therefore to sustain in this field different strategically tool is needed, trade promotion can act as an effective tool in sustaining in market. This study helps to relate how the preference for trade promotion practices varies and how it depends on the demographic factors taken for the study.*

**Keywords:** Trade Promotion Practices, Branding,

## 1. INTRODUCTION

Trade Promotion Practices are directed towards the retailer or wholesaler. Business Trade Promotion activities are executed between the manufacturer and the retailer. In a trade promotion, wholesaler and retailers offers special price discount, credit payment, free display racks, stands or gift or other incentives. The Bourbon biscuit is a sandwich style biscuit consisting of two thin rectangular dark chocolate-flavoured biscuits with a chocolate buttercream filling. The biscuit was introduced in 1910 by the biscuit

company Peek Freans, of Bermondsey, London, and originator of the Garibaldi biscuit. This brand is silently growing among the youth and kids segment. Trade promotion practices influence the retailer or the wholesaler to stock more and to push the products to customers. This technique helps to increase the demand for the product. When the technique is designed correctly, promotions can become tools that build revenues, profits and even trust all along the channel.

Trade promotions often generate conflict in the distribution channel (Ailawadi et al. 2009). Trade promotion budgets may directly impact the effective wholesale price paid by retailers and profit sharing among members of the distribution channel. Moreover, manufacturers and retailers also decide on budget allocation. trade promotions should benefit everyone involved. The manufacturer offers the retailer a product temporarily at a lower price; in return for selling its goods at a lower unit cost, the manufacturer intends to earn new customers and build the loyalty of current ones. Likewise, the retailer, by selling the product at a discount, should enjoy increased sales during the promotion, while bearing little in the way of extra costs. And consumers, of course, should save money on their purchases.

Trade promotion helps in planning and controlling of promotion and helps to track the promotion very accurately. Sometimes trade promotion act as a means to measure the effectiveness of the strategy taken by the company. this study is examining how the trade promotion practices affect the sales of the products

as well as how it influences the retailers to make a brand preference and brand loyalty towards the brand. Trade promotion practices have an invaluable role in the marketing field of FMCG, it helps in spreading about the brand name as well it makes the goods to sell quicker than any other marketing strategy. It is clear that trade promotion push products within a short while than any other long term strategy. Generally consumer goods bound with a complex system, where there is more competition is present, in this system the use of trade promotion helps to make the product to sustain in the market with the help of retailers. Trade promotion practices differ from the nature and competition of the product and the system. Retailers' choice of trade promotion also differs. Trade promotion can be classified according to the business but generally trade promotions are like cash discounts, in-store displays, Temporary Price Reductions, sampling, quantity discounts, gifts and offers, slotting allowance and so on. This study helps in analyzing which are the factors that influence the retailers, what are the other factors which make the retailers in brand preference by trade promotion practices.

## 2. REVIEW OF LITERATURE

Hong Yuan, Miguel I. Gómez (2012) have conducted a market study on "Trade Promotion Decisions under Demand Uncertainty. The researcher has derived propositions by comparing wholesale and retail prices, retailer order quantities, and profits given the same trade promotion discount.

Bruce, Desai Prayas et al, (2005) found important insights about the effects of trade promotions and the effect of product durability on the promotion strategies of manufacturers. It pointed out that manufacturers of more durable products benefit more from running trade promotions and give deeper discounts. The authors find empirical support when they test the theoretical results.

David R, Xaviar (2002) research on retailers and suggested they have to be rewarded for the number of products they sell, not how much they buy from the manufacturer. the authors feel that pay-for-

performance trade promotions have the potential to produce benefits for all parties the manufacturer, retailer, and consumer.

Lal, Rajiv (1990) conducted a study on Manufacturer Trade Deals and Retail Price Promotion, The researchers examined the phenomenon of manufacturer trade deck described as off-invoice and/or bill-backs in markets for frequently purchased consumer goods. From the study, the analysis affords a new explanation for why offering such deals may be in the best interest of manufacturers.

Vincent Nijis, Kanishka Mishra (2010) have conducted a study on Channel Pass-Through of Trade Promotions, in this paper; the researchers assemble a unique data set containing information on prices, quantities, and promotions throughout the entire channel in a category. This study has done empirical literature on pass-through in three important ways.

Tony Haito, Jagmohan Raju (2008) studied that while offering all retailers the same pricing policy, price discrimination can be implemented through trade promotions because they induce different inventory ordering behaviours on the part of retailers. Differences in inventory holding costs have been shown to be an important determinant of consumer promotions. From the analysis, it suggests that differences in holding costs are also potentially an important driver for the use of trade promotions.

Migueli Gomez, Timothy j Richards et al (2013) stated that retailers could reduce consumer search costs, perhaps by directly communicating trade promotions to consumers. Other researchers have shown that these strategies are effective in increasing deal pass-through rates.

Kumar, N., Rajiv, S., Jeuland, A. (2001) indicated that if one brand is sufficiently stronger than the other and if advertising is cost-effective, then the stronger brand loyalty requires less advertising than weaker brand loyalty, but a larger loyal segment requires more advertising than a smaller loyal segment.

Agrawal, Deepak (1996) focused on the FMCG sector.

In this study the manufacturer directly advertise to the consumer and given offers to the retailers

Nelsin, S. A., Powell, S. G., & Stone, L. S. (1995) explained how retailers and consumers are influenced by trade promotion practices. Willingston I F, L G Matts (2000) have done a study the role and importance of trade promotion policies across the national levels.in this study the network is classifieds as a potential international market and local market and given different promotions strategy and analyzed the impact of the implementation. Gomez.I. Mguel, Rao R Vithala (2007) has done a study on joint determination of trade promotion budget for supermarket brands and their allocation across trade and promotion practices is discussed in this study.

### 3. STATEMENT OF THE PROBLEM

The right development of the trade promotion technique attracts and motivates the retailers and wholesalers. The movement or demand for the product increases, only if the retailers get attractive trade promotions from the manufacturer. Powerful tools and techniques are necessary to attract retailers, but there are many factors that affect these techniques as well. This study is undertaken to study the factors and techniques related to trade promotion practices and how it works as a tool for improving the sales of Bourbon Biscuits Food products.

### 4. OBJECTIVES

- ♦ To study how retailers give preference on different trade promotion practices offered by the Bourbon biscuit manufacturer.
- ♦ To identify the factors influencing retailers' preference on trade promotion practices.
- ♦ To offer suggestions to biscuit company and channel partners in applying effective trade promotion practices by the retailers.

### 5. RESEARCH METHODOLOGY

#### 5.1. Research Design:

The descriptive research methodology is used to conduct the study.

**5.2 Sources of Data:** Primary data are those which are newly collected and happen to be genuine. The primary data is collected from the retailers of Bourbon Biscuits food products through structured questionnaire.

#### 5.3. Sample Size:

The samples taken for the study is 220. All the respondents were retailers of Bourbon Biscuits in Bangalore city.

#### 5.4. Data Collection

The data will be collected with the help of a questionnaire. The survey will be done at Bengaluru among the retailers. The questionnaire will be designed in a way to collect information about the effect of trade promotion practices and their preference for trade promotion practices of Bourbon Biscuits food products. The respondents will be given options from strongly disagree to strongly agree (Likert Scale) for each question and answer according to their preference towards the trade promotion of Bourbon Biscuits.

#### 5.4. Sampling Method

Convenience sampling method will be used to conduct the study

#### 5.5. Hypothesis Testing

Hypothesis Testing -  $H_0$ : There is no significant difference between trade Promotion and Demographic Factors of biscuit retailers.

Hypothesis Testing -  $H_2$ : There is no significant difference between Trade Promotion and Retailers' Loyalty with Bourbon brand.

#### 5.6. Plan of Analysis

Statistical Package for Social Science (SPSS) tool is used to analyze the data collected for the study. The tools used for the analysis is One way ANOVA, factor analysis and frequency tables.

### 6. LIMITATIONS

- ♦ A casual conversation was developed to make the respondents answer freely. Hence the

conclusions are based on the conditions and situations that prevailed in Bangalore during this time.

- ◆ For the survey data were collected only from a particular region of Bangalore.
- ◆ The views of the respondents may be biased in nature due to differences in individual opinion.
- ◆ The time limit was less to conduct a detailed study

as the population is very high in the Bangalore region.

## 7. DATA ANALYSIS AND INTERPRETATION

### 7.1. Testing of Hypothesis - $H_1$ - using ANOVA

Hypothesis Testing -  $H_1$ : There is no significant difference between Trade Promotion and Demographic Factors (Retailer Location)

		Sum of Squares	df	Mean Square	F	Sig.
The suggestion of the biscuit brands to customers with TP	Between Groups	6.832	6	1.139	3.185	.005
	Within Groups	76.150	213	.358		
	Total	82.982	219			
Perception on factors affecting customer preference by TP	Between Groups	4.354	6	.726	1.054	.391
	Within Groups	146.641	213	.688		
	Total	150.995	219			
Satisfaction on net margin of Bourbon Biscuits with TP	Between Groups	40.315	6	6.719	1.817	.097
	Within Groups	787.663	213	3.698		
	Total	827.977	219			
Brand preference for sales with TP	Between Groups	3.607	6	.601	.930	.475
	Within Groups	137.752	213	.647		
	Total	141.359	219			
Satisfaction on Credit period allowed with TP	Between Groups	.708	6	.118	.845	.536
	Within Groups	29.742	213	.140		
	Total	30.450	219			
Satisfaction on Display racks allocationalong with TP	Between Groups	8.192	6	1.365	6.942	.000
	Within Groups	41.894	213	.197		
	Total	50.086	219			
Type of outlet	Between Groups	3.750	6	.625	1.596	.150
	Within Groups	83.427	213	.392		
	Total	87.177	219			

Table 1: Trade Promotion (TP) and demographic Variable

### Interpretation

From the table.1, it shows trade promotion depends on the variables like the brand preference of the retailer and the ownership of display racks, higher the trade promotion is given more the retailers' brand preference of biscuit. Therefore  $H_0$  is accepted.

### 7.1. Testing of Hypothesis- $H_2$ - using ANOVA

Hypothesis Testing -  $H_2$ : There is no significant difference between Trade Promotion and Retailers' Loyalty with Bourbon brand.

		Sum of Squares	Df	Mean Square	F	Sig.
The suggestion of the biscuit brands to Total	Between Groups	4.155	10	.416	1.102	.362
	Within Groups	78.827	209	.377		
	Total	82.982	219			
Perception of factors affecting customer preference by TP	Between Groups	24.209	10	2.421	3.991	.000
	Within Groups	126.786	209	.607		
	Total	150.995	219			
Satisfaction on net margin of Bourbon Biscuits with TP	Between Groups	19.280	10	1.928	.498	.890
	Within Groups	808.697	209	3.869		
	Total	827.977	219			
Brand preference for sales with TP Total	Between Groups	9.815	10	.982	1.559	.121
	Within Groups	131.544	209	.629		
	Total	141.359	219			
Satisfaction on Credit period allowed with TP	Between Groups	4.396	10	.440	2.011	.034
	Within Groups	45.691	209	.219		
	Total	50.086	219			
Satisfaction on Display racks allocation along with TP	Between Groups	4.197	10	.420	1.057	.397
	Within Groups	82.980	209	.397		
	Total	87.177	219			
Type of outlet	Between Groups	6.104	10	.610	2.105	.025
	Within Groups	60.606	209	.290		
	Total	66.709	219			

Table 2: Trade Promotion(TP) and Retailers' loyalty with Bourbon brand

### Interpretation

From the table.2, it can be inferred that there is a significant relation between retailers' preference, credit facility and type of outlet and brand loyalty with bourbon biscuits... Therefore, retailers will prefer specific brands and become loyal when more discounts and offers, credit periods, etc are provided.

### 8. FINDINGS OF THE STUDY

- ◆ The respondents were retailers. The majority of the location of the outlet belongs to Urban and semi-urban areas with 56.4% and 40.9% respectively, a minor percentage of outlets are taken from rural area for this study. Most of the customer outlets of Bourbon Biscuits can be categorized under convenience stores then the customer of Bourbon Biscuit comes under supermarkets, the number of wholesaler customers is less compare to other categories.
- ◆ The display capacity of stores is around 10 boxes because most of the stores are convenience stores it has very less storage capacity, every supermarket has display capacity of 10-50 boxes more than 50 boxes of display capacity are only for wholesale stores. From the study most of the respondents gets 10-20% margin from Bourbon Biscuits products, a minority customers gets more than 20% of margin as non-monetary also.

- ◆ it is clear that every customers of Bourbon Biscuits gets more than 10% of margin. 15 days is the allowed credit period of Bourbon Biscuits , major customers gets 15 days as credit period for payment, a minority gets less than 7 days of credit period and more than 15 days as credit period. The customers responds to 7 days is due to they pays the amount within one week and sometimes it can be extended also. The respondents with more than 15 days credit period are due to their inability to pay the amount.
- ◆ From the study it is found that retailers usually prefer Parle Biscuits to their customers because the retailers have a target to sell the Parle Biscuit products in order to get the additional amount and other offers from the company. Few retailer preferences goes to Bourbon Biscuits as they get a good margin from the products. The trade promotion of munch has less influence on retailers. From the study 43.2% of retailers buy Bourbon Biscuits products because it gives good margin to the customers, 32.3% of the retailers buy Bourbon Biscuits because of the offers and gift provides by the company, 20.9% buys because it has good demand among the customers, retailers have a least preference towards the quality of the products. From the retailer's point of view consumers of Bourbon Biscuits prefer the products because of the taste and flav ors offer by Bourbon Biscuits. From the study it is found that company does not own display racks of the stores.
- ◆ From the one way ANOVA test it is found that that there is a relationship between brand loyalty and brand preference, retailer prefers those brand which they have faith and loyal towards the brand. Trade promotion has a relationship with ownership of display racks brand preference that means ownership of display racks plays a vital role as a trade promotion practices, and trade promotion also influences the retailers in brand preference towards the products.
- ◆ It is found that there are a relation POP displays that display racks, types of outlet, location, storage capacity of outlets capacity. That means we can interpret that location of the outlet and POP is related if the outlet is located in urban areas it needs more POP display settings to grab the attention of customers. display racks and type of outlet also related to the POP display, display rack plays as a point of promotion. It is easy to push the product if the products are kept at the eye level. there is a relation between discounts and offers and location, display rack, customer preference. Preference towards the offer has a relation with the location, if the outlet is located in the urban area prefer more offers for the product.
- ◆ Samples are given and margin, brand preference, type of outlet, location and storage capacity. The stores have a large capacity to store the product helps to buy the new product variant. Brand preference plays a vital role in selecting new products offers by the company. Retailers also prefer the product variants by getting samples with the influence of margin they get from the products. Competitors and margin, location, type of outlets, brand preference, storage capacity have a relation with all these.
- ◆ If the Bourbon Biscuits products give more margin than other competitors the retailers will prefer this brand, and the retailers also prefer this brand if the other nearby retailers have the same products.
- ◆ From the factor analysis, the preference of retailers towards the trade promotion can be classified as Display
  - Product promotion and customer demand
  - Benefits getting from the company
  - Company's effort to increase sales
  - Brand loyal
  - Customer preference

- Competitive advantage
- Promotion strategies
- Discounts offer and samples have given
- Customer and retailers satisfaction

All these can be considered as factors for retailers' preference towards the products.

### 9. SUGGESTIONS

- ♦ The company should focus on trade promotion practices like ownership of display racks and providing a POP display for retailers to push the products in the market.
- ♦ Should take some kind of advertisement to increase the familiarity to customers as the demand increases from the consumers, retailers preference also increases.
- ♦ The company can give offers or monetary benefits to the retailers for achieving a certain target set from the company side.
- ♦ The company can focus on the give more quantity discounts to those retailers who purchase as bulk quantity.

### 10. CONCLUSION

From this study, it can find that retailers are willing to buy the products if they get more offers and discounts from the company and the retailers also try to push the product to the customer by setting POP display and another catchy way. A few parts of the retailers buy the products because of the good margin they are getting from the products. More product variants lead the customers to brand preference. The location of the outlet also influences the purchasing if the products. Retailers prefer those types of trade promotion practices which they get monetary advantages that enables manufacturer to maintain rapport with retailers.

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## Case Study

# When Customer Care Turns into a Customer's Nightmare

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### ABSTRACT

*Many of us opt for Credit Cards provided by various banks for the convenience it extends in making purchases on credit with no interest for a limited period and various other offers attached to it. The customer care rendered in giving this service is more or less similar with all the banks. What we take for granted is the various security barriers that the banks employ to protect the customer while making financial transactions. What we are unaware is the quality of these security barriers which we associate with the brand name, reputation and credibility of the bank we choose. No customer knows to what extent the data he gives the bank when filling the application form and other information that the banks emphasize that the customers should keep confidential leaks into the public domain till he / she experiences a breach in the security barriers that is meant to protect the customer. That is when the customer is exposed to the fraudulent transactions in his / her card due to negligence arising from irresponsible conduct by the customer or by the impact of external factors in digital transactions beyond the control of individuals. These are described as cyber crime in digital marketing. This case study is based on the real time experience of Victor (Pseudonym) as a victim of cyber crime in credit card based transactions. The purpose of this case study is to share Victor's experience as a victim of cyber crime and reveal the inadequacies in the electronic financial transactions in India with particular reference to credit / debit card based transactions in digital marketing and expose the attitude of the service provider, namely the concerned bank (Bank X) (identity not revealed),*

*in withdrawing their customer support at such a crucial juncture, thus turning customer care into a customer's nightmare. The steps to be taken by the victim to mitigate the impact of cyber crime has been given in detail as prescribed by the Cyber Crimes Cell. The steps to be taken in seeking relief as recommended by the bank as service provider has been stated under 'Escalation Matrix' in the study. In addition, precautions to be adopted in card based transactions has also been discussed.*

**Key Words:** Security Barriers, Cyber Crime, Electronic Financial Transactions, Customer Care, Escalation Matrix.

### 1. Introduction

The global quantitative impact of cybercrime is estimated in 2018 to be over US\$1.5 trillion (**Cybercrime Statistics**)<sup>1</sup>. The cyber crime investigating agencies state that at least one cyber crime is reported every 10 minutes in India (**One Cyber Crime in India Every 10 minutes**)<sup>2</sup>. Cyber crime cases in India, registered under the IT Act, increased at the rate of 300 percent between 2011 and 2014 (**Cybercrime in India - Wikipedia**)<sup>3</sup>. As per the information reported to and tracked by Indian Computer Emergency Response Team (CERT-In), a total number of 44679, 49455, 50362 and 53081 cyber security incidents were reported during the years 2014, 2015, 2016 and 2017 respectively (**CERT-In : Report 2018**)<sup>4</sup>. Also, the rate of arrests in cybercrime is said to be abysmally low. For instance, the National Crime Records Bureau (NCRB) said in its 2016 report (for 2015), that of the cases of cyber crime which were registered in India,

only 8,121 cases lead to arrests. This is because law enforcement agencies were observed to be not well-equipped and properly oriented towards cyber crime (NCRB Report 2015)<sup>5</sup>. Hence, there is a compelling need for quality training (Cybercrime Investigation - A Long Way to Go)<sup>6</sup>. Bengaluru registered the most number of cybercrime cases in 2018 amounting to filing of a massive 55,035 FIRs being registered at the cybercrime police station in the city (Bengaluru Cybercrime Capital)<sup>7</sup>. This has been attributed to an unprecedented increase in online criminal deceptions that have become a daily occurrence. Each day, thousands of innocent individuals fall prey to online banking and credit/debit card frauds. Losing one's hard earned money to online criminals can be a painful, hard to accept and psychologically draining traumatic experience to the victim. This case study is based on real time experience of Victor (Pseudonym) as narrated to the authors when he became a victim of fraudulent transactions on his credit card. The sensitive nature of the case requires the authors not to reveal the identities of the victim (Victor), the concerned bank, (Bank X) and Personnel at the Cybercrime Investigating Cell, without compromising on the facts of the case in the narration.

## 2. THE CASE JOURNEY - "HOW IT ALL STARTED"

Victor planned a foreign trip in July 2018. The booking was done with an online ticketing agency Pleasant Trip (Name Changed). The air ticket payment was made online using Victor's credit card of Bank X. The E-Ticket established the fact that Victor would be out of the country from Friday 20th July 2018 to Friday 27th July 2018.

### The July 2018 Credit Card Statement of Bank X came to Victor's e-mail on 18th Aug 2018.

On examining the Credit Card Statement, three (3) debits were identified as transactions that Victor did not authorize, and therefore, fell into the category of unauthorized fraudulent transactions. They were made on 23rd July 2018 in India. The vendors were Indian companies and the transactions were consecutive as described below. The transactions are given in the same order as it appeared in Victor's credit card statement of Bank X.

S. No.	Particulars	Amount (Rs.)
1	Flipkart Internet Pvt Ltd., Books and Stationery	Rs. 65,088
2	Paytm, Noida, India Mobile Phones and Bill Payment	Rs. 20,000
3	Flipkart Internet Pvt Ltd., Books and Stationery	Rs. 61,990
	<b>Total</b>	<b>Rs.1,47,078</b>

Victor surmised from the above statements that there had been a breach of security on his Credit Card which called for immediate actions to be taken to pre-empt further abuse. The steps prescribed by the authors are based on the guidelines adopted by Victor in reporting the cyber crime

### (How to Register Cyber Crime Complaint with Cyber Cell of Police)<sub>8</sub>

#### 2.1 Immediate Steps Taken

- ◆ Called Help Line of Bank X and blocked the Credit Card from further use.
- ◆ Filed FIR and obtained attested FIR copy from Cyber Crimes Branch.
- ◆ Downloaded Dispute Form of Bank X (Dispute Form)\* and filed details of the transactions in dispute.
- ◆ Attached FIR copy to the Dispute Form of Bank X and uploaded it in Bank's Website.
- ◆ Called Help Line of Bank X and informed the actions taken.
- ◆ Bank X acknowledged receipt of documents by return email with a Case Reference No.
- ◆ A detailed email with facts was prepared and uploaded to Customer Care of Bank X.
- ◆ Copies of the email to Customer Care was sent to CEO and CFO of Bank X

*\* A Dispute Form is a questionnaire of Bank X that enquires into the details of the unauthorized fraudulent transactions. Victor tick (✓) marked the following option (given verbatim) that best represented his true position in the disputed transactions.*

*(✓) I have not participated or authorized the above transaction(s). The card was in my possession at all times. www.disputeform-BankX.com (True website identity not revealed).*

## 2.2 Facts Presented to Customer Care (Credit Cards) of Bank X

- ◆ The Credit Card was in customer's (Victor's) possession during the disputed transactions.
- ◆ The customer did not authorize any of the disputed transactions on 23rd July 2018.
- ◆ Indian SIM Cards become non-operational outside India.
- ◆ Consequently, the OTP and transaction alerts could not have reached the customer's SIM.
- ◆ There has been a security breach in the barriers to protect the customer against the fraud.
- ◆ There was no email alert of the transactions on customer's email ID registered with Bank.X.
- ◆ SMS message records till flight departure time on 19 July 2018 - proof that SIM was with customer.
- ◆ SIM Card being re-activated in India on 28th July 2018 on arrival - additional proof.
- ◆ Outgoing mobile calls and SMS records showed 'NIL' during 20 - 27 July 2018. (Telecom Regulatory Authority of India (TRAI))\*\*
- ◆ Immigration Stampings on customer's passport confirmed that he was abroad at the time.
- ◆ Purchases abroad using the Credit Card recorded in the credit card statement of August 2018 was proof that credit card was in customer's possession.

With above facts as proof, Victor sent an email to Customer Care expressing his displeasure on the security breach and the resulting mental trauma arising from the fraudulent transactions. Under the circumstances, Victor requested Customer Care of Bank X to reverse the transactions.

\*\*According to TRAI, Mobile Service Providers in India can give their customers a record of only outgoing calls and SMS messages against a prescribed fee. Incoming calls and SMS messages are kept confidential and can be shared only with designated competent authorities for security reasons. <https://main.trai.gov.in>

## Response from Bank X on the Disputed Transactions

The response from Bank X is presented below verbatim

*Mon, Sep 17, 2018 at 2.00 pm*

*Dear Sir,*

*Thank you for your email. I understand that you seek clarification regarding fraud transaction done on your card. As per the confirmation received from the team, the card has to be blocked within seven days of fraudulent transaction taking place. As we are checking card is blocked after 7 days. Thus we are unable to take up the case with further investigation.*

*Best regards*

*Customer Care - Bank X*

## 3. RBI GUIDELINES FOR CARD BASED FRAUDULENT TRANSACTIONS - EXTRACT OF SALIENT FEATURES

With the increased thrust on financial inclusion and customer protection and considering the recent surge in customer grievances relating to unauthorized transactions resulting in debits to their accounts/cards, the criteria for determining the customer liability in these circumstances have been reviewed. The revised directions in this regard are set out below.

### 3.1 Strengthening of Systems and Procedures

- ◆ The systems and procedures in banks must be designed to make customers feel safe about carrying out electronic banking transactions. To achieve this, banks must put in place appropriate systems and procedures to ensure safety and security of electronic banking transactions carried out by customers that includes ;
- ◆ Robust And Dynamic Fraud Detection and Prevention Mechanism;
- ◆ Mechanism to assess the risks (for example, gaps in the bank's existing systems) resulting from unauthorized transactions and measure the liabilities arising out of such events;
- ◆ Appropriate Measures to mitigate the risks and protect themselves against the liabilities arising therefrom; and
- ◆ A system of continually and repeatedly advising customers on how to protect themselves from electronic banking and payments related fraud.

In order to achieve this;

Banks must ask their customers to mandatorily register for SMS alerts and wherever available register for e-mail alerts, for electronic banking transactions. The customers must be advised to notify their bank of any unauthorized electronic banking transaction at the earliest after the occurrence of such transaction.

In cases where the responsibility for the unauthorized electronic banking transaction lies neither with the bank nor with the customer, but lies elsewhere in the system and when there is a delay (of four to seven working days after receiving the communication from the bank) on the part of the customer in notifying the bank of such a transaction, the per transaction liability of the customer shall be limited to transaction value or the amount mentioned, whichever is lower.

- ◆ Credit cards with limit up to Rs.5 lakh Maximum liability Rs. 10,000/-
- ◆ Credit cards with limit above Rs.5 lakh Maximum liability Rs. 25,000/-

Further, if the delay in reporting is beyond seven working days, the customer liability shall be determined as per the bank's Board approved policy. (RBI NOTIFICATIONS - RBI/2017-18/15DBR.No.Leg.BC78/09.07.005/2017-18; 6/7/2017- Customer Protection - Limiting Liability of Customers in Unauthorized Electronic Banking Transactions reporting of unauthorized transactions by customers to banks)<sup>9</sup>

### 3.2 Policy on Billing Disputes - Excerpts from Customer Handbook of Bank X (Based on RBI Guidelines)

Billing Disputes - All contents of the Statement(s) will be deemed to be correct and acceptable by the Cardholder(s) unless within 21 days of the Issue of Statement, the Cardholder informs the Bank of any discrepancies. If the aforesaid discrepancies are found to be legitimate by the Bank, it may reverse the charge on a temporary basis until the completion of subsequent investigations by the Bank to its full and final satisfaction. (Customer Handbook of Bank X - Most Important Terms and Conditions)<sup>10</sup>

## 4. Policy of Bank X on Customer Protection in Electronic Banking Transactions

The policy outlines the obligations on behalf of bank and customer to ensure the onus of liability arising out of fraudulent transaction.

**4.1 Customer Protection: Limiting Liability of Customers in Unauthorized Electronic Banking Transactions** - Customer centricity is one of the core values of the bank. Bank X truly believes that Customer Experience is the key to keeping customers happy and thereby ensuring a long lasting relationship with the Bank.

### 4.2 Objectives of Bank X in Electronic Banking Transaction

- ◆ To ensure that the systems and procedures in bank X are designed to make customers feel safe and secure while carrying out electronic banking transactions by themselves;
- ◆ To install robust and dynamic fraud detection and prevention mechanism to prevent abuse
- ◆ To take appropriate measures to mitigate risks and protect themselves against liabilities arising thereon;
- ◆ To devise a system to continuously educate customers in protecting themselves from frauds arising from electronic banking and payments.

### 4.3 Bank Must Ensure Following:

- ◆ Appropriate systems and procedures to ensure safety and security of electronic banking transactions;
- ◆ Dealing quickly and empathetically with customer grievances;
- ◆ Mandatorily ask customers to register for SMS and wherever available register for E-mail alerts for electronic banking transactions;

Mandatorily Send SMS and wherever available, Send E-mail alerts for electronic banking transactions and advice customers to notify unauthorized electronic banking transactions to Banks instantly upon occurrence.

**4.4 Summary of Customer Liability:** If the delay in reporting is beyond 7 working days, the customer liability shall be determined as per the bank's Board approved policy. Beyond 7 working days Full Liability of the fraudulent transactions will lie with the customers. However, customer will be compensated up to a limit of Rs.5000/- or the transaction value, whichever is lower, only once in the lifetime of the account as per Bank's Board approved compensation policy.

**4.5 Third Party breaches** are where the responsibility for the unauthorized electronic banking transaction lies neither with the bank nor with the customer, but lies elsewhere in the system and when there is a delay of 4 to 7 working days on the part of the customer in notifying the bank of such a transaction, the per transaction liability of the customer shall be limited to the transaction value or the amount mentioned, whichever is lower.

- ◆ Credit cards with limit up to Rs.5 lakh Maximum liability Rs. 10,000/-
- ◆ Credit cards with limit above Rs.5 lakh Maximum liability Rs. 25,000/-

**4.5.1 Third Party Breaches** would cover following unauthorized transactions that have taken place without customer's knowledge

**SIM Duplication -**

- ◆ Cloning of original SIM to create duplicate SIM
- ◆ Application related frauds- Stolen customer identity which is used to avail bank's products and services;
- ◆ Account Takeover- Theft of account information to obtain banks products and services including extracting funds from the customers bank account;
- ◆ Skimming/Cloning - Collect data from the magnetic strip of the card and copying the information onto another plastic. **(Policy of Bank X on Customer Protection in Electronic Banking Transactions)**<sup>11</sup>

**5. VICTOR'S REJOINDER TO BANK X**

The inference drawn from the response of Bank X indicated that the bank was avoiding the responsibility of investigating the unauthorized fraudulent transactions. They wanted the customer to cough up the money involved in the unauthorized transactions done on his credit card. This was unacceptable. A befitting retort by email was sent by Victor to Bank X which is given below verbatim.

*To: Customer Care, Bank X, Sep 18, 2018*

*Sir, Thank you for your email dated Sep 17, 2018.*

*I wish to bring to your kind attention that my SIM was non operational for the period 20 - 27 July, 2018 as I was out of the country at the time. I am once again attaching the scanned copies of my passport stampings and call records of my SIM as proof.*

*I am once again reiterating that both the SIM and the Credit Card were in my possession. The call records of my SIM card are adequate proof that the SIM card was in my possession. Please see the call and SMS records on 19th July 2018 till my flight departure time, no call and SMS records for the period 20 - 27 July 2018, and call and SMS records from 28th July 2018 after reactivation of the SIM in India after arrival. These are clear indications that the SIM Card was in my possession and that there were no third party breaches on my SIM card such as cloning.*

*The purchase records on my credit card statement indicate overseas purchases on 20th July 2018 and 27th July 2018, which are adequate proof of credit card being in my possession.*

*Hence, if there was an OTP alert, there was no SIM to receive it. So who authorized these transactions? How did your transaction team process these 3 transactions without any OTP approval? How was the payment made when the credit card was in my possession? These are queries you should be asking your transaction team to reply. With no transaction alerts, the 7 day grace period you have specified in your email is irrelevant, unreasonable and hence, untenable, as these transactions have violated the security barriers that your bank has to provide the customer. I once again reiterate that these transaction have taken place without my approval. Therefore, without any further harassment, I request you to kindly reverse the transactions.*

*Thank you.  
Regards.  
Victor*

## 6. THE ESCALATION MATRIX

Bank X responded to Victor by prescribing the Escalation Matrix as a solution to address the issue. The steps in the process are given below.

**Step 1** - In case, the query remains unresolved for more than 10 days or no update provided by Customer Service team or the Branch, you may write to [nodal.officer@bankX.com](mailto:nodal.officer@bankX.com) along with complaint no.

**Step 2** - The complaint remains further unresolved for 10 days or no update is provided by the Nodal Officer, kindly write to [circledenodalofficer.bangalore@bankX.com](mailto:circledenodalofficer.bangalore@bankX.com)

**Step 3** - The complaint remains further unresolved for 10 days or no update is provided by the Circle Nodal Officer, you may escalate to Principal Nodal Officer [pno@bankX.com](mailto:pno@bankX.com)

**Step 4** - Even after following the above process, the complaint remains further unresolved for 30 days, then you may write to RBI - Banking Ombudsman in the city [bobincity@rbi.org.in](mailto:bobincity@rbi.org.in)

## 7. THE BEGINNING OF CUSTOMER'S NIGHTMARE

During first week of September 2018, Victor settled the outstanding dues on his credit card minus the disputed transactions. Since the credit card was blocked, no transactions were made and the only outstanding that remained were the transactions in dispute. Towards the third week of September 2018, the new credit card statement for August 2018 came to Victor's email. An interest of about Rs. 20,000/- was added to the disputed transactions and the outstanding balance stood at around Rs.1.67 lakhs. Call to Customer Care indicated that investigation into Victor's case was going on and till then the outstanding balance would remain and interest would be added to this on a monthly basis.

From October 2018, Victor started getting calls from the Credit Card Division of Bank X on a daily basis asking him to settle the outstanding amount. When Victor responded that Custom Care indicated investigations were going on, the Credit Cards Division

said that they were not aware of any investigations being carried out and that it would be in the best interest of the customer to settle the outstanding dues immediately to avoid legal action from the bank. Meanwhile the Credit Card Statement for September 2018 was released to Victor's email during the third week of October 2018. The outstanding balance stood at Rs. 1.87 lakhs with addition of Rs. 20,000 /- as interest. Meanwhile, Victor to his dismay found that the first two processes listed in the Escalation Matrix yielded no tangible results for over 30 days.

With no written communication from Bank X to indicate that the bank has posted the unpaid transactions as fraudulent in nature and investigations were going on, Victor was left in a state of suspense not knowing what to do next. Calls to Customer Care at that point indicated that since the card was blocked after 7 days of the disputed transactions, the customer would be required to settle the amount as per Bank's policy. They also stated that the outstanding balance could be converted into an EMI. Victor then realized that the investigation that Bank X promised was simply a hoax to buy time. Meanwhile calls from the Credit Cards Division was adding further pressure. There was no empathy from Customer Care of the bank. Both the CEO and CFO of Bank X did not respond to Victor's email. Tension was also building up in Victor's home as to how this huge outstanding amount was going to be settled. No relief was in sight. The situation was slowly turning into a customer's nightmare.

## 8. INTERVENTION OF RBI

In such situations, it is important for the affected individuals not to despair. Although Victor was emotionally drained, he rationalized that the situation required a different approach. He reviewed the Escalation Matrix suggested by Bank X. Since the response of the bank was unsatisfactory he decided to meet the Banking Ombudsman of RBI in the city in the third week of October 2018 and intimate him / her about the case with all the supporting documents. At the meeting, the RBI ombudsman promised to get back within a fortnight.

## 9. INTERVENTION OF CYBER CRIMES INVESTIGATIONS CELL

Victor felt that his case required intervention from a higher authority in law enforcement in order to vindicate his non-involvement in the fraudulent transactions. He reviewed all the contacts in his network. One of the contacts in his network knew one of the high ranking officials in the Cyber Crime Investigations Cell. A meeting was arranged with this high ranking official during first week of Nov 2018. Victor apprised him of his plight. The officer verified the authenticity of all the documents submitted by Victor. He was satisfied that the case was genuine. He appointed a police officer to investigate the progress in the case. The Police Officer verified the case with the FIR No. and confirmed that the vendors and Bank X had not responded to the enquiry of the Cyber Crimes Cell. Hence, the officer redrafted the email enquiry to the vendors and took a hard copy of the official enquiry to Bank X. He requested Victor to accompany him to the Regional Office of Bank X and submitted the official enquiry to the Principal Nodal Officer of Bank X and demanded a reply within ten working days.

## 10. THE TURNING POINT

Victor's mind was at peace at that point in time because Bank X was now officially compelled to conduct an enquiry and report the outcome to both RBI and Cyber Crimes Cell. This was evident because for the first time, Victor received a call from the Head office of Bank X, verifying the facts given by him. The call was recorded by Victor for posterity.

### 10.1 The First Relief came by way of an email from the Banking Ombudsman, RBI.

*From: Banking Ombudsman, RBI*

*To: Mr. Victor*

*Friday Nov 16, 2018*

*Subject: Closure of Case - Mr. Victor, Fraudulent Transactions on Credit Card*

*Dear Sir: Please refer to the captioned complaint.*

*On perusal of the complaint Bank X has agreed to reverse*

*the disputed amount in the complaint along with applicable charges and the same has been communicated to the complainant. In view of the above, the complaint is closed under Clause 11 (3) (a) of BOS 2006 which reads as under : "the Banking Ombudsman may deem the complaint as resolved in any of the following circumstances - where the grievance raised by the complainant has been resolved by the bank or the concerned subsidiary of the bank with the intervention of the banking ombudsman".*

*You are further informed that the clause under which the complaint has been lodged is closed*

*Yours faithfully  
Banking Ombudsman*

### 10.2 The Second Relief came by way of an email from Bank X

*From: pno@bankX.com*

*To: Mr. Victor*

*Dear Sir*

*This is with regards to your complaint lodged at the office of the Banking Ombudsman regarding online transaction dispute of Rs. 147078 /- dated 23.07.2018 in your credit card*

*We wish to inform you that all the 3 disputed transactions have been done using OTP which were sent to your registered mobile number and email id. However, as a service gesture, we will be reversing the disputed transactions along with reversal of applicable charges to your credit card within 7 working days.*

*Assuring of our best services.*

*Regards,  
Principal Nodal Officer  
Regulatory Escalations & BO Complaints  
Bank X Ltd*

## 11. GLEANINGS FROM CYBER CRIMES INVESTIGATION IN THIS CASE

Victor visited the Cyber Crimes Investigation Cell to thank the police officer who had worked on the case. He requested further investigation into the case to nab the real culprits. The officer declined stating that since the case was officially closed there was no scope for further investigations to be taken up. However, he gave some insights into how the crime could have been

committed. Some IT professionals whom the authors contacted confirmed the findings.

- ◆ Victor's purchase of flight ticket on-line could have been the primary source of information.
- ◆ Such transactions are monitored by cyber criminals on a day to day basis by illegal means and insider information is obtained on a specific or random basis.
- ◆ These transactions become the basis for perpetrators of Cyber Crime to choose their victims after studying the demographic profile of the customer.
- ◆ Technology is applied to circumvent the barriers of OTPs, SMS and email alerts.
- ◆ Cyber Criminals are aware of the inadequacies in Cyber Crime Investigation Cell.
- ◆ Cyber Criminals are familiar with the legal loopholes.
- ◆ Criminals anticipate how victims would react and get periodic feedbacks on their moves.
- ◆ They know the work overload of investigators at Cyber Crime Investigations Cell and the infrastructure inadequacies in the system resulting in delay in the investigations.
- ◆ The strike rate of cyber crime is therefore, very high. The criminals work on a daily basis 24/7.
- ◆ The source of Cyber Crime is untraceable. If traced, it leads to many Indian and International locations.
- ◆ The criminal is a phantom - a ghost
- ◆ Communication is one way - Striker to Victim and not vice versa.
- ◆ Cyber criminals are computer savvy. They update their skills by employing the latest hacking techniques and adopt innovative ways to circumvent the system.
- ◆ Hence, professional hacking has developed into a lucrative career.

- ◆ The law enforcement agencies are unable to keep abreast with the pace of developments in cyber crime in India.

## **12. ANALYTICAL INSIGHTS ON CREDIT AND DEBIT CARD SECURITY IN INDIA**

RBI intervention is a very important element in controlling card based cyber crimes in India. In this regard, the time period to report an unauthorized transaction becomes a crucial factor. RBI stipulates that the customer should report the unauthorized transaction within 7 days of its happening. In the opinion of the authors, this policy guideline needs to be reviewed. When perpetrators of cyber crime have devised technological tools to circumvent the security barriers of OTP, SMS, and email alerts, the customer will become aware of the fraudulent transaction(s) only upon receiving the updated statements which would normally take place once a month. Hence, a 60 day time period to report a fraudulent transaction would give the customers sufficient time to become aware of the transactions of dispute and report the incident.

Credit and debit cards play a major part in revenue generation activities of a bank. In card based transactions, banks in India are using the security systems of the agencies established by multinationals such as Visa, Master Card, Diners Club etc., When fraudulent transactions are taking place on a daily basis on credit and debit cards, the concerned banks should be holding the agencies providing the security barriers responsible for the lapses and not pass the buck to the customers. When marketing credit and debit cards to customers, the security features in the cards are the major selling points of the bank, assuring the customers that their transactions are safe and secure. Therefore, if the customer disputes a credit / debit card transaction as being unauthorized, the burden of proof should lie with the bank to prove that the customer acted fraudulently and was complicit in the fraud or shared sensitive information about the card. Until this is done, the disputed amount should be put in a suspense account. But when a customer becomes a victim of a fraudulent transaction because of failure in the security system of the agencies, the serving



banks should desist from squarely blaming the customer and making him / her responsible for the settlement. This is not a fair practice. Such a move breaks the trust the customer has on the bank and gives scope for cyber crimes to thrive.

To be fair to the banks providing card based services to customers, the authors attribute the hostile behavior of the banks towards customers reporting disputed transactions, to the rise in the number of cyber crimes being committed on digital transactions of the bank on a daily basis. It is quite possible that the concerned banks do not have the means to cope up with this menace and therefore, all of them simply follow the RBI regulatory guidelines and pass on the burden of proof to the customers. Therefore, caution the authors, the cyber victims must equip themselves with all the facts in the case to prove their innocence. The authors also advocate an unwavering, resolute stand when presenting their case to the concerned authorities. The body language of the customer should manifest confidence. Any inconsistencies and hesitations they express in their statements in written and oral communications with the authorities namely, the bank, the police, or the RBI could work against them. This is because, on the flip side, there are also unethical customers, trying to dupe the banks for monetary gains through orchestrated fraudulent digital transactions.

The authors ponder over the fact that Victor was able to prove his innocence because he was able to establish the fact that he was out of the country at the time the transactions occurred by presenting the stampings in his passport as proof. Indian SIM Cards do not work outside India. Therefore, there was no way he could have received the OTP and SMS alerts of the transactions on his SIM Card. Yet Bank X claimed that the transactions went through the process of OTP, SMS and post transaction email alerts. Then to which mobile number was the OTP and SMS alerts diverted? To which email ID were the post email transactions sent? On what basis the vendors sent the goods and to which address? All these questions will remain unanswered forever because of the investigative weakness in the system.

### **13. LESSONS LEARNT AND PRECAUTIONS TO BE TAKEN**

Digital transactions will become a way of life in India and will be on the increase in the years to come. Consequently, cyber crimes will also increase. The cyber criminals will continue to remain incognito and will strike at their preys in novel ways. The present system in India is inadequate to cope up with the evolving nature of cyber crimes. This is the bitter lesson the authors learnt from studying Victor's case. It is essential for individuals involved in electronic transactions, especially card based transactions, to be aware of the precautions they should adopt when they are using credit or debit cards to draw money or make payments. The owners of credit or debit cards must understand that the personal information that they have given to obtain the card is already available in the public domain to all call centers promoting various products and services. Cyber crime perpetrators, use this data to identify their victims on a random or specific basis and study the demographic profile and other factors to assess the suitability of the target to strike. When the victim is identified, they call him / her on the given mobile number and pose as customer care of the service provider bank, spin a story and get confidential information on the card such as the PIN or CVV number at the back of the card. The banks frequently advise their customers not to divulge this vital information to strangers as this would lead to abuse of their card for fraudulent withdrawal of money. This apart, the confidential information required to effect the fraudulent transactions can be obtained with the complicity of the employees of the banks when they are part of the cyber crime network. There are also other means by which confidential information on the card can be obtained through cloning devices installed in ATMs and swiping machines. Some of the general precautionary measures which can be adopted by card owners is listed below.

- ◆ Lower the upper limit of the credit card to mitigate the impact of fraudulent transactions.
- ◆ Link Card to e-banking in order to get daily updates.

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- ◆ Swipe cards only in reputed outlets to avoid cloning.
- ◆ Draw money only in ATMs adjacent to service provider bank to avoid cloning.
- ◆ Press the 'cancel' button before and after cash withdrawal in an ATM.
- ◆ Cover the key board with the free hand when entering PIN for cash withdrawal in an ATM.
- ◆ Mask the 3 digit CVV number at the back of the card to prevent exposure during swiping.
- ◆ Change PIN every two months.
- ◆ Report to Customer Care when SMS and email alerts are not received after a transaction.
- ◆ Increase the periodicity of receiving e-statements from monthly to weekly.
- ◆ Opt for add on cards so that at least two persons can monitor transactions.
- ◆ Read service provider's Hand Book and Website on dealing with fraudulent transactions.

### 14. CONCERN OVER RECENT SECURITY BREACH ON AADHAR CARD

The security lapse involving India's national identity system the Aadhar Card indicates a disturbing trend. Aadhaar number, a confidential 12-digit number assigned to each Indian citizen as part of the country's national identity forms the biometric database of more than 90 percent of the population. The leakage of data was not a direct breach on the security of the central database run by Aadhaar's regulatory agency, namely the Unique Identification Authority of India (UIDAI), but exposes a major lapse in responsibility from the authority charged with protecting the data. Consequently, this has led to the illicit trade of citizens' data in the underground market (**Aadhar Data Leak**)<sup>12</sup>. This portends a further escalation in the intensity cyber crimes in India that would betray the trust the citizens have in the digitalization process.

### 15. CONCLUSION

Cyber security is a major concern for the Government

of India. Lapses in cyber security cannot be wished away and swept under the carpet especially when every transaction in the country is going to be digitalized in the future. People believe in digital transactions because of the transparency it provides. However, when the very premise on which this trust is built is undermined because of the activities of cyber criminals, the citizens will begin to lose faith in the system that has been conceived to protect them. This is a dangerous trend. Therefore, the cyber security system in all electronic transactions requires major overhauling, especially in terms of policies and technology guiding and supporting the digital systems in order to plug the gaps and loop holes plaguing the digital transformation.

### 16. RECOMMENDATIONS

The experiential learning of the authors in coping with credit card based cyber crimes has been the basis for the recommendations stated below for dealing with hapless victims.

- ◆ RBI Guidelines Policy on the time period for reporting third party breaches by customers must be extended to 60 days instead of the present 7 days. This would be a more user friendly and customer-centric policy.
- ◆ RBI should ask the service provider banks to upgrade the technology of the agencies providing them cyber security in order to reduce the security breaches in card based transactions.
- ◆ The burden of proving the customer guilty should lie with the service provider bank. Until then the disputed amount should lie in a suspense account with no interest chargeable to either party. The service provider bank should be given no right to send communication to the customer to pay at this juncture.
- ◆ In the Escalation Matrix recommended by the service provider bank, RBI should be the first agency that victims should contact and not the last in the list.
- ◆ The banks must be given the authority to question

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the vendors and elicit a response in respect of disputed transactions.

- ◆ Policy Change in TRAI in giving call records to customers: The customers must be given the right to have incoming and outgoing call records from their service provider in order to verify the receipt of security alerts in fraudulent transactions.
- ◆ The infrastructure at the cyber crime cell must be upgraded to handle the huge volume of cases received on a daily basis.
- ◆ Cyber crime investigators must be given training in the latest technologies to tackle the sophisticated methods employed by cyber criminals.
- ◆ Cyber crime cells require recruitment of more number of personnel to cope with the increasing volume of fraudulent cases.
- ◆ Cyber crime cells must seek the support of IT industry for R&D in order to keep abreast with the novel methods employed in hacking technology.

**A Ray of Hope to Reinforce Cyber Security** - It is heartening to note that the philanthropic arm of Infosys Foundation signed an MOU with the Karnataka Police to set up a Centre for Cybercrime Investigation Training and Research (CCITR) in Bangalore at a cost of Rs. 22 Crore that would build and maintain the facility for five years. **(Infosys Foundation To Set Up Cyber Crime Lab for Karnataka Police)**<sup>13</sup>. Speaking to media after inaugurating the CCITR on Mar 01, 2019, the Infosys Foundation Chairperson Sudha Murthy said that the cybercrime police would be trained in tackling cyber crime cases with further training opportunities by sending them abroad to countries like the USA. **(Cyber Crime Investigators from Karnataka Can Now Hone their Skills)**<sup>14</sup>. The authors feel that this would indeed be a new beginning to fight the menace of cyber crimes in India.

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## Book Review

# NUDGE - Improving Decisions About Health, Wealth And Happiness- Richard H. Thaler and Cass R. Sunstein

**Prof. Pala Suriya Kala**

Associate Professor, ABBS School of Management, Bengaluru, Karnataka.

NUDGE - The book was written by Richard H. Thaler and Cass R. Sunstein. The book got published way back in 2008 and 2009 initially by Penguin books. The book has received more positive reviews in the recent years after the award of the Nobel Prize for economics to Richard Thaler for his contribution to Behavioural Economics. The book is of great importance to management students and needs a revisiting if not visiting for the first time. The book had rave reviews from the world of academicians and public alike even before Thaler was given the Nobel Prize.

A Nudge, as we will use the term says, Thaler, is any aspect of the choice architecture that alters people's behavior in a predictable way without forbidding any options or significantly changing their economic incentives. He does on more saying that to count as a mere nudge the intervention should be straightforward and low cost to avoid. Therefore he concludes that Nudges are not mandates. Thus Thaler introduces to us in simple lay terms his principles for behavioural economics. In real life he believes that individuals do not necessarily take decisions like an economic man. Many of the choices can be influenced by various other aspects of behavior. So he believes helping the individuals with a common sense choice is really the duty of all individuals as well organizations and governments for the greater good of all.

This takes us to the introduction of his theme of choice architecture. What is the choice architecture of the Nudge. It is named by Thaler and Castein as Libertarian Paternalism. Individuals usually reject paternalism and they would like to have freedom over thier choices.

Though they would like to have freedom, Thaler believes that certain decisions can provide greater good to the individuals and therefore without removing the freedom of choices, one should influence behavior in a way that the best choice is taken by the individual. This is the crux of the choice architecture, which is "Libertarian Paternalism"

The entire book thus goes on to explain the various instances in real life which have cemented the way that Nudge can be important. The book is divided into four parts and these areas the authors discuss the implications or instances, where the presence or absence of Nudge has their affects on behaviour. Part one of the book talks about Humans and Econs. Part two of the book talks about Money, Part three of the book talks about society, Part four is titled extensions and objections. Thus in these four parts as the title suggest, the authors have discussed areas in individuals human life where choices were made. From simple decisions that children take to eat food in the cafeteria to how choices are made in marriages. Thaler believes that in all these areas Nudges really help individuals to be better. Thus the main insight and the take away from the book is that small insignificant details can have a great impact on the choices made. For instance the type of food we eat is dependent on what's in the platter. The type of choice s we make about money, insurance, investing and all the rest depend heavily on many behavioural factors and can be significantly changed or altered by small details. Using these small details and nudges to help make choices is the responsibility of policy makers and governments feel the authors.

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Thaler is Professor of economics at the University of Chicago and Sunstein is the Professor of law at Harvard. Both the authors have made a case for choice architecture to use well for Policy making, Organizations and governments to significantly influence society and people for the better. Health, smoking, marriages, Insurance, and many other areas of choice can be influenced for the better feel the authors. They along the book cement the entire narrative with interesting research that provides insights into how people make choices.

The authors significantly want to impact society for the better with the help of their book. They also want to impact society in positive way also addressing at the same time, societal and environmental issues. The ultimate goal therefore is to help individuals lead more healthy, wealthy and prosperous lives as the title suggests.

# Guidelines for Paper Submission

## AMBER - ABBS Management Business and Entrepreneurship Review,

Acharya Bangalore B-School, Andrahalli Main Road, Off Magadi Road, Bengaluru-560 091.

Ph.No: +91 80 23245516 /17/18, email:amber@abbs.edu.in

Website: www.abbs.edu.in

### Objective and Scope

AMBER is a bi-annual double blind peer reviewed Journal from ABBS. The Journal has its objective to offer to the readers with relevant management insights and rich cream of current innovative research in the relevant areas. AMBER is a theme based journal and the relevant themes are selected and papers are invited. The theme for the forthcoming issue would be published in the immediately previous issue.

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1. The paper should be based on original research work not yet published, not exceeding 8000 words. If the paper has been sent for publication elsewhere, that fact must be notified.
2. The paper must include the title, author's name, designation, mailing address, mobile number and e-mail address in the first page.
3. An abstract should not exceed more than 250 words. Along with the abstract, author(s) need to specify four to six key words in the second page.
4. Soft copy must be submitted in A4 size, MS-Word format only in Times New Roman with heading of 14 font size and remaining text size 12 with spacing 1.5 as a single line. There must be no tab for the first sentence of every paragraph.
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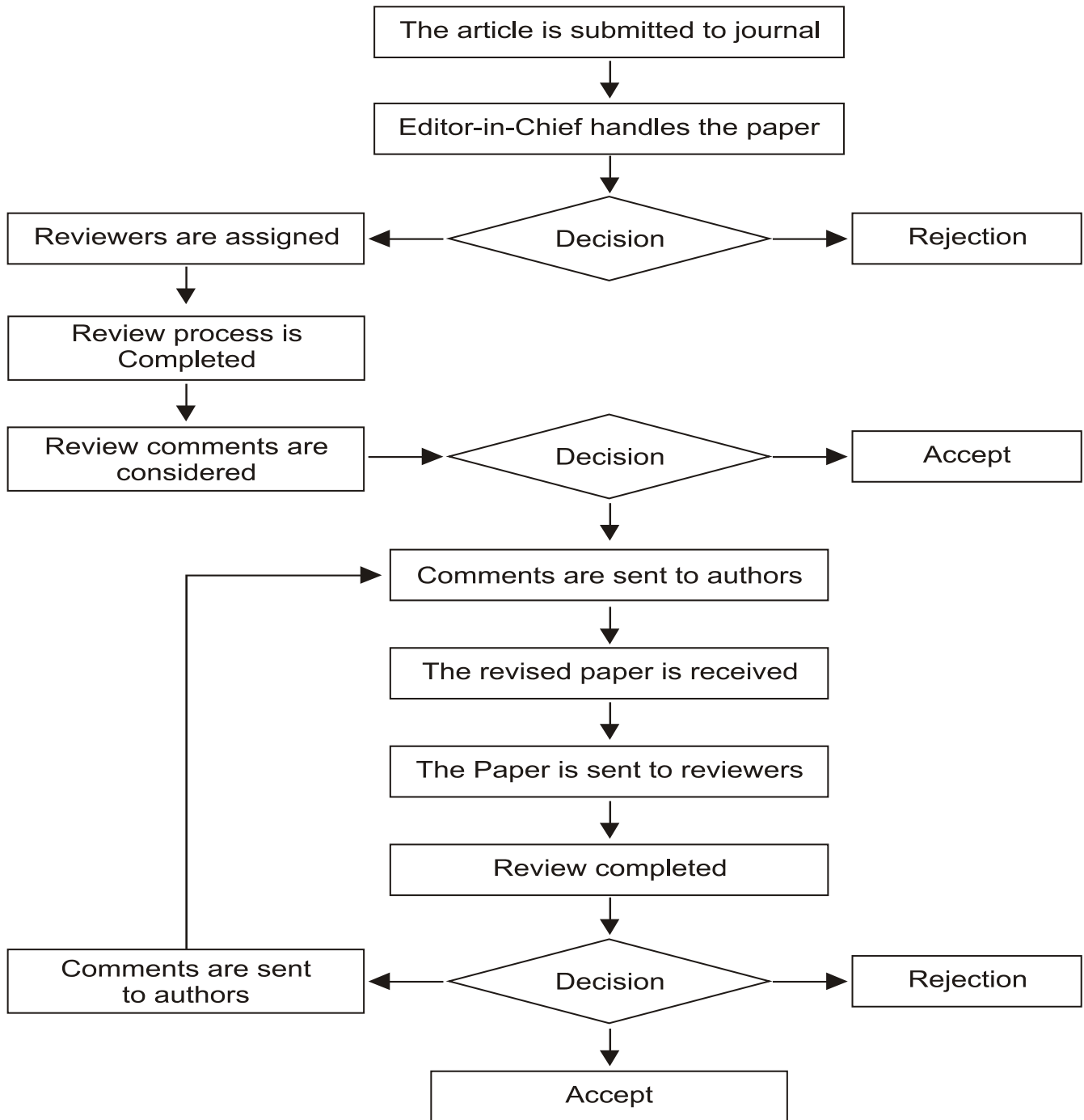
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### **Theme for the Current Issue:**

Marketing in the 21st Century

### PEER REVIEWING PROCESS - Flowchart

Send your paper to: [amber@abbs.edu.in](mailto:amber@abbs.edu.in)





## CALL FOR PAPERS

Challenges Faced By Aggregators in the Global Business Environment". The Journal (ISSN: 0976-3341), Volume 11, Issue 1, is seeking submissions from academicians, entrepreneurs and research scholars. Submissions, if found eligible, will be put through two stage blind review process by external reviewers. All submissions must be sent to [amber@abbs.edu.in](mailto:amber@abbs.edu.in)

### Opportunities and Challenges Faced By Aggregators in the Global Business Environment

E-commerce is largely about aggregating existing products and services through an online platform to drive better utilization of these assets for their owners and amplify their reach to customers. While few categories like fashion, transport and food already have their respective category leaders, others such as grocery, home services and logistics are rapidly getting disrupted by some amazing technology innovations. Entrepreneur throws light on India's emerging aggregators that are at the cusp of catapulting into the big league across many emerging sectors that have caught investors' fancy since last year or so.

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- ◆ The paper must include the title, author's name, designation, mailing address, mobile number and e-mail address in the first page.
- ◆ An abstract should not exceed more than 250 words. Along with the abstract, author(s) need to specify four to six key words in the second page.
- ◆ Soft copy must be submitted in A4 size, MS-Word format only in Times New Roman with heading of 14 font size and remaining text size 12 with spacing 1.5 as a single line. There must be no tab for the first sentence of every paragraph.

- ◆ Abstract and full paper should be sent as a word document only. (Either as Doc. Or Docx.)
- ◆ No publication fee would be charged.
- ◆ Manuscripts would be checked for plagiarism.
- ◆ The third page must contain the title followed by the body of the manuscript.
- ◆ Manuscripts are reviewed through 2 stage blind peer review system by experts in the subject area. To ensure anonymity, the author's name and other details should only appear on the first page and should not be repeated anywhere else.
- ◆ All references have to be arranged in alphabetic order and must be numbered.
- ◆ The internet sources must be placed after other references and must be numbered separately.
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#### IMPORTANT DATES

**Last Date of Submission of Full Paper : 20<sup>th</sup> March, 2020**

**Date of Notification of Acceptance : 31<sup>th</sup> March, 2020**

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