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व्यये कृते वर्धते एव नित्यम् ।
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It is indivisible unlike ancestral property,
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through structured learning systems.

OUR MISSION

To evolve, develop and deliver dynamic learning systems
to equip professionals with conscience and commitment
to excellence and courage to face business challenges.

Contents

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MET League of Colleges

Just a stone's throw away from the Arabian Sea is an institution that is creating waves. Because, it is quite simply, a cut above the rest. The MET League of Colleges is a conglomerate of premiere educational institutions, driven by a single-minded focus on imparting quality education, to make students sharp. Training is imparted round-the-clock, seven days a week. Projects and assignments are given utmost importance and students learn on the job. Application-oriented knowledge, garnered in the lecture halls, is applied to industry assignments. The faculty spares no effort to make the students razor sharp, so that they make their mark in the corporate world. No effort has been spared, to create an environment that encourages students, to push the limits of their minds. All this, to help young professionals face the challenges of life. And make their mark in the corporate world.

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From the Chairman's Desk
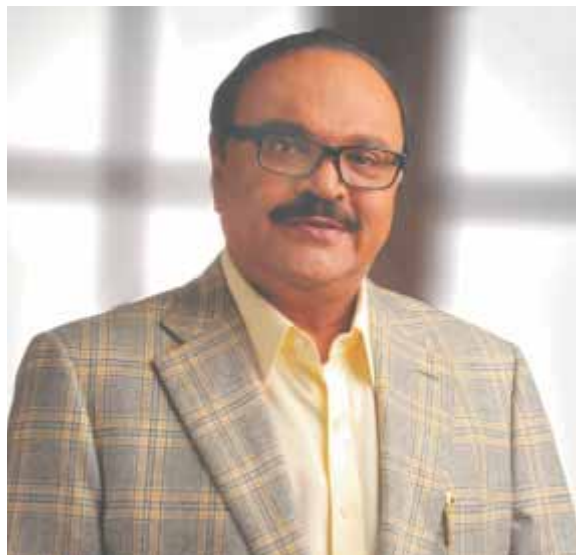
Chhagan Bhujbal
Chairman, Mumbai Educational Trust

**Education, as Nelson Mandela has said,
is the most powerful weapon you can use to change the world.**

The truth of this can never be realised more deeply than at a time when both Malala and Satyarthi have been rewarded for their contribution to education. Change is the only constant in life and the 21st century which has seen regular and varied change needs to be seen as a time that urges us to be in command of the change if one has to survive it, let alone forge ahead. And the only way to ensure that one has the strength to survive this tide is to equip oneself with education.

Education not merely changes and develops minds but gives them the scope to adapt and innovate and most importantly lead the change rather than merely being at its receiving end. Competition is ever on the rise and the stability of the mid 20th century has rapidly given way to unexpected change. In the blink of an eye the world as we know it is replaced by a new one - whether in the field of technology, medicine, engineering, life style and in fact even the job scenario. And while there is no denying the value of basic degrees, the fast paced life of today, needs quick thinking and decision making that the professional world not merely requires but also expects and which the field of management equips the students with.

MET with its dynamic approach to education, excellent infrastructure, evolving pedagogical approach and attempt to deliver to the industry what it desires is creating professionals with values that stem from the local and encompass the global. For we are marching towards becoming a force to reckon with as a country and only good education can make us ready to meet this challenge.

Chhagan Bhujbal
Chairman
Mumbai Educational Trust

Industry Academia Perspective

The Corporate Social Responsibility (CSR) Challenge
&
The B-School Response

"India has an opportunity to become one of the world's most dynamic economies.... Seize It!"

Managing Director, IMF

The Indian economy today, particularly the manufacturing and servicing sectors, appears to be moving in the direction of high growth and economic stability. The inflation has fallen to about 5 percent, partially supported by easing of petroleum prices, while increased FDI and remittances have contributed to the steadying of the Re/Dollar rate, leading to a record low in trade deficit - 6.8 billion USD, in February 2015, as against USD 20 billion in October 2012. The Government, the RBI and the entire regulatory and administrative apparatus appear to have launched a series of well coordinated liberalised policies and programmes/initiatives, focussing on macroeconomic, transparent management, to achieve dynamic, yet inclusive, growth. Not surprisingly, the IMF believes that we will achieve a 7% GDP growth rate, as against the global average of 3.5%.

The corporate sector and financial markets seem to have welcomed this, as exhibited by the BSE Sensex, crossing the 30,000 mark, as a part of the post-budget hype. The 'Make In India' programme of the government is now gathering momentum not only in India, but globally, since the NRIs and foreign investor community have taken a serious note of this initiative. With the RBI promoting the 'Make For India' slogan, backed by reduction in the repo rate, the stage seems set for accelerating and sustaining the growth rate, through multi-pronged interventions, in the marketplace.

There is little doubt that as industrial growth gathers momentum, it will eventually spur the employment market, both in the conventional and sunrise sectors, including health/pharma/bio-technology, ITeS, green and bio-energy, environment and eco-preservation, as well as hospitality and retail. With the revamping of the whole range of labour laws, there is little doubt that there will be a spring in the step of the corporate recruiter, as organisations continuously seem to be shedding the flab before gathering more muscle to face the marketplace.

This is undoubtedly divine music to the B-Schools, who have been searching the economic horizon for the better part of this decade. As we transform the terracotta B-School apprentices into Centurions, e-empowered with digital weaponry, they anxiously await their turn to charge the corporate arena, to seek their chosen place in the sun. Unlocking unique consumer insights from big data, they work hard on mass customisation of products and services. Crowd-sourcing ideas to shape their strategies, they seek critical inputs, by searching the social media and resort to outsourcing, to cut costs. The effort to build a lean-and-mean organisation continues unabated, while mergers and acquisitions make strange bed-fellows, with avid competitors, sharing the same bench.

We at MET are continuously retooling and reshaping our learning modules, to ensure business leadership and ownership covering the conventional building blocks of marketing, finance, HR, operations, systems... These are delivered through state-of-the-art learning technologies, supported by a broad range of e-commerce tools, which help in global networking. Digital Business Management is no longer a magic wand, but an essential alphabet, to unravel the mysteries of the marketplace. The successful hosting of a unique B-school competition DigiMET has galvanised netizens from all parts of the country, with curiosity giving way to creativity and value at MET.

Universally, there is a growing concern among the corporate stake holders about the societal unrest caused by dichotomy wherein 80% of global wealth is held by 20% and vice versa. It is also a fact that only 5% of these rich hold 80% of the global riches. This could be the result of single minded focus of critical financial tools to make the rich richer. Hence B-Schools globally are straining to sensitise Management professionals to reach out to the under privileged and differently-abled sections of the society while striking the right balance between development and conservation.

Welcome to the rise of the Corporate Social Responsibility challenge, which is being taken on headlong, by the Indian corporate sector as well. Based on recent provisions in Corporate Taxation laws, with effect from 2015, two percent of the three-years of average profits are to be spent on CSR initiatives. While the details of the scope of this provision are being worked out, this new challenge of identifying opportunities in this domain has led us to focus our students' attention on studying and evolving innovative CSR projects, in companies of their choice. Thus, every year, students will identify new avenues for CSR adoption, broadening and deepening the corporate reach, to provide relief, care, concern and compassion to society at large.

We believe that while the society receives the benefits of corporate wealth creation, through its innovations in products and services, they also feel, in some measure, the impact of turbulence in the eco-system. Through fine tuning of CSR activities, it is possible to achieve a balance between wealth creation and eco-conservation, thus reaching out to the weakest sections of the society. By sensitising our students to these harsh realities, through our MET Seva programmes, we seek to shape future managers, committed to building an inclusive society.

Welcome to the new academic year that will focus on creating management professionals, who will respond to the CSR challenge to make India one of the "world's most dynamic economies", as predicted by the IMF Chief.

Dr. Vijay Page

Director General, MET Institute of Management

A Qualitative Study on Parents' Perspective of Their Child's Influence on The Purchases Made by Them

Abstract

Children in the age group of 7-11 who possess Concrete Operational skills as per Jean Piaget's Theory of Cognitive Development are assumed to be having an influence by parents on the purchase decisions made by them.

The present study is a qualitative study and the key objective is to identify the product categories among High Involvement and Low Involvement products for which the influence of children felt by their parents is the most.

Stratified random sampling style keeping age of the child as a stratification variable has been used.

A structured questionnaire has been used for data collection.

The data collection tool of depth Interview has been used and content analysis technique has been used for data analysis.

Questionnaire has been used as the instrument for Data Collection which has been facilitated through the 'Facebook' and 'Email Post' of "Survey Monkey" and also through the offline mode.

Using Descriptive Statistics and graphical analysis representation, the following conclusions have been arrived at:

Among the products consumed on a day- to-day basis, the most influence felt by parents is on Biscuits, Packaged Snacks and Chips, Stationary and Books, Bathing Soap, Chocolates and others.

Among the products not consumed an a day-to-day basis, the most influence felt by parents is on Mobile phones and Smart phones, Car, Holiday spot and others.

Keywords

Parents, children between seven to eleven years, influence, purchase decisions, high involvement and low involvement product categories.

Introduction

In 1936 Jean Piaget, a french psychologist made a significant contribution to the field of P9+sychology. Intrigued by the wrong answers that children gave for questions which required their logical thinking, he came up with the theory of Cognitive Development using observational studies of children in the age group of 0-11 years. He identified four stages of development among children. For the current study the researchers have focused on the third stage of 'Concrete Operational' in which children belong to the age group of 7-11.

Children in India are felt to be influencing the purchase decisions made by their parents. This could be due to varied reasons such as the demographic changes of parents, their disposable income among other reasons as per a recent Crisil Research report.

The present study focuses on a qualitative study to identify the product categories among the High Involvement and Low Involvement for which the influence of their children as per the parents is the most.

Objective

1. To identify if parents feel that their children influence purchases made by them.
2. To identify the High Involvement products for which parents feel the most influence of their children.

Literature Review

Over the past, in the case of expensive products and services, husbands and wives often made joint decisions. Over several decades, there has been a trend toward children playing a more active role in what the family buys, as well as in the family decision-making process. This shift in influence has occurred as a result of families having fewer children (which increases the influence of each child), more dual-income couples who can afford to permit their children to make a greater number of choices, and the encouragement by the media to allow children to "express themselves" (Schiffman, 2007). The role of the child in the family purchase decisions is prominent and increasing over the years. For almost all product categories, children have an important role (Martensen, A., Gronholdt, L., 2008), whether the product is for the child's own use like toys, snacks, clothes, etc or the product is for family use like family vacation or the product is for joint consumption of the household like rice, food, tea/coffee, children have a very strong power to influence (Belch, G.E., Belch, M.A. and Ceresino, G., 1985). Still further, single-parent households often push their children toward household participation and self-reliance.

 As an example of children's influence, a child in a supermarket with a parent makes an average of 15 requests, of which about half are typically granted (Wimalasiri, J.S., 2004). Children also exert influence on family decision making for vacations (Ahuja, R.D., Stinson, K.M., 1993)(Belch et al., 1985) ; families decisions to eat out (Williams, L.A., Veeck, A., 1998) and movies (Darley, W.F., Lim, J.S., 1986). (Foxman, 1989) concluded that children tend to have greater authority if the products are for their personal consumption and are less expensive.

On the other hand, due to children's limited financial resources, children have less influence on the products related to financial terms (Mangleburg, 1990) or entire family usage (television, refrigerator, car etc). However, given the brief literature review, it has been found that there is scope to research on the influence of children felt by their parents on High Involvement product categories and Low Involvement product categories.

Research Design & Methodology

1. Sample Design

Sample Size: 10 Parents

Sample Type: Parents having at least one child in the age group of seven to eleven years.

A stratified random sampling style using 'age' as a variable has been used for the purpose of data collection.

2. Data Collection tool and Instrument used

The data collection has been done through an In-depth Interview with the help of a Questionnaire (Refer Annexure). The Questionnaire was open ended with 13 questions excluding Demographic Details.

3. Procedure of Data Collection

The detailed procedure followed for the purpose of Data Collection and Data Analysis using In-depth Interview as a Data Collection Source and Content Analysis as an Analysis tool is as follows:

• Consensus was sought from the respondent to record the interview on the Researcher's phone.

• If they agreed, the necessary arrangements were done to ensure good quality recording.

• When requested, the questionnaire was shared with the respondents for a brief preparation of answers to ensure smooth recording.

• Once the interview began it was ensured that the flow of questions and answers was smooth.

• Data collected through such recordings was retrieved and transcribed. The transcript of key questions has been included (Refer Annexure).

• Using Content analysis technique of Data Analysis following tabulation was created. This information was imported to Microsoft Excel for preparation of Bar graphs, as included below.

4. Data Analysis

Products	Consumption
Biscuits	5
Toothpaste	2
Bathing soap	3
Eatables	1
Packaged Snacks, Chips	4
Chocolates	3
Juices	1
Yogurt (flavoured)	1
Noodles	1
Soft Drinks	1
Cornflakes	2
Indirect influence on the required provisions	1
Movies	1
Stationery, Books	4
Cricket ball	1
Football	1
Beyblades	1
Holi gun	1
Diwali gun	1
Health drinks	2
Toothbrushes	1
Fruit based face washes	1
Probiotic curds	1
Cosmetics for the mother	1
Branded Clothes	1
Oats	1
Cakes and Pastry	1

Graph 1 : Products Consumed on a Day to Day Basis
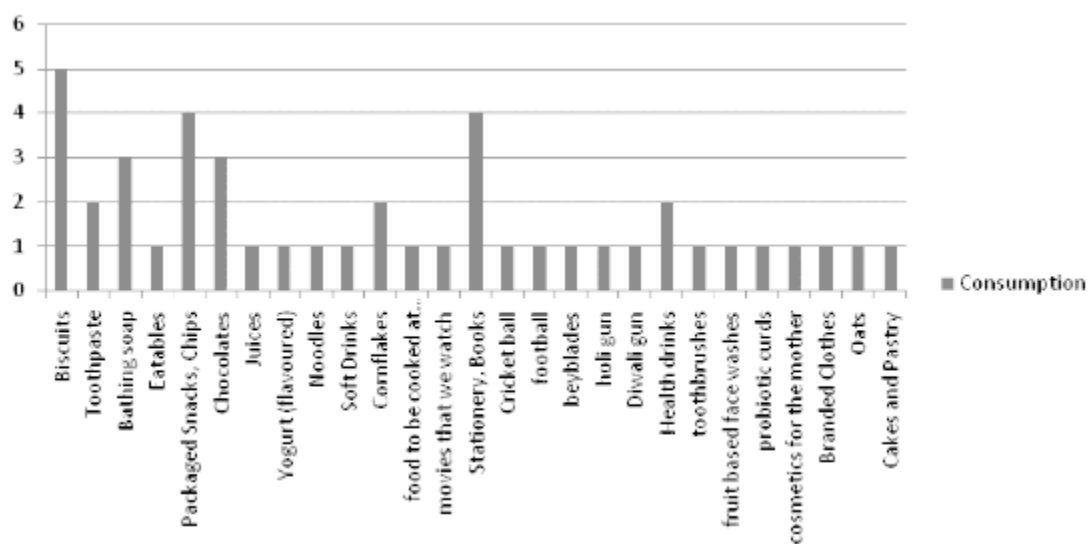
Table 2 : Products Not Consumed on a Day to Day Basis

Products	Consumption
Television	1
Mobile phone, Smart Phones	4
Car	3
Bank account	1
Holiday spot	2
Clothes for the father	1
Electronic Gadgets	1

Graph 2 : Products Not Consumed on a Day to Day Basis

Conclusion

It can be observed that parents having children in the age group of 7-11 do agree that their children have an influence on the purchases made by them (parents).

Through the graphical analysis it can be seen that among the products consumed on a Day – to day basis, the most influence felt by parents is on Biscuits, Packaged Snacks and Chips, Stationary and Books, Bathing Soap, Chocolates and others.

Among the products not consumed an a Day – to – Day basis, the most influence felt by parents is on Mobile phones and Smart phones, Car, Holiday spot and others.

Limitations

The study is constrained by sample size, sample type and geographical coverage.

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Annexure
Questionnaire
1. Tell me about yourself and your family. How many children do you have?
2. What is the age group in which your children fall?
3. Child in the age group of 7-11. For this interview let us focus on the child in this particular age bracket.
4. Does your child accompany you for shopping?
5. Apart from shopping which other leisure activities does your family engage in?
6. Do you own a Television Set? Does your child watch Television? If yes, generally for how many hours?
7. Do you feel your child influences any of the shopping you do?
8. What is your observation on this generally? The influence made by the child is at home when you are planning or contemplating your shopping or is it inside the shops or malls etc where your child has accompanied you.
9. Can you recall (step by step) any instance when your child has influenced your purchases?
10. Can you name about five products which you use and buy on a day to day basis and on which you feel your child has an influence?
   Health drinks(pedia sure), toiletries ; toothbrushes especially something catering exclusive for kids, fruit based face washes, probiotic curds for his father, Books, cosmetics for the mother (especially lip gloss).
11. Can you name about five products which you don't generally use and buy on a day to day basis and on which you feel your child has an influence?
   Cars, (comments on engineering, features, and even has an influence on the brand name: Parents Changed their mind from Honda City to Volkswagen) , things of his interest, mobile phone, all electronic gadgets (on brands, aware of features as well), applications, He has influenced the choice of brand of car by referring to books and auto magazines so he has researched and then influences.
12. What do you feel are the reasons for such an influence by your child?
13. Apart from Television which are the other media that your child engages in and gets influenced by including peer pressure.

Name of the Respondent:
Age of the Respondent:
Gender of the Respondent:
Age of the Child in discussion:
Gender of the child in discussion:
Date and Time of the Interview:
Recording of the Interview done: Yes

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A Study of Performance Management Evaluation as Strategy for Retaining Talent in Selected Companies of Pune region

Abstract:

Today's managers are faced with the challenge of retaining the most successful and innovative employees in the organization, where nurturing rewarding and retaining the talent is a big challenge.

Rank based managers monopolize the decision making and employees will refrain themselves from taking any responsibility. The path of success for the organization despite diverse attitude and perception lies in making sure that there is a common wavelength among employees. Most organizations fail in paying attention to the difference between managers and workers which results in creation of wide gap of talent.

Organizations expectations and employees performance as can be achieved through SMART approach (Simple, Moral, Acceptable, Responsive and Transparent). With the adoption of latest technologies performance level of average employee can be improved.

Traditionally talent retention strategies lead to higher motivation and better performance. In reality there are some unclear linkages between talent retention and performance management evaluation. Also often the linkage between performance ratings and rewards is not clear. An employee whose performance is perceived as weak may get increment for organization politics or other reasons not related to performance and vice versa mainly due to:

1. Grape-Wine Communication.
2. Lack of objectivity: Managers are humans, often untrained in the technique of Performance evaluation & talent retention (i.e Personal bias while evaluating employee's performance).
3. Low frequency of appraisals: Appraisals are rather infrequent, since they are performed on annual basis.

There are many tools of talent retention such as pay, work environment, communication, job security, rules and regulations of the company, fair and transparent performance evaluation, and career advancement and promotion.

Reward management is the need of the hour, not only to motivate managers and employees, but also to give recognition in the business. Talent management is not administrative activity. It is the key to success in business scenario.

Introduction:

Talent conveys the message of a common purpose to which it is worth devoting one's energies. As individuals we are slow to apply the principles of talent creation to our own efforts. We persist in defining our performance by how hard we work at something rather than by the results we achieve. Nothing is tougher than to break that old mind-set.

Talented individuals and teams are an organizations most vital resources in meeting its strategic objectives particularly in the knowledge economy to ensure an organization can identify, develop and retain these critical assets. When a talent leaves the company, he takes along with him lots of value and experience.

Today's role of manager in an organization is being seriously undermined with attention going only to leadership and teams.

A good manager is like a good teacher who brings out the best from his pupils.

Literature Review:

In a fast paced world where new employees have one foot in the company but the other foot is already on to the next company, here companies need to adapt their Talent Management Strategies to suit the new pace of the

workforce. It is no longer adequate to apply initiatives hoping to extend the time period global talent plans to spend in one company. Companies and HR managers need to develop new initiatives to get the most out of their employees during the time, the employees stay in the company.

The increased focus on "on-boarding" and "off-boarding" requires/enables Managers to focus on performance from their new employees, and keep a good alumni relationship with former employees. To manage and follow up on the effectiveness and efficiency of the on-boarding and off-boarding processes, managers need "HR and Performance tools" that increase the market value of both the employee and the employer[1].

The theory of performance evaluation is of significant importance to managers as per evaluation theory of the Michael Porter & Lawler model. The theory states the basic concept of effective evaluation of managers and in placing the right person at the right place at the right time. It also suggests to lay up detail policies and define the actual performance level expected by the managers and to make sure that the rewards are dispersed to the valued managers.

The performance-satisfaction model of Porter and Lawler, postulates efforts accompanied by ability to perform evaluation process in proper way, skills and role clarity which finally lead to motivation and collective help for managers to understand behavior of employees and help retaining the talent pool of the company.

The Porter and Lawler model has definitely made a significant contribution to the better understanding of work motivation and the relationship between performance and productivity which has further helped in planning employees retention strategies.

The increasing global competition for the 'best' employees brought about by the shortfall in new workforce entrants in many advanced industrial economies makes essential companies' ability to ensure that their employees will keep on working for them in order to maintain their competitive advantage.

However, a large, and perhaps growing, number of employees nowadays do not want a traditional career within one company (Burke and Ng 2006). Consequently, they are less loyal and more opportunistic than workers in the past (Burke and Ng 2006; Hiltrop 1999).

Today companies need the ability to track information from all labor pools with combined data on talent management practices including talent acquisition activities, performance management and succession management, internal moves, compensation levels, alignment of the workforce to corporate goals, turnover, and more often, with multiple learning management, i.e applicant tracking, performance management, or human resource systems, organizations are greatly challenged to create metric roll ups that make sense.

The performance management processes of planning, monitoring, developing, and rewarding performance surface time and again as critical factors for success.

For example, in the 1998-1999 Hay Employee Attitudes Study, "Competing for Talent: Creating A Work Climate to Attract, Motivate and Retain High Performing Employees," the Hay Group compares two groups of employees — those committed to the organization and those planning to leave. Many of the critical factors affecting employee retention relate to the quality of performance management. These include:
• Ttype of work (planning);
• Coaching/feedback from boss (monitoring);
• Opportunity to learn new skills (developing);
• Training and development;
• Recognition for a job well done (rewarding).

In another study of 100,000 employees of 2,500 organizations, the Gallup Organization pinpointed employee attitudes that are present in highly productive work groups and that relate directly to the rate of employee turnover, customer satisfaction, and productivity. Many of these attitudes reflect effective performance management practices.

Therefore, the need arises for studying and evaluating the existing practices and linkages between talent retention and performance management systems.

Objective of the Study:
1. To study the existing systems of talent retention strategies and the link of performance management evaluation.
2. To assess the perception of managers and employees towards reward management based on performance.

Hypotheses:
1. Do empowerment, handsome pay and perks only retain the talent?
2. Reward management on continuous basis is the core strategy for sustaining talent on long term growth.

Research Methodology:
The present study was carried out on primary data collected through structured questionnaire in two sections which includes HR Managers, Senior Managers, Executives and other employees from Industrial units in Pune region. Managers and employees were asked to respond the questions covering different parameter of Talent Retention and Performance Management Evaluation System.

A suitable sample of 50 units out of 100 units based on their certain retention and better performance practices were taken for the study.

The ratio of 4:8 Managers and employees is been considered from one industrial unit. Therefore, total managerial responses considered are 200 and total employees responses considered are 400 in numbers.

The questionnaire was drawn keeping in mind the level of responses that have to come from the respondents. A "5 point scale" i.e. Importance scale with levels ranging from not at all important to extremely important. After the collection of primary data it was classified, tabulated, evaluated, summarized and presented for analysis and interpretation.

I á, ..∫ ∂, áÈ Questions	Not at all Important (1)	Not very Important (2)	Somewhat Important (3)	Very Important (4)	Extremely Important (5)	Total Responses
Q1. Managers motivate people and help to unleash best performance?	21	31	52	39	57	200
Q2.An assessor manages organizational talent by providing equal treatment in salary & security of the job.	20	33	41	42	64	200
Q3. Managers rates every worker properly and fairly reward to the out-standing performance.	07	15	42	59	77	200
Q4. Managers view on offering freedom to worker's mistakes (Hire & Fire).	25	57	103	2	13	200
Q5. Does your long tenure have helped your development in terms of salary, recognition and affiliation to the organization?	19	25	17	79	60	200

Interpretation Table1:
1. The above table reveals that 27% of the managers find that Motivation is a very important factor whereas 33% of managers find that motivation is extremely important to unleash best performance from the employees.
2. 21% of managers agrees that managers manages organizational talent by providing equal treatment in salary & security of the job whereas 32% managers agrees that managers manages organizational talent by providing equal treatment in salary & security of the job
3. However 31% of managers endorse that rating every individual properly and fairly rewarding outstanding performance is essential for retaining organizations talent is very important also in majority 39% managers endorse with above statement as extremely important.
4. In majority 52% of managers endorse that it is somewhat important to offer freedom to workers mistakes in regards with organizations talent retention.
5. 30% of managers agrees that it is very important and majority 40% mangers agrees that it is extremely important that employees should have a long tenure to develop in terms of salary, recognition and affiliation towards organization.

Graphical Representation of Managers Response (Table 1.1):
Q1. Managers motivate people and help to unleash best performance

Q2. An assessor manages organizational talent by providing equal treatment in salary & security of the job.
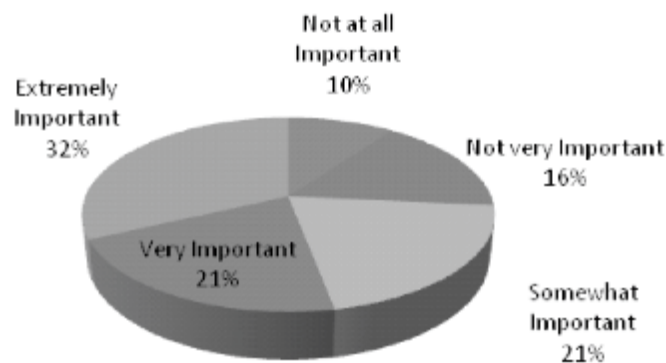
Q3. Managers rates every worker properly and fairly reward to the outstanding performance.
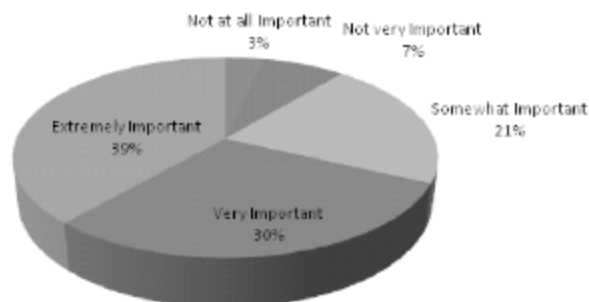
Q4. Managers view on offering freedom to worker's mistakes (Hire & Fire).
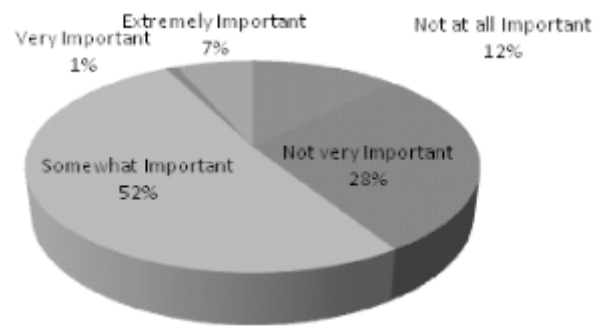
Q5. Does your long tenure have helped your development in terms of salary, recognition and affiliation to the organization?
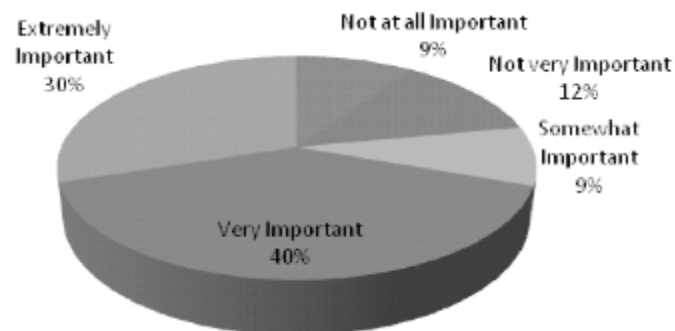
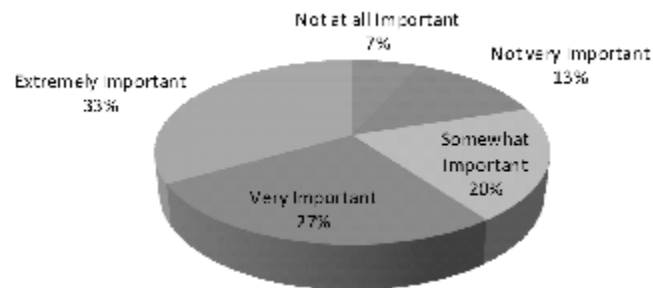**Section 2. Employees Response (Table 2)**

Response Questions	Not at all Important (1)	Not very Important (2)	Somewhat Important (3)	Very Important (4)	Extremely Important (5)	Total Responses
Q1. Managers motivate people and help to unleash best performance?	40	64	109	82	105	400
Q2. An assessor manages organizational talent by providing equal treatment in salary & security of the job.	55	77	53	94	121	400
Q3. Managers rates every worker properly and fairly reward to the out-standing performance.	30	77	56	127	110	400
Q4. Managers view on offering freedom to worker's mistakes (Hire & Fire).	106	125	29	56	84	400
Q5. Does your long tenure have helped your development in terms of salary, recognition and affiliation to the organization?	68	84	37	80	131	400

Interpretation Table 2:

1. 21% of employees endorse that it is very important and 26% endorse that it is extremely important that managers should motivate employees to enhance their work performance.
2. 24% of employees agrees that it is very important and majorly 26% employees agrees that Manager has to provide equal treatment in salary and security of job to retain organizations talent.
3. The above table reveals that 32% of the employee finds that proper employee rating and fairly rewarding outstanding performance is a very important factor whereas 28% of employees find that proper employee rating and fairly rewarding outstanding performance is extremely important.
4. In majority 31% of employees agrees that it is not very important and 27% of employees agrees that it is not at all important that mangers should offer freedom to workers mistakes.
5. However 20% of employees endorse that long tenure helps development of employees in terms of salary, recognition and affiliation to the organization, as also in majority 33% employees endorse with above statement as extremely important.

**Graphical Representation of Employees Response (Table 2.1):**
**Q1. Managers motivate people and help to unleash best performance**

Q2. An assessor manages organizational talent by providing equal treatment in salary & security of the job.
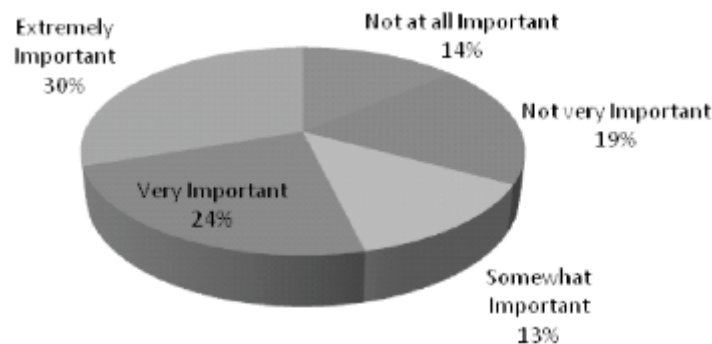

Q3. Managers rates every worker properly and fairly reward to the outstanding performance.
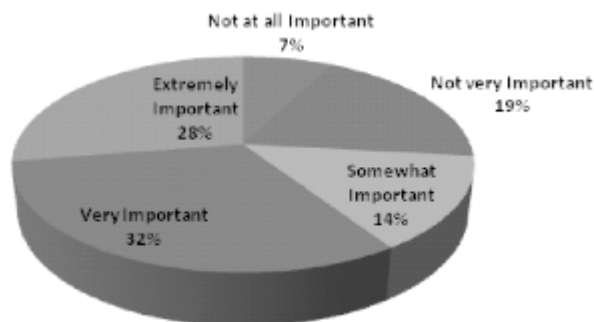
Q4. Managers view on offering freedom to worker's mistakes (Hire & Fire).
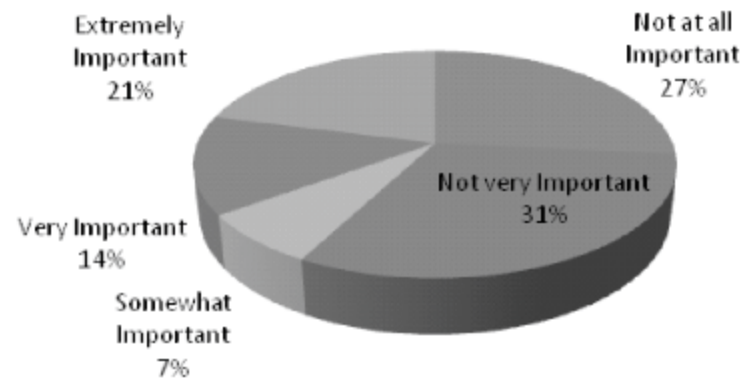
Q5. Does your long tenure have helped your development in terms of salary, recognition and affiliation to the organization?
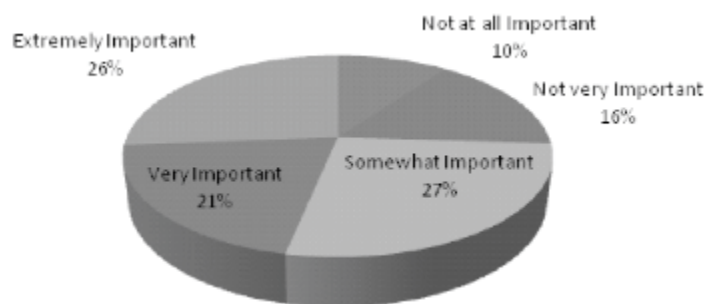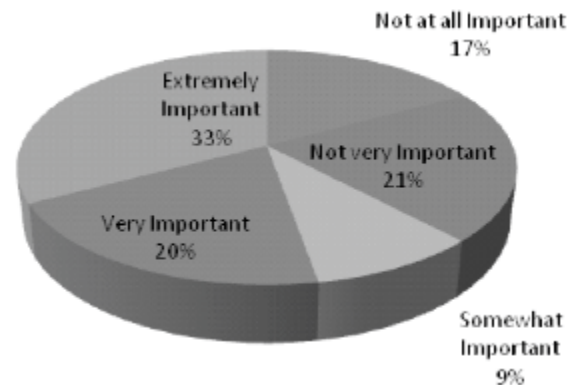

Conclusion & Suggestions:

Loyalty is diminishing in the new era and how employees are less committed to their organizations. When talented employee leaves an organization the cost of attrition can be staggering but often concerned managers need to be made personally accountable for retaining top talent.

Management should show employees that they care. Talented people want their talent and expertise to be recognized and valued and also it should provide opportunity to grow.

Thus, talented employees deserve ideal mangers to work productively, as the role of performance management evaluation is very crucial in nurturing and retaining talent in organization.

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A Study of Impact of Visual Merchandising on Consumer Buying Behaviour in Aurangabad and Nagpur With Special Reference to Branded Apparel

Executive Summary

This project explores consumer's decision-making behaviour towards apparel's based on how they are displayed in windows and in stores on mannequins or in form. This project also analyzes impact of advertising and other sales promotions on consumer buying behaviour. It offers results on impulse buying, product decision-making and visual appeal of apparel displays. A questionnaire survey was employed as the tool to collect primary data and was administered to 100 customers each in Aurangabad and Nagpur region of India. The result shows that apparel displayed on mannequins inside the store and in show windows has a significant impact on the purchase decision of consumers. The result of the present study proves that there is a pivotal relationship between consumer buying behavior and two types of visual merchandising practices: in-store form/mannequin display and promotional signage.

The respondents were contacted at various shopping malls and stores in both the cities. A structured questionnaire was filled by these customers randomly selected.

An intra-city comparison between respondents was made and various questions based on visual merchandising were asked and thereby their behavior was studied. These questions were based on product display, mannequin display, sales signage and most popular media of advertising in branded apparel.

Introduction
Visual Merchandising

To improve desirability of the product most of the branded apparels majors uses visual merchandising as a different ion factors and effective sales promotional too. Visual merchandising can be defined as everything the customer sees, both exterior and interior that creates a positive image of a business and results in attention, interest, desire and action on the part of the customer. It gives the business an edge over competition.

Four dimensions of visual merchandising viz. window display, in-store form/mannequin display, floor merchandising and promotional signage are studied and results reveal as to why visual merchandising is important for strategic marketing decisions to increase the sales of the stores.

In order to show merchandise and concept in their very best we use visual merchandising or display with the final purpose of making a sale. Visual merchandising encompasses from display, floor/wall merchandising to promotional signage. Also it is suggested that cross merchandising can increase sale in apparel retailers. We define cross merchandising as the merchandising of products from different categories together. It can offer to customers' items that they overlook. We can identify an organized store from three criteria: 1-an ambience that is conducive for shopping 2-providing goods and services that appeal to consumers 3-professionally managed large format stores. The different stimulant inside store can influence the customer directly or indirectly. Lighting, layout, presentation of merchandise, fixtures, floor coverings, colors, sounds, odors, and dress and behavior of sales and service personnel can influence store's atmosphere. Interesting and balanced store environment will result in enhanced impulse buying.

Visual Merchandising can even create brand identity if used strategically. It sets the context of the merchandise in an aesthetically pleasing fashion, presenting them in a way that would convert the window shoppers into prospects and ultimately buyers of the product. The importance of visual merchandising as an essential instrument of communication for the retailer and manufacturer is derived basically from the demand of the customers.

The retail sector is witnessing an influx of large domestic conglomerates such as Reliance Group, Future Group and AV Birla Group. In November 2011, the Government of India announced reforms in retail sector for both multi-brand stores and single-brand stores. These market reforms paved the way for retail innovations and competition with multi-brand retailers such as Wal-Mart, Carrefour and Tesco, as well as single brand majors such as IKEA, Nike and Apple. In January 2012, the Government approved reforms for single-brand stores welcoming anyone in the world to innovate in Indian retail market with 100% ownership. The result of the present study proves that there is a pivotal relationship between college students' impulse buying behaviors and two type of visual merchandising practices: in-store form/mannequin display and promotional signage. This study provides information as to why visual merchandising should be considered an important component of a strategic marketing plan in support of sales increase and positive store/company image. This study also provides insights to retailers about types of visual merchandising that can influence consumers' impulse buying behaviors.

Tools of Visual Merchandising

Broadly these comprise of: Fixtures, Props, Lighting, Signage, Promotional signage, Location signage, Institutional signage, Informational signage etc. Consumer Behavior: Consumer behavior research is the scientific study of the processes consumers use to select, secure, use and dispose of products and services that satisfy their needs. Knowledge of consumer behavior directly affects marketing strategy (Anderson, 2005). Firms can satisfy those needs only to the extent that they understand their customers. For this reason, marketing strategies must incorporate knowledge of consumer behavior into every facet of a strategic marketing plan (Solomon, 2002).

Role of Visual Merchandising

The basic objective for visual merchandising is a desire to attract customers to a place of business in order to sell the merchandise. Visual Merchandising is a technique commonly and rightly called "Silent Salesman" and is widely used in market to increase footfalls and attract shoppers and make shopping a pleasant experience to one and all. This is achieved by creating an environment not only to attract a customer but also to retain his/her interest, create desire and finally augment the selling process.

Literature Review

Visual merchandising is effective presentation of products that impacts customers purchase (Walters and White, 1987). It is providing right product to right customer at right time. It is defined as "the presentation of a store/brand and its merchandise to the customer through the teamwork of the store's advertising, display, special events, fashion coordination, and merchandising departments in order to sell the goods and services offered by store" (Mills, et al, 1995). This means everything that customer sees, exterior or interior, creates a positive impact on customer. Retailers are gradually realizing that only selling the product is not important, but customers' satisfaction and convenience is also important for shopping. Stimulus in retailing includes space related, product related and people related aspects (Quartier, et al, 2009). These stimuli are mostly collected through eyes. Hence, it is inexpensive way of marketing (Mattew and Clark, 2004).

Mills, Paul and Moorman (1995) defined visual merchandising as "the presentation of a store/brand and its merchandise to the customer through the teamwork of the store's advertising, display, special events, fashion coordination, and merchandising departments in order to sell the goods and services offered by the store/company". Bhalla and Anurag (2009) defined Visual merchandising as the presentation of any merchandise at its best (1) color coordinated (synchronized colors); (2) accessorized (related products/ props); and (3) self-explanatory (descriptive/illustrative). It is one of the final stages in the process of setting up of a retail store which customers would then find attractive and appealing.

Kotler (1973) indicated that one of the most significant features of the total product is the place from where it is bought. In some cases, the place, more specifically the atmosphere of the place, is more influential than the product itself in the purchase decision. In some cases, the atmosphere is the primary product. The paper emphasizes that visual merchandising is not practiced "as consciously and skillfully as retailers now use price, advertising, personal selling, public relations and other tools of marketing.

Visual Merchandising includes combining products, environments, and spaces into a stimulating and engaging display to encourage the sale of a product or service. It has become such an important element in retailing that a team effort involving the senior management, architects, merchandising managers, buyers, the visual merchandising director, designers, and staff is needed. Visual merchandising starts with the store building itself. The management then decides on the store design to reflect the products the store is going to sell and how to create a warm, friendly, and approachable atmosphere for its potential customers (Keller, K.L., 2003).

Hypothesis
H01: Advertising and Sales Promotion does not have influence on Consumer buying behavior.
H11: Advertising and Sales Promotion has an influence on Consumer buying behavior
H02: Visual sales promotions are less effective compared to non-Visual promotions.
H22: Visual sales promotions are more effective compared to non-Visual promotions.

Research Methodology and Objectives
A self-administered questionnaire was used .The present study has aimed to determine the factors affecting Indian consumers' purchase intentions towards branded apparel that is available in their national market. The study has provided the demographic variation of the consumers for making choices for branded apparel. The study has been conducted in two major cities of India, viz. Nagpur and Aurangabad. To get a clear understanding of role of different factors and marketing strategies in creating a brand and finally effecting consumer perception and consumer behavior, various factors such as Advertising of the brand, Sales Promotion for the brand, Price of the brand and Image of the brand have been studied.

The present study was conducted with the following objectives:
• To find out the effect of visual merchandising on buying behavior of customers.
• To determine the important factors of visual merchandising influencing customers' buying behavior and in-store promotion activities.

Sampling Size: 100 Customers visiting the stores present at different locations in Aurangabad and Nagpur, each.

Data Source
Both secondary data and primary data were used for the information generation. The inferences were drawn mainly from primary source by making them fill questionnaire.

Profile of The Respondents
To get a clear understanding of role of different factors and marketing strategies in creating a brand and finally effecting consumer perception and consumer behavior, various factors such as Advertising of the brand, Sales Promotion for the brand, Price of the brand and Image of the brand have been studied with respect to various demographic factors such as Age, Gender, Education, Monthly family income and Place of stay of the respondents. The data has been collected through questionnaire. The study has been conducted in two major cities of India, viz. Aurangabad and Nagpur. Initially, data was collected from 200 respondents. Final number of filled in questionnaires which were valid was 183 out of which 176questionnaires were selected. The remaining 24 questionnaires were discarded for one of the following reasons:

1. Non-compliance with the set age parameters.
2. Incorrect completion of questionnaire.
3. Too many fields of data missing.

These questionnaires were selected on random basis. The data was entered in SPSS software package and analyzed on various demographic parameters through a method of cross tabulation. The data, thus collected, collated and analyzed, has been presented in the present thesis in tabular form in the Annexure. Corresponding Figures of the respective Tables are given with the similar numbers in the discussion that follow from here.

Impulse Buying
Impulsive purchases occur whenever customers experience an unexpected incentive to buy something without delay, without extra evaluation and act based on the urge. Impulse buying makes up a subject of great profitability for marketers. It is proved that consumer behaviors are influenced by internal and external stimuli. Internal factors refer to such internal states and characteristics of individuals including person's emotional state, mood and self-feelings. External or environmental cues embrace atmospheric cues in shopping environment and marketing mix stimuli. Previous researches have proved that factors like in-store form display, visual merchandising, promotional and economic effect (coupons and cheaper prices) can encourage people to buy without any pre-shopping intention. A research in Iran showed that Iranian shoppers give attention to visual communication and visual merchandising. According to Muruganantham and Bhakat "impulse buying is an action undertaken without previously having been consciously recognized or a buying intention formed prior to entering the store". This phenomenon is defined as more stimulating, less planed, and more on ineluctable buying behavior compared to the intended purchasing behavior.

Data Analysis and Interpretation:-
Influence of buying medium in case of apparel

Aurangabad	Nagpur
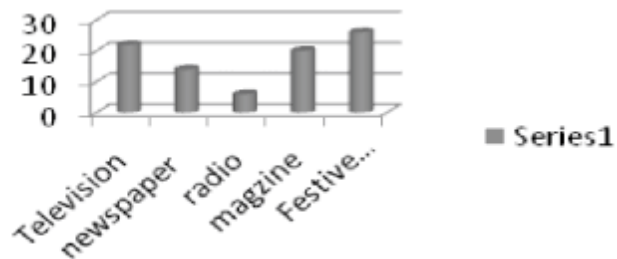
Television – 22, Newspaper- 12, Radio- 7, Magazine- 16, Festive Season Display – 31;
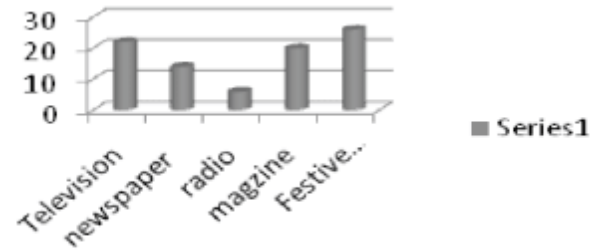
Television – 22, Newspaper- 14, Radio-6, Magazine - 20, Festive Season Display - 26

An Intra-city comparison has been made through this question where it has been tried to identify the influence of various media of promotion. In both the cities the trend is almost similar where advertisement in festive season is ranked highest by customers. Aurangabad is comparatively less developed city than Nagpur but when it comes to festive season it is termed as cultural capital of Maharashtra. It is the city which is famous for sale of more than 100 Mercedes and then 100 BMWs on single day. This clearly means Aurangabad has got spending power and people love to spend in season. Surprisingly spending trend lessens in normal year time which is clearly visible in discussion to come. In both the cities buying influence through Radio scores are the least for a simple reason being least effective medium to promote product which is sold more by look rather than audio/listening.

Impact of eye catching window displays on consumer buying behavior
The next question that was posed to the respondents pertains to influences exerted by the window display in brand preference of the respondents. The impact of windows display is huge in today's retail world. In case of apparel customer tend to buy more and get attracted more if store displays attractively in windows.
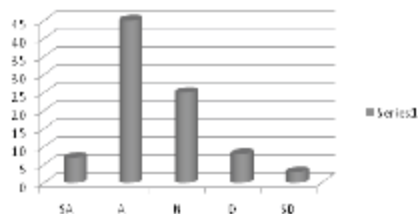
Aurangabad	Nagpur
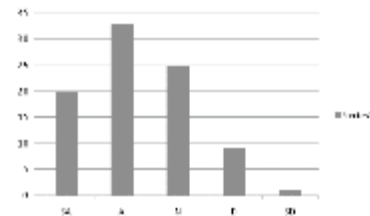
In this comparison it is visible that more of Nagpur people (20) strongly agree that choice of store strongly depends upon on windows displaying eye catching displays. As discussed earlier that Nagpur is much bigger city than Aurangabad is and naturally it has got more shops (better/branded apparel) than Aurangabad is having. In Nagpur customers are more knowledgeable and active and fashion trendy. It is the reason why customers are willing to buy from those stores which displays their apparel more efficiently.

Effectiveness of Mannequin Displays
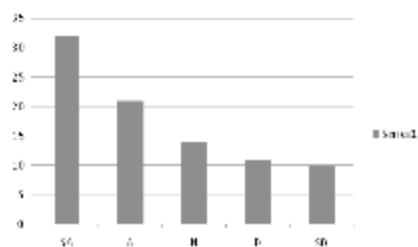
Aurangabad	Nagpur
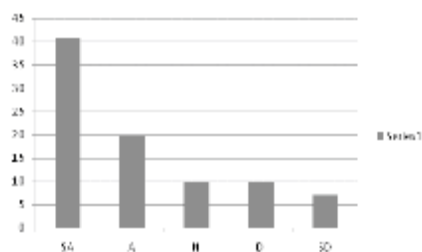
*SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree, SD= Strongly Disagree

The next question posed to respondents was to judge the buying behavior they made when come across mannequins. As discussed earlier Nagpur is much developed city and has got more stores which go for mannequin displays. As seen in above chart more than 50% of shoppers, in both the cities agreed that they get an idea about what to shop through mannequins. The trend is slightly higher in Nagpur for oblivious reasons.

Buying Trend through mannequin displays when new style is launched
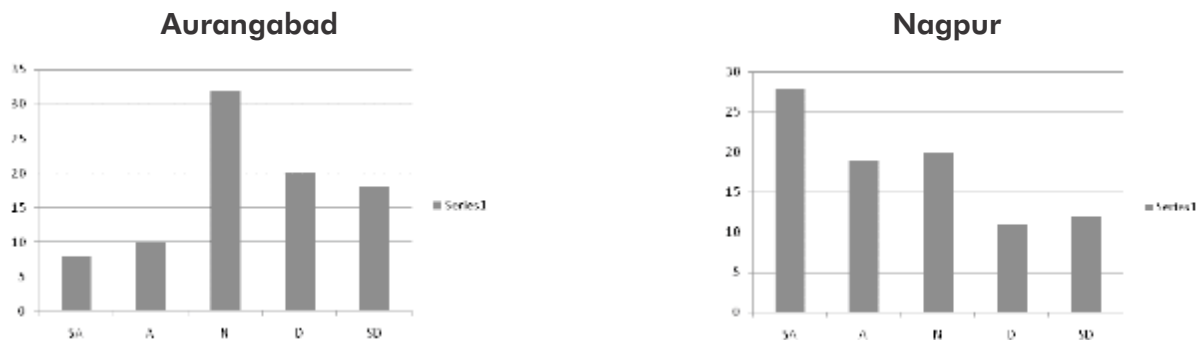
This question was posed to understand sales of apparel featuring a new style or design on mannequin display. As Nagpur's Customers are more fashion trendy and conscious in buying new styles. 47 out of 88 customers agreed that they tend to buy new design apparel displayed on mannequins. This trend is comparatively lesser in Aurangabad where only 18 out of 88 customers agreed with this fact.

Attention to windows displays
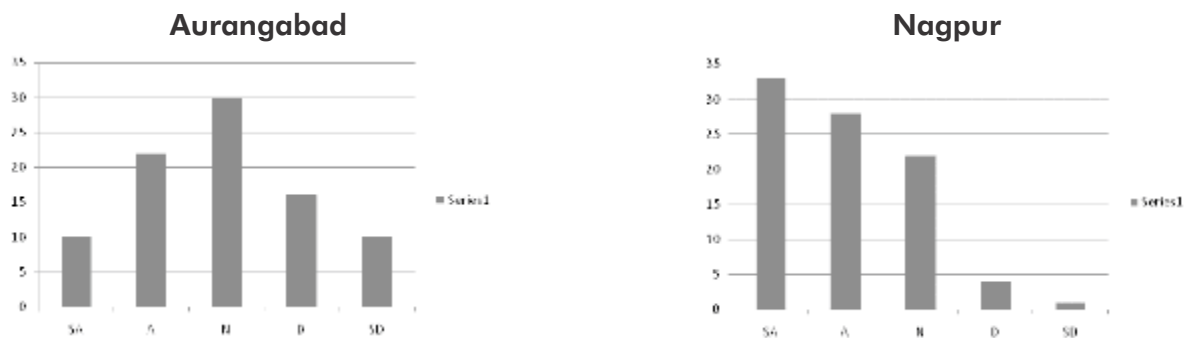
As expected, trends and result was received through this question as more and more people , as good as 70 % respondents from Nagpur always pays attention to windows displays/mannequins. The trend is comparatively lower in Aurangabad where only 1/3 of respondents pay attention to displays in apparel stores.

Effect of sales sign/clearance sign
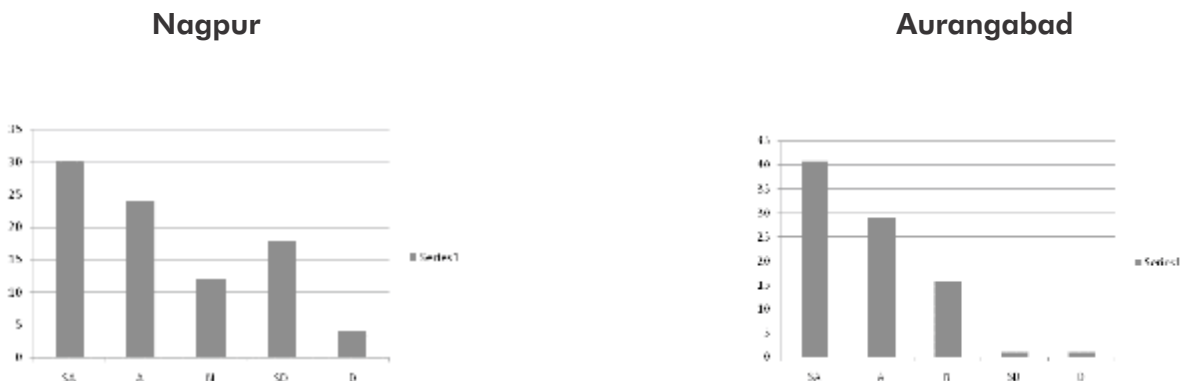
The next question was posed to identify the effect of sales sign or clearance sales sign. These types of sales are done to sell pending/outdated stock fast in these types of sales apparel is slightly defective or was produced long time back and remained unsold. For the same reason it is sold at slightly lesser price or through some monetary deal. This question was posed to consumers to identify the response to such sales. Aurangabad being the city where spending power of people is less and that is the reason why as good as 70 out of 88 respondents mentioned that they look for such sales/clearance sales to buy branded apparel. This trend is comparatively much lesser observed in customers of Nagpur. As good as 18(20%) customers agreed that they do not go for clearance sales in Nagpur. Although good number of customers in Nagpur too look for sales/clearance sales but good number of people not going for it cannot be avoided.

Dependency of Apparel sales on visual sales promotions.

Aurangabad

Nagpur
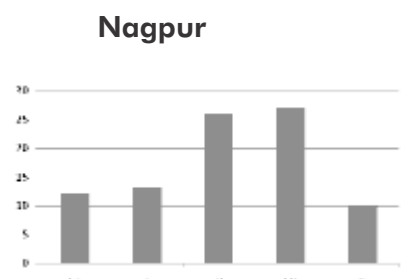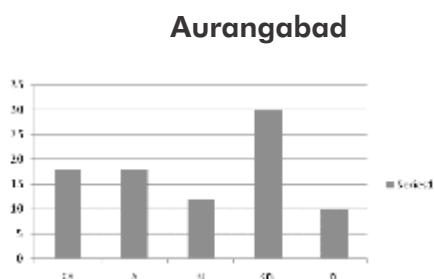
This question was asked to identify dependency of apparel sales on visual sales promotions like mannequins and clearance signs. Apparel is something for which attribute positioning is required to make good sales. For survival of apparel brand visual sales promotion is a must. This fact was not clearly visible from responses researcher got. Both the city's respondents gave mixed responses to this question.

Dependency of apparel sales on store displays

Aurangabad

Nagpur
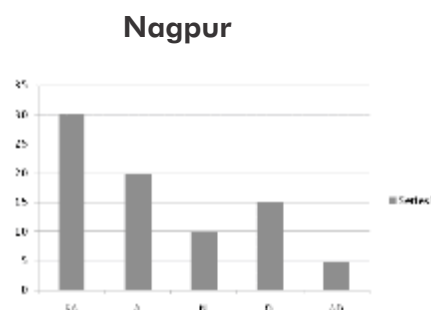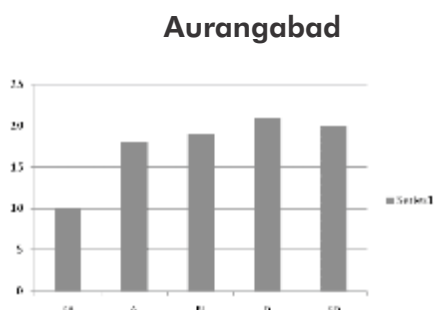
In both the cities customers do not rely on store displays to take purchase decisions. It clearly signifies that store displays or mannequins help in boosting sales but it is not, only deciding factor. Other factors like design, quality of both, price are also important factor which respondents communicated to researcher.

Visual Merchandising and Comparison of products
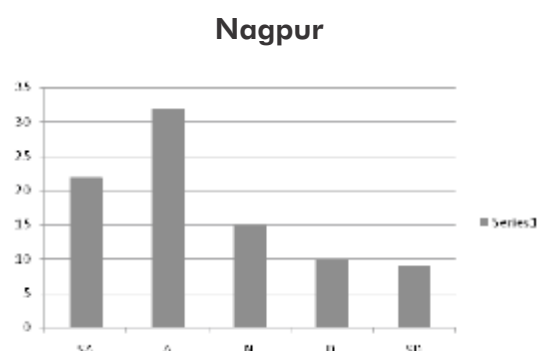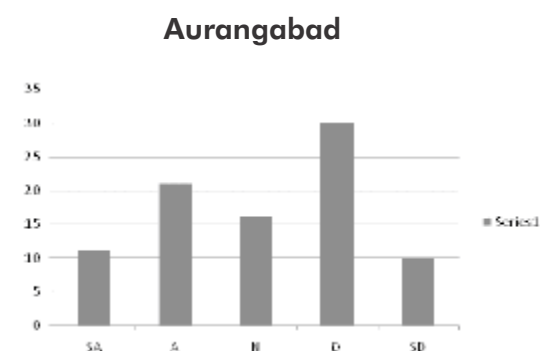
Aurangabad

Nagpur

Visual merchandising is something which helps in identification and comparison between brands. Here researcher has got positive response from customers of Nagpur whereas respondents of Aurangabad disagree with the fact that they go for comparison while selecting branded apparel. This may be due to fact that there are not many major apparel companies present in Aurangabad which is not case with Nagpur.

Conclusions

This study further investigated some external factors that influence consumer buying behavior. In attempt to examine this relationship, this study primarily tried to explain the relationship between consumer buying behavior and various types of visual merchandising. An important finding of this study was that visual merchandising practices certainly influence consumer buying behavior. The results proved that there were significant relationships between consumer buying behavior and in-store form/mannequin display and promotional signage. Even though the window display and floor merchandising did not appear to significantly lead to consumer impulse buying behavior, the results still suggested that these variables and consumers' impulse buying behavior are significantly correlated. It can be agreed that all four types of visual merchandising (i.e., window display, in-store form/mannequin display, floor merchandising, and promotional signage) are significantly interrelated and that relationship generates the influences on consumers' impulse buying behavior.

Future Research Direction

The consumer buying behavior is the outcome of emotional reactions that generate unprecedented urge to buy. However, it also had been find that fact that it might be influenced by external factors, the type of influence/response is really very difficult to determine with the survey methods of getting consumers response. If consumers were aware of their responses to various situations, the influence of different factors/events could have been directly examined. Therefore, it is highly recommended that combination of quantitative and qualitative research methods (e.g., observational or experimental research to gain more in depth insight into the consumers' behaviour and the factors that motivate them to buy.

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An Overview of Green Supply Chain Management

Abstract:

The Green Supply Chain Management (GSCM) is a powerful key to achieve the goal of an organization where as it helps the company to achieve a leading position among its competitors. Today the importance of corporate social responsibility and company's environmental policy greatly influenced the planning and operating strategies of an organization worldwide, thus Green Supply Chain Management (GSCM) is gaining due importance in the management activities of an organization throughout the world, especially for a developing country like India.

Now a day's companies have started adopting GSCM practices in their management activities, giving a further emphasis on the supply chain management to improve the effectiveness and efficiency of the organization. It is been proved that the companies which have adopted the GSCM concept resulted in their business and environmental performance on many levels. Still some of the companies in India are not following GSCM practices in their business activities resulted in low EPI (Environmental Performance Index) of the nation.

The major activities which will lead India to achieve a better EPI and the whole globe to a better environmental conditions and which should be adopted by every company are as follows.
• Green Designing of product. (GDP)
• Green Purchasing of Material (GPM)
• Green Production Process (GPP)
• Green Packaging of Product (GPP)
• Green Distribution of Products (GDP)
• Green Logistic & Reverse Logistic (GL&RL)

The entire research paper covers the detailed information about the above activities of GSCM.

Keywords:

Green Designing of product (GDP); Green Purchasing of Material GPM); Green Production Process (GPP); Green Packaging of Product (GPP); Green Distribution of Products (GDP); Green Logistic & Reverse Logistic (GL&RL)

Introduction:

Green Supply Chain Management is an innovative concept in which changes are made in business activities like product designing, material purchasing, production and manufacturing, packaging and distribution as well as the consumption; in order to reduce the environmental impact of this activity. The word green is used here in the context of the environment or eco-friendly processes. Environmental supply chain management based on the involvement of activities such as reduction, recycling, reuse and the optimum utilization of materials and other resources with an objective of cost reduction. The GSCM practices set strategies, execute the plans monitors the activities & evaluate the impact of changes made in the processes. The GSCM system leads to improvement in environmental performance in the supply chain.

Definitions:
Supply Chain Management (SCM):
"Supply Chain Management (SCM) is the oversight of materials, information and finances as they move in a process from supplier to manufacturer to wholesaler to retailer to consumer."

Green Supply Chain Management (GSCM):
"Integrating environmental thinking into a Supply Chain Management, including product design, material resourcing and selection, manufacturing processes, delivery of the final product to the consumer as well as end-of-life management of the product after its useful life."

The above definitions highlight the major differences between both the traditional and modern concept of Supply Chain Management.

From the above definition of Green Supply Chain Management (GSCM) we see that there is a range of author focus and purpose on green supply chains and their management. The environmental management and Supply Chain Management are both relatively new areas of study and practice in corporate world. But plays an important role in the overall development of a company.

Research Background:
• The concept of Green Supply Chain Management is new concept in the corporate world, appearing in recent literatures. Although this has been very important place in modern businesses, as it is newly introduced the literature about this is very limited.

• It mainly focuses the concept of "Green Development" as discussed in 1992 Earth Summit in Rio, in this, governments and other International organizations decided to take useful measures to protect environment for long term economic development.

• Today's highlighted agenda is to raise environmentally responsible consumption and production to recover environmental quality, reduce poverty and bring about economic growth, with resultant improvements in health, working conditions, and sustainability.

Hence, we researchers studied Green Supply Chain Management, it includes the study of practices and performance within the Aurangabad MIDC industries in which we observed that on increasing importance from a variety of directions have caused the industries supply chain manages to initiate carrying out of Green Supply Chain Management (GSCM) practices to improve both their economic and environment performance.

Research Methodology:
• A survey was done by the researchers in randomly selected industries of Aurangabad MIDC areas.
• A questionnaire was prepared regarding the current practices of supply chain in various industries.
• Companies were classified as small, medium and large scale industries.
• A study of previous research papers was done with the help of internet.

Research Direction:
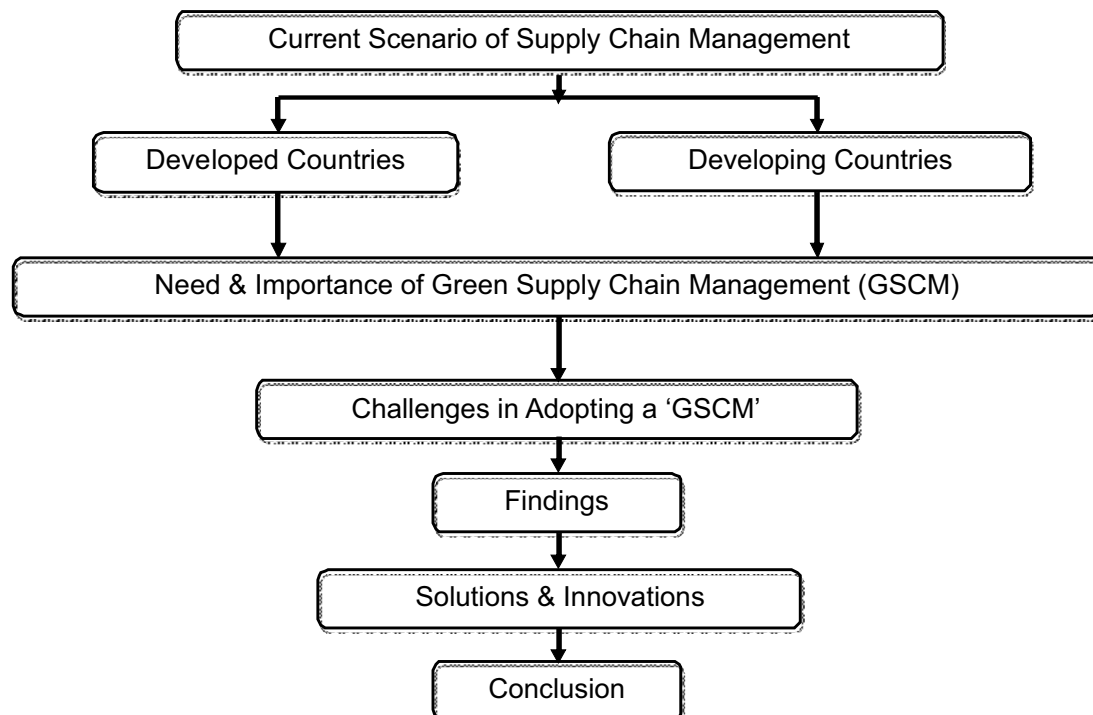
Description:
Global view for Greening the Supply Chain:

Today's Globalization increases the opportunities for buyers. As buyers increase their focus on environment improvement, which increases the supplier environmental performance. It is true for organizations that regard environmental improvement as a social goal, not just an issue cost, risk and public image. Manufacturers need to work with their suppliers of raw material and component, in order to produce environment friendly products. By using their purchasing power, the industries can set up environment criteria for their suppliers upstream in supply chain. Ultimately it can result in the greening of the supply chain.

Thus,

$$GSCM = (GDP+GPP+GDP+GPP+GPM+GL\&RL)$$

Green Designing of Product (GDP)
Green design (also called environmental design, environmentally Green design, environmentally conscious design, etc.) is the philosophy of designing physical objects, the built environment, and services to comply with the principles of social, economic, and ecological sustainability.

The intention of Green design is to "eliminate negative environmental impact completely through skillful, sensitive design". Manifestations of Green design require no non-renewable resources, impact the environment minimally, and connect people with the natural environment.

Beyond the "elimination of negative environmental impact", Green design must create projects that are meaningful innovations that can shift behaviour. A dynamic balance between economy and society, intended to generate long-term relationships between user and object/service and finally to be respectful and mindful of the environmental and social differences.

Conceptual problems:
1. Diminishing returns:
The principle that all directions of progress run out, ending with diminishing returns, is evident in the typical 'S' curve of the technology life cycle and in the useful life of any system as discussed in industrial ecology and life cycle assessment. Diminishing returns are the result of reaching natural limits. Common business management practice is to read diminishing returns in any direction of effort as an indication of diminishing opportunity, the potential for accelerating decline and a signal to seek new opportunities elsewhere.

2. UnGreen Investment:
A problem arises when the limits of a resource are hard to see, so increasing investment in response to diminishing returns may seem profitable as in the Tragedy of the Commons, but may lead to a collapse. This problem of increasing investment in diminishing resources has also been studied in relation to the causes of civilization collapse by Joseph Tainter among others. This natural error in investment policy contributed to the collapse of both the Roman and Mayan, among others. Relieving over-stressed resources requires reducing pressure on them, not continually increasing it whether more efficiently or not.

3. Negative Effects of Waste:
Experience has now shown that there is no completely safe method of waste disposal. All forms of disposal have negative impacts on the environment, public health, and local economies. Landfills have contaminated drinking water. Garbage burned in incinerators has poisoned air, soil, and water. The majority of water treatment systems change the local ecology. Attempts to control or manage wastes after they are produced fail to eliminate environmental impacts.

The toxic components of household products pose serious health risks and aggravate the trash problem. In the U.S., about eight pounds in every ton of household garbage contains toxic materials, such as heavy metals like nickel, lead, cadmium, and mercury from batteries, and organic compounds found in pesticides and consumer products, such as air freshener sprays, nail polish, cleaners, and other products. When burned or buried, toxic materials also pose a serious threat to public health and the environment.

The only way to avoid environmental harm from waste is to prevent its generation. Pollution prevention means changing the way activities are conducted and eliminating the source of the problem. It does not mean doing without, but doing differently. For example, preventing waste pollution from litter caused by disposable beverage containers does not mean doing without beverages; it just means using refillable bottles.

Waste prevention strategies In planning for facilities, a comprehensive design strategy is needed for preventing generation of solid waste. A good garbage prevention strategy would require that everything brought into a facility be recycled for reuse or recycled back into the environment through biodegradation. This would mean a greater reliance on natural materials or products that are compatible with the environment.

Any resource-related development is going to have two basic sources of solid waste materials purchased and used by the facility and those brought into the facility by visitors. The following waste prevention strategies apply to both, although different approaches will be needed for implementation.

- Use products that minimize waste and are nontoxic
- Compost or unaerobically digest biodegradable wastes
- Reuse materials onsite or collect suitable materials for offsite recycling

Green Purchasing of Materials:
Environmental issues are becoming important part of business today, while there are environmental regulations as well as the increasing demand of environmental friendly goods from buyers, the environmental issues are becoming non-tariff barriers for export though Europe and Japan are shifting to eco-friendly products but presently there is a limited market for eco products, there are definite sign that this would grow big way. In many countries, government with industries and civil society organizations are working together to purchase eco-products. Environmentally preferable purchasing (EPP) or green purchasing is process of selection and acquisition of product and services which minimize negative impact over the e-cycle of manufacturing, transportation, use and recycling.

1. International Green Purchasing Network:
IGPN is located in Tokyo, Japan. It globally promotes the spread of environmentally friendly product and service development and green purchasing activities. It shares information and know-how internationally on green purchasing and environmentally friendly Products and services. It also harmonizes the efforts of green purchasing and the development of environmentally friendly products and services from a global viewpoint.

2. Outline of Activities:
i. Collect and deliver information on global green purchasing activities, the best examples and recent trends.
ii. Hold workshops in each region.
iii. Hold regular international conferences on a global scale.
iv. Cooperate to develop tools that can be used internationally (mid-to- long term activity objective).
v. Other activities like market research, promoting green purchasing.

3. Green Purchasing Network India:
GPNI is an evolving network of professionals interested and active in the general area of green consumption and production- more specifically: green purchasing and public procurement. It is currently a loose informal network of professionals primarily operating as an internet based electronic forum.

4. The objectives of the GPNI are:
I. To create awareness amongst Indian industry and other stakeholders about green purchasing and procurement (GPP).
ii. To encourage and facilitate implementation of GPP and Greening Supply Chains (GSC) projects to enhance the competitiveness of the Indian industries.

5. Green Purchasing Strategies and Impact on Suppliers:
There is a range of green purchasing strategies available to MNCs. Different strategies have different effects on the environmental behaviour of suppliers. The strategies can be grouped into three major categories: product standards, behaviour standards, and collaboration. The effect of the various strategies on supplier environmental performance tends

to follow a continuum from low (product standards) to high (collaboration). For example, specifying product standards is not likely to change a supplier's behavior since the supplier only has to change ingredients. At the other end of the continuum, collaborating with suppliers on environmental issues is almost certain to change the supplier's behaviour. This also requires much more effort by the buyers. In general, more effort by buyers is needed to increase the environmental performance of suppliers. Thus buyers must make a cost-benefit analysis regarding how much they want their suppliers to improve.

Green Production Process:
Green manufacturing has become the newest item in the mission statement of several manufacturing companies. The controversy between manufacturing companies and global warming tends to often dominate conversations between manufacturing companies and environmentalists. Several manufacturing companies have begun going green, in order to reduce waste. In Green manufacturing, manufacturing equipment is made to be fast, reliable, and energy efficient. One of the examples is the energy-efficient light bulb. These bulbs use almost half the energy as a standard light bulb and yet they still produce a goodamount of light. Manufacturing companies are using this example and re-designing their machines. Green manufacturing can benefit your manufacturing company in many ways. Not only it will benefit the environment, but it will impact your consumer, the shareholders, and the company perception in the market.

The first benefit of the green manufacturing is the impact it will have on the environment. Insurance companies are actually giving better rates to manufacturing companies that are taking steps to go green. The government is also offering tax breaks forgreen manufacturers. The second benefit of the green manufacturing is the money it will save. Manufacturers can look for machinery that is earth friendly. Wind and solar energy can save your company thousands of rupees. The reality is that if you can save money on energy, your product costs can go down and your customers will not need to pay as much. In addition you can always maintain the same costs and turn a great profit on your products, helping out your shareholders. The third benefit of the green manufacturing is the help it will provide to the community at large. Renewable energy sources are considered to be one of the fastest growing job markets. New manufacturing plants that are opening with renewable energy sources are offering many more jobs to their communities, giving them a larger respect in their market. Studies show that manufacturing companies that have gone green are expected to employ almost 70 percent of the new jobs in the future.

Green manufacturing will be a large investment, for this some questions are arises here:
I. Why researcher's going for green manufacturing?
ii. Green manufacturing has some advantages or not?

It is important to know that there are also safety concerns that come with going green, especially if you are re-designing a facility that is currently in use. You may need to shut down parts of the facility while you install new equipment and transform your power source to renewable energy. Although the costs can be high initially, the benefits will far outweigh them. Both the manufacturing company and the environment will benefit greatly from going green. It has been shown that employees that work for companies that have gone green highly value the company and they often have a higher performance level than other company's employees. Going green can also produces a better air quality for the employees and the community. Better air quality may be one of the biggest benefits of going green. With the public awareness surrounding going green, it is also important to go green to keep your manufacturing company competitive. Some customers have begun making purchasing decisions based on products that are manufactured at facilities that have gone green and they boycott the other companies that do not have green manufacturing plants. Comparison table is constructed by us based upon the very useful and meaningful factors are shown below. The current damage to the earth has many concerned about global warming and the air quality. Going green is not only important for your employees and your community, but can be better for the bottom line.

• Lean Manufacturing:
Lean manufacturing, which is simply known as Lean, because it is a competitive practice that reduces costs, improves environment and quality, and improves the bottom line. Lean manufacturing is aimed at the elimination of waste in every area of manufacturing. Here any expenditure that does not create a value for the customer is a waste and must be eliminated. This could include activities from various processes such as customer relations, product design, and supplier

networks to factory management. Its main aim is to incorporate less human effort, less inventory, less time to develop products, and less space whilst being highly responsive to customer demand and, at the same time, producing top quality products in the most efficient, environmentally responsible, and economical manner possible.

Lean manufacturing is closely associated with green manufacturing as there is an overlap between the goals and drivers for both processes. A key component of Lean principles is Just-In-Time (JIT) inventory strategy. It focuses on reducing inventory and provides material, energy, and space savings.

• JIT Manufacturing:
Purpose of JIT is reduction of cost and quality improvement.

• ISO 9000 AND ISO 14000:
Purpose of ISO 9000 and 14000 are to recognize quality standards are followed by the companies and changes the motivation.

• Zero Emission Strategy:
Purpose of zero emission strategy is to environmentally damaging production products are eliminated.16% of companies are actively following zero emission. 85% of companies are following reduced emission strategies.

• Six Sigma:
Six sigma is another management methodology which became very popular. It supports green production by primarily eliminating defects from manufacturing processes and, hence, cutting waste. Through exercising greater care and management control minor investment defects are caught as early as possible through the process. As a result, significant savings can be made by reducing the number of defects, rework, and spending time on defective pieces.

Table-1
Comparison of Lean Manufacturing with Green Manufacturing

Factors	Lean Manufacturing			Green Manufacturing
	Just-In-Time (JIT)	Six Sigma	ISO 9000 and 14000	
Improve Efficiency	✓	✓		✓
Quality Improvement	✓	✓		✓
Customer Satisfaction	✓	✓		✓
Reduction of Cost	✓	✓		✓
Defects Elimination	✓	✓		✓
Quality Standards			✓	
Reduced Resource Consumption		✓		✓
Recycling Programs For Reusable Component Parts				✓
Remanufacturing Programs				✓
Recycling Programs For Raw Materials				✓
Reducing CO₂ emissions in manufacturing processes				✓

(Table 1.1, Source: Research Journal of Recent Sciences ISSN 2277-2502)

It was originally developed to eliminate defects from manufacturing processes and other business processes. Six sigma projects involve the utilization of statistics based on quality management tools, to train a group of people within the organization who become experts in these methods. Six sigma projects have quantifiable financial targets to make more money and, at the same time, satisfy customers and improve efficiency. They focus on customer requirements, cycle time reductions, error elimination and cost reductions. Elimination of defects from products or services being delivered, therefore, it has a direct impact on the bottom line of the business. Six sigma projects aim to cut out the waste of fixing the defects by rework or disposal which wastes a significant amount of an organizations resource.

Green Distribution of Product:

Green marketing can be viewed as adherence to ethical and social responsibility requirements in marketing. This approach emerged as a response to increased environmental challenges in recent years. This marketing approach has emerged in response to a global increase in concern about protecting consumer rights, and a concurrent growth of organized movements to address environmental trends in such a way that people will be protected and assured a clean and safe environment in which to live. The antecedents of green marketing were developed through many stages since the 1960s. These movements paved the way for the emergence of green marketing in the late 1980s.

Green marketing involves a commitment from the organization to deal with environmentally friendly products (i.e., products that do not harm society and the environment) and to conduct marketing activities in a way that reflects the organization's Commitment to environmental responsibility through adherence to specific controls to ensure the preservation of the natural environment. Most definitions of green marketing deal with this dimension. For example, green marketing is defined by researcher as any marketing activity of an organization that aims to create a positive effect or remove a negative effect of a particular product on the environment. Pride and Ferrell define greenmarketing as any developing, pricing and promoting process for a product which does not cause any damage to the natural environment. After this, researchers clearly indicate that adoption of a green marketing approach achieves many benefits for organizations and may place an organization at the top of the competitive pyramid. It provides them with market leadership, especially in the context of increasing environmental awareness in the market. Adopting a green marketing philosophy brings an organization close to its clients, particularly those clients who have other environmental concerns besides maintaining the environment and rationalizing the use of natural resources. In this context, the study by researcher indicates a number of advantages resulting from green marketing practices, as follows:

1. Owners' satisfaction:

The green marketing approach is likely to open new horizons and good opportunities for organizations that practice green marketing. This, in turn, is likely to provide organizations with the ability to avoid traditional competition and to thereby achieve competitive leadership in the market especially when they introduce environmentally friendly products and target those who had environmental trends in the market. This competitive situation will lead to more profits in addition to promoting a good reputation and meeting the owners' needs.

2. Achieving security in the introduction of products and in operations management:

An emphasis on producing safe and environmentally friendly goods will push organizations to raise their production efficiency to reduce the pollution level and other harmful effects caused by the production process. It may also help them to avoid legal sanctions, obligations to pay compensation to injured parties, and the revocation of the membership of environmental or consumer protection associations.

3. Organization social acceptance:

Organizations who adopt a green marketing philosophy will gain strong support in the community because of their goal to benefit all society through their commitment to the environment. This support will help the organization to consolidate its relationships with current customers and to gain new ones in the future.

4. Sustainability of activities:

Green organizations, which avoid legal problems and have strong support in the community, will obtain general acceptance for their goals and philosophy. This support for their operations and business activities will help them to continue to provide the market with environmentally friendly products.

Green Logistics & Reverse Logistics:

Logistics is the integrated management of all the activities required to move products through the supply chain. For a typical product this supply chain extends from a raw material source through the production and distribution system to the point of consumption and the associated reverse logistics. The logistical activities comprise freight transport, storage, inventory management, materials handling and all the related information processing.

The main objective of logistics is to co-ordinate these activities in a way that meets customer requirements at minimum cost. In the past this cost has been defined in purely monetary terms. As concern for the environment rises, companies must

take more account of the external costs of logistics associated mainly with climate change, air pollution, noise, vibration and accidents. This research project is examining ways of reducing these externalities and achieving a more Green balance between economic, environmental and social objectives.

Reverse Logistics:
Reverse logistics has been defined as "the term most often used to refer to the role of logistics in product returns, source reduction, recycling, materials substitution, reuse of materials, waste disposal, and refurbishing, repair and remanufacturing"

Reverse logistics is for all operations related to the reuse of products and materials. It is "the process of moving goods from their typical final destination for the purpose of capturing value, or proper disposal. Remanufacturing and refurbishing activities also may be included in the definition of reverse logistics." Growing green concerns and advancement of Green Supply Chain Management concepts and practices make it all the more relevant. The reverse logistics process includes the management and the sale of surplus as well as returned equipment and machines from the hardware leasing business. Normally, logistics deal with events that bring the product towards the customer. In the case of reverse logistics, the resource goes at least one step back in the supply chain. For instance, goods move from the customer to the distributor or to the manufacturer.

When a manufacturer's product normally moves through the supply chain network, it is to reach the distributor or customer. Any process or management after the sale of the product involves reverse logistics. If the product is defective, the customer would return the product. The manufacturing firm would then have to organize shipping of the defective product, testing the product, dismantling, repairing, recycling or disposing the product. The product would travel in reverse through the supply chain network in order to retain any use from the defective product. The logistics for such matters is reverse logistics.

Go MAD (Make a Difference):
- Initiate changes in Education System.
- Concession in Taxation & Subsidies.
- Shared Research & Development.
- Financial Advantage.
- Optimum Utilization of Technology.

Conclusion:
Cost and complexity are perceived as the biggest barriers to implementing Green SCM, which highlights the need for cost effective and easy to implement solutions. Brand building is one of the top incentives for green SCM, highlighting the importance of public perception of how companies operate. Recycling of raw materials and component parts are the top green manufacturing and production focused initiatives Adoption of green practices is highest in those areas of the supply chain where there is a direct relation to cost savings and efficiency, for example in inventory reduction, recycling of raw materials. Almost a third of respondents are not collaborating with their extended supply chain on green practices.

Most of the Indian manufacturing small and medium enterprises like cutting and hand tools and auto parts and spare parts and industrial equipments and machinery manufacturer and various other products manufacturer are seem to be quite advanced in the implementation of green warehousing and distribution initiatives, most likely because these initiatives often also mean added efficiency. While green supply chain management shows direct cost and efficiency benefits, then why more companies have not adopted them up to now? EPI-2012 rank of India is worst, this also shows that awareness of Green Supply Chain Management and greening in India is poor, so there will be need to spread the knowledge of green supply chain management, with the help of this green supply chain management, Indian manufacturing enterprises get their cost and efficiency benefits.

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Corporate Governance and Ethics in Finance for Business Sustainability

Abstract

Recent corporate scandals have put company boards in the spotlight. Legislation, codes of conduct, and guidelines has been developed to improve corporate governance. Corporate governance has been a central issue in developing countries because of the fact that corporate governance and economic & sustainability development are intrinsically linked. The Government of India has taken policy step to provide direction, control and guidelines to all companies to work in ethical ways, create trust among shareholders and customers, to provide stability to our economy and to check financial scams and frauds. The paper explores corporate governance and ethics relate with business sustainability and also matter in finance.

Introduction

Corporate governance

It is the set of processes, customs, policies, laws, and institutions affecting the way a company is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the corporation is governed. The principal stakeholders are the shareholders, management, and the board of directors.

Business ethics

The application of a moral code of conduct to the strategic and operational management of a business. It is a form of applied ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.

Business Sustainable development

It is development that "meets the needs of the present without compromising the ability of future generations to meet their own needs."

"Good corporate governance practices instill in companies the essential vision, processes, and structures to make decisions that ensure longer-term sustainability. More than ever, we need companies that can be profitable as well as achieving environmental, social, and economic value for society."

Corporate Governance & Ethics in Finance

Fraud, embezzlement, and misappropriation can occur in every size of business. Such illegal accounting practices require manipulation of business's accounts. Keep your eyes open for these kinds of illegal accounting.

• **Sales skimming:** Not recording all sales revenue, to deflate the taxable income of the business and its owner.

• **Kickbacks and payoffs:** The purchasing managers in any size business can be tempted to accept kickbacks and under-the-table payoffs from vendors and suppliers.

For example, if a business pays a bribe, it doesn't record the amount in a bald-faced account called "bribery expense." Rather, the business disguises the payment by recording it in a legitimate expense account (such as repairs and maintenance expense or, ironically, legal expense).

• **Money laundering:** Taking money from illegal sources such as drug dealing and passing it through a business to make it look legitimate -to give the money a false identity.

This money can hardly be recorded as "revenue from drug sales" in the accounts of the business. If an employee embezzles money from the business, he has to cover his tracks by making false entries in the accounts or by not making entries that should be recorded. Manipulating accounts to conceal fraud, illegal activities, and embezzlement is generally called juggling the accounts or cooking the books. In which the main purpose is to produce financial statements that tell a better

story than are supported by the facts.

When the accounts have been juggled or the books have been cooked, the financial statements of the business are distorted, incorrect, and misleading. Creditors who end up suffering losses have legal grounds to sue the business for damages suffered. And the IRS is on constant alert for fraud in federal income tax returns.

Effective Corporate Governance:-

There are few features of effective corporate governance:
1. Access to external financing which will lead to greater investment, growth and employment.
2. Lower the cost of capital to reduce risk of financial crisis.
3. Better resource allocation to win trust of stack holders, to improve social and labour relations and for environmental protection.
4. Transparency in all financial and non- financial matters.

Suggestions For Effective Corporate Governance:-

1. Efficient monitoring system can improve transparency in business management.
2. Adoption of a transparent process of appointment at board and management levels.
3. Proper checks and balance system over managerial rights.
4. Accurate information regarding developments, threats and risks related to financial and economic matters in annual reports and on the company websites.
5. Proper and transparent auditing system to check financial irregularities and frauds.
6. Codes of conduct are ensured to be understood and adhered to by all members of organisation.
7. Ethical behaviour of organisation or of any member at board or management level should be rewarded.
8. There should be an independent and transparent process of evaluation of performance of board members.

Board Responsibilities Of Corporate Governance :-

Fundamental functions of boards of directors' to the companies and shareholder.

• Protecting stakeholder rights and interests
• Managing risk
• Creating long-term business value

Protecting Stakeholder Rights And Interests :-

The OECD Principles call on businesses to recognize and safeguard stakeholders' rights, including legitimate interests and information needs. These Principles call on boards to be truly accountable to shareowners and to take ultimate responsibility for their firm's adherence to a high standard of corporate behavior and ethics. If stakeholders are adversely affected by a company's actions, shareowner value will suffer. With the growth in pension and insurance funds and other institutional investors, shareowners are increasingly also company stakeholders, such as employees or customers. Therefore, these groups' needs are increasingly interconnected.

Managing Risk :-

New understandings of business risk show that boards have a legal responsibility to manage environmental, social and governance risks. Directors need to be informed and prepared to manage these long term concerns alongside typical corporate directives. By addressing and managing these risks effectively, boards can position their businesses to perform well financially and secure a long-term license to operate. By failing to do so, boards can undermine their company's reputation. More and more companies are extending their internal controls to encompass a range of ethics and integrity issues.

Creating Business Value :-
Core to the role of any board is guiding corporate strategy and creating wealth for shareholders. Many new business opportunities are emerging to address corporate citizenship priorities. Forward-thinking businesses are best placed to benefit. Immediate benefits cited by leading companies include improved reputation, higher employee retention rates, greater productivity, and cost benefits through operational improvements and innovation in products and services. The most effective corporate citizenship and sustainability strategies are led from the top, incorporate a wide range of stakeholder views and are aligned with the company's business priorities. This ensures a more efficient and strategic allocation of resources to these initiatives, which may generate new business opportunities.

The Top Scams In India
1) Indian Coal Allocation Scam – 2012 – Size 1.86L Crore
While many think that 2G scam remains the biggest one in size in India. But this coal allocation scam dwarfs it by the amount involved. This scam is in regards to Indian Government's allocation of nation's coal deposit to PSU's and private companies. The scam happened under Manmohan Singh government and came out in 2012.

The basic premise of this scam was that wrongful allocation of Coal deposits by the Government without resorting to competitive bidding, which would have made huge amounts to the Government (to tune of 1.86 Lakh crore). However, the coal deposits were allocated arbitrarily.

2) 2G Spectrum Scam – 2008 – 1.76 L Crore
We have had a number of scams in India; but none bigger than the scam involving the process of allocating unified access service licenses. At the heart of this Rs.1.76-lakh crore worth of scam is the former Telecom minister A Raja – who according to the CAG, has evaded norms at every level as he carried out the dubious 2G license awards in 2008 at a throw-away price which were pegged at 2001 prices.

In some respects, this remains the biggest scam in India if you consider the inflation. The 2G spectrum allocation happened 5 years earlier than Coal Scam which came out in 2012.

The cases are still going on against many people including A. Raja, M. K. Kanimozhi and many telecommunication companies as well.

3) Wakf Board Land Scam – 2012 – 1.5-2L Crore
In March of 2012, Anwar Maniapddy, the chairman of Karnataka State Minorities Commission submitted a sensational report which alleged 27,000 acres of land, which was controlled by Karnataka Wakf Board had been allocated illegally or misappropriated. The value of land which was misappropriated was in tune of 1.5 to 2 lakh crore rupees. The land managed by Wakf board, a Muslim charitable trust, is typically donated to under-privileged and poor people of Muslim community. However, the report alleged that nearly 50 percent of the land owned by Wakf board was misappropriated by Politicians and Board members in conjunction with real estate mafia at fraction of actual land cost. The investigations is currently ongoing.

Causes of Unethical Practice in Accounting
I. Emphasis on short-term results: The most common reason for development of unethical practice in accounting is over emphasizing on short-term profitability by hook or cook or by manipulating the accounting entries to reveal high profitability.
ii. Ignoring minor unethical problems: Sometimes organization does not give any importance/ view seriously on minor unethical practice within the business which take the shape of large problems in long run.
iii. Economic cycle: All business is supposed to be affected by number of internal and external factors. Hence extreme care must be taken to disclose financial results during boom period and depression period. The principle of prudence and conservatism should be followed to have a uniform pattern of performance and satisfy the expectation of the stakeholders.
iv. Adherence to Accounting Rule: Now-a-days cross border transactions have grown both in volumes and amount. Numbers of complex rules are to be followed to have smooth functioning of the import and export business. The complexity of these problems and rules and the difficulty associated with identifying abuse are reasons which may promote unethical behavior.
v. Faulty Organizational structure: Planning of faulty design of organization structure also lead to unethical accounting

and reporting practice. Where the information flow don't have any cross-checking system and improper distribution of authority and responsibility among the employees, the chances of immoral behavior increases.

Ethical Environment and its importance in Finance

Accounting professionals have a professional obligation to comply with certain fundamental principles while discharging their duties. Ordinarily, the accountant has to report the legitimate and ethical objectives established by the employer and in manner and procedures drawn up in support of those objectives. When the accountant fails to comply with the fundamental principles, he is supposed to report in order to commensurate with the circumstances. Thus creation of a sound ethical business environment is important and following steps may be taken to establish an ethical business environment:

I. There should be policy for proper ethical awareness and training to the employees irrespective of level of management which in turn motivate the employee towards moral behavior. In India Wipro was amongst the pioneers to establish an organized set of beliefs which would guide business conduct.
ii. There should be a free and secured system comprising higher authorities between the management and the employee to communicate any fraud, mismanagement or unethical/illegal practices from the point of its occurrence without any fear.
iii. Person pointing out the fraud is perhaps the most important and sensitive. He/ she should be properly rewarded from the organization.

Financial statements are supposed to be prepared by following the GAAP and now IFRS also. These are the prescribed guidelines for preparation of any financial statements to be easily understandable and comparable with all other firms. The accounting professional should take every possible step to practice ethics in preparation of financial reports. Ethical accounting is not only important to private businesses or individuals for reliable information about their respective financial states, but has a responsibility to the public to provide transparent evaluations of publicly held business entities. Ethical accounting can help eliminate the serious problems raised when incomplete or incorrect information about business or individual is disseminated, saving money and jobs and helping to increase stability in financial markets.

Benefits of Ethical Accounting & Reporting

It is usually found that companies displaying a clear commitment to ethical conduct consistently perform well. The accounting profession is known for its ability to accurately assess and report financial information for business and this can be achieved only when element of ethics is present in practice. This will not only boost the morale of the workers but also helps to gain public confidence in the market. It helps to bring transference in the operation of the organization that leads to healthy relationship between management and employees. It helps to reduce the labour turnover and increase the labour efficiency.

"Good corporate governance is the glue that holds together responsible business practices, which ensures positive workplace management, marketplace responsibility, environmental stewardship, community engagement, and sustained financial performance. This is even more true now as we work worldwide to restore confidence and promote economic growth."

Corporate Governance and Business Sustainability :-

Corporations around the world are struggling with a new role, which is to meet the needs of the present generation without compromising the ability of the next generations to meet their own needs. Organizations are being called upon to take responsibility for the ways their operations impact societies and the natural environment. They are also being asked to apply sustainability principles to the ways in which they conduct their business. Sustainability refers to an organization's activities, typically considered voluntary, that demonstrate the inclusion of social and environmental concerns in business operations and in interactions with stakeholders.

"The new generation of corporate governance will stress 'governance for sustainability.' Business enterprises must see the full value chain. Companies will need to develop complex partnerships that acknowledge legitimate stakeholder interests." Good governance therefore is about going beyond compliance. It is about stewardship and ensuring integrity; it is about leading organizations through change and creating value for present and future generations. The premise is that well governed companies will contribute to building better societies. Directors and others who engage in corporate governance leadership are therefore 'agents of change'. They take on a new role as they provide essential leadership in the areas of efficiency, probity, social responsibility, transparency and accountability.

Attaining Sustainable Growth Through Corporate Social Responsibility

Corporate have developed a variety of strategies for dealing with this intersection of societal needs, the natural environment, and corresponding business imperatives. The Ministry of Corporate Affairs has notified Section 135 and Schedule VII of the Companies Act 2013 as well as the provisions of the Companies (Corporate Social Responsibility Policy) Rules, 2014 to come into effect from April 1, 2014. With effect from April 1, 2014, every company, private limited or public limited, which either has a net worth of Rs. 500 crore or a turnover of Rs. 1,000 crore or net profit of Rs 5 crore, needs to spend at least 2% of its average net profit for the immediately preceding three financial years on corporate social responsibility activities.

A growing body of evidence asserts that corporations can do well by doing good. Well-known companies have already proven that they can differentiate their brands and reputations as well as their products and services if they take responsibility for the well-being of the societies and environments in which they operate. These companies are practicing Corporate Social Responsibility (CSR) in a manner that generates significant returns to their businesses.

Sustainability Integration and Corporate Governance:-

At present companies tend to focus on sustainable development as well as sustainability, which brings with it changes to the corporate culture as well as society. Sustainability has three important dimensions for all companies: economic growth, social responsibility and responsibility for the environment.

Defining Sustainability :-

Promoting ethical responsibility and sound corporate governance practices.

Providing a safe working environment in which the health of employees is protected and their opportunities for self-development are enhanced.

Sustainability is therefore a strategy of the process of sustainable development. It acquires special importance when the process helps people progress toward sustainability or may, on the contrary, dissuade them from engaging in the process.

Sustainability in connection with the business environment has become part of the general awareness as a result of environmental approaches implemented in companies.

Corporate sustainability is a strategic approach focusing on the company productivity, on the creation of value for the owners as they follow from the environmental, economic and social dimensions.

The environmental, social and economic factors and Corporate Governance are at the heart of the corporate and business strategies, they are part and parcel of daily operations.

Figure-Structure of overall performance of company for sustainability
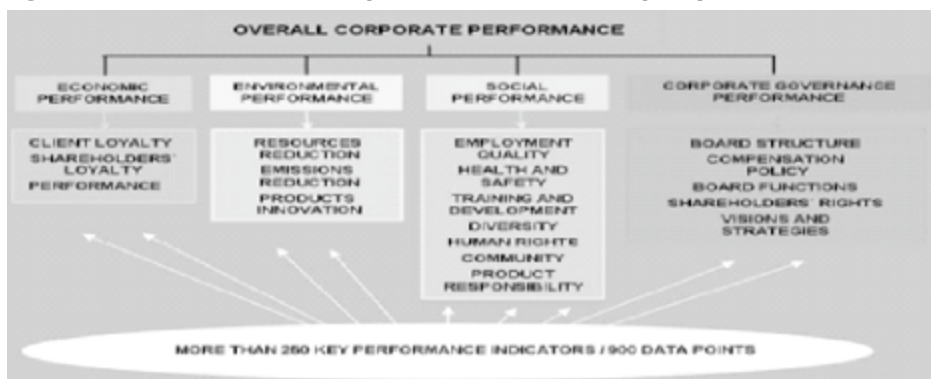
Corporate Sustainability Reporting has become a mainstream business activity.

The Amsterdam Declaration on Transparency and Reporting of the Board of The Global Reporting Initiative from March 2009 told to global leaders from business, labour and civil society declared their belief that the lack of transparency in the existing system for corporate reporting has failed its stakeholders.

Example Of Tata Group For Business Sustainability

In keeping with the motto of the Tata Group, Tata Power has constantly given high priority to social concerns.

We continually strive towards sustainable development by trying to find a balance between the needs of our customers and responsible care for the environment. Tata Power has established a Corporate Safety, Health & Environment Department (C-SHE) which is responsible for all environmental and safety activities in the company. Driven by our commitment to power generation harmonious with nature, Tata Power has taken concrete steps to sustain the ecological balance.

Making Positive Environment Impact:

Over Rs.100 crores have been invested on pollution control equipment at the Trombay Thermal Power Plant to install:
- India's first-of-its-kind Flue Gas-De-sulphurisation (FGD) plant to reduce sulphur dioxide emissions in flue gas, based on the sea-water scrubbing principle.
- Electrostatic Precipitators of 99.5% efficiency.
- Tall Chimneys (152 m and 275 m) to limit the ground level concentration of pollutants.
- Low NOx burner to minimise NOx Pollution.

Tata power stations are clean and environmentally sound. Instruments for continuous on-line sampling and analysis of the fuel gases, closed circuit television for monitoring stack emissions and a Continuous Ambient Air Monitoring Station have been provided. Annual environmental statements are submitted to the Government Authorities as per their guidelines. Tata Power will strive to go beyond simple compliance and excel in its environmental performance. Initiatives for voluntary reduction in SO_2, SPM, NOx and CO_2 emissions are a part of ongoing strategy. The company has carried out Environmental Impact Assessment (EIA) study for all its new projects at following locations: Mundra, Gujarat; Raigad, Maharashtra; Naraj Marthapur, Orissa and Jojobera, Jharkhand.

The Fly ash generated from all thermal power plants is used in ready mix concrete. Trombay Thermal Power Station has developed an in-house technology in collaboration with TERI for treatment of oily sludge in eco-friendly manner. Some other examples of the key improvements:

- Replacement of Indian coal by imported coal with lower sulphur and lower ash content.
- Improvement to the channel carrying the condenser cooling water discharge.
- Anhydrous Ammonia injection method to control SPM level.
- New FGD for the additional 250 MW capacity that has been set-up at Trombay.
- Maximizing the utilization of gas over other fossil fuels

Environment Protection

Long before the present global ecological concern, Tata Power realised its moral and corporate responsibility towards environmental protection.

Tata Power started off over thirty years ago with eco-restoration and eco-development programmes in its area of operation in the Western Ghats, particularly in the catchment areas of the lakes in Mawal and Mulshi Talukas. Since then, over 70 lakh saplings of 60 tree species have been planted in the area.
- The programme was intensified in 1995. Over 6 lakh trees, mainly evergreen and indigenous species, are being planted regularly, enriching the flora and fauna of the surrounding hills.
- A green belt of about 1 lakh trees has been raised around the Trombay Thermal power plant and nearby hillsides.
- Actively supports pisciculture activities at their hydro stations by assisting in the breeding of fishes like the Mahsheer.
- Also built and maintains two gardens in Mumbai Metropolis.

Pollution Control

Driven by its commitment to power generation harmonious with nature, Tata Power has taken concrete steps to sustain the ecological balance. Over Rs.100 crores have been invested on pollution control equipment at the Trombay Thermal Power Plant, to install:
- India's first-of-its-kind Flue Gas-De-sulphurisation plant to reduce sulphur dioxide emissions in flue gas, based on the sea-water scrubbing principle.

- Electrostatic Precipitators of 99.5% efficiency.
- Fly Ash aggregate plant to convert fly ash into lightweight aggregates, a valuable building material.
- Tall Chimneys (152 m and 275 m) to limit the ground level concentration of emissions.

Conclusion

Corporate governance has been proving a very efficient and effective system for our economy and to save the interest of shareholders but some more efficient monitoring and transparent internal audit system. Corporate governance is understood as the key element in achieving economic performance and growth ensuring increased trust of the investors. It covers a wide range of relationships between the company management, governing bodies, stakeholders and other parties with justified interests. It encompasses a widely varying range of areas.

"a well-governed company takes a longer-term view that integrates environmental and social responsibilities in analyzing risks, discovering opportunities and allocating capital in the best interests of shareowners. There can be no better way to restore public confidence in both businesses and markets and build a prosperous future."

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Use of Internet Marketing to Maintain the Business Sustainability With Special Reference to Marketing of Retail Housing

Abstract

The Internet is one of the major components of E-Marketing. In the last two and half decades it has changed the nature, characteristics and whole scenario of the media and communications' world in an unprecedented manner. The business world too was quick to jump into the internet bandwagon and exploit its omnipresence for sustainable business growth. Traditional advertising agencies are being forced to adopt interactive marketing strategies in order to fulfill their client's internet marketing needs. People prefer to search and shop on the internet which is easier and faster. A customer uses internet services for a variety of reasons. It gives the flexibility to the customer to spend his time, not money. Few years ago, no one ever imagined that buying, selling or renting of homes would be possible online. But with the passage of time comprehensive product information, which is an important basis for decision making, has been made easily accessible with the help of internet.

This present study investigates the influence of internet marketing in the field of Retail housing component and how the Internet Marketing can be helpful for the Marketers or Builders for marketing as well as selling their homes online. The study also reviews the changing scenario of marketing of retail homes with respect to the use of internet, which previously was limited to the promotion through conventional means. The ability of internet marketing for building the reputation of the marketer and its use to build a sustainable business development are also discussed.

Keywords

Internet marketing, Retail Housing, Sustainable Business Development

Introduction

How significant is Internet marketing to businesses? Today, the answer to this question varies dramatically according to who is answering. For companies such as electronics companies, the answer is 'very significant as most of the mobile companies are selling well on the internet. For fast-moving consumer goods (FMCG) companies majority of their consumer sales will occur through traditional retail channels in response to promotional campaigns in traditional media. The Internet is one of the major components of E-Marketing. In the last two decades the Internet has changed the nature and characteristics of the media and communications world in very unique ways that have never happened before.

With the arrival of the internet, the business world has become digitalized. People prefer to search and shop on the internet which is easier and faster. A customer uses internet services for a variety of reasons. It gives the ability to spend your time, not your money, advertising your business etc. It gives access to a much broader market than any other business. Internet marketing is beautiful because it flattens the playing field for all players, big and small. There are various ways of marketing by which marketing can be done. Regardless of how much money a dominant Organization in an industry throws, they will never have an inherent advantage. Internet marketing can include any Internet based promotion, including websites, targeted e-mail, internet bulletin boards, sites where customers can dial-in and download files, and so on.

Objectives

1) To study the important Internet marketing factors for maintaining the business Sustainability.
2) To study the impact of Internet marketing on marketing of retail housing product.

Scope

The scope of the present study includes the Internet users who use the internet for the purpose of the information gathering and decision making while purchasing house for themselves.

Research Methodology

The paper is purely based on the secondary data where the various websites of Internet marketing companies and retail

housing companies were used. To find out the effect of internet marketing on retail housing, present need of housing, impact of online marketing, role of different types of internet marketing, various government reports, with CREDAI other private rating agency reports were used.

Review of Literature

Gangeshwer D.K. (2013) in his research paper "E-Commerce or Internet Marketing: A Business Review from Indian Context" stated the top motivator factors of shopping online. He opined that many factors lead for advantages of internet marketing they are its ability for instant communication, and its availability 24 hours a day, 7 days a week, On-line marketing offers more choices and flexibility, and eliminates huge inventories, storage costs, utilities, space rental.

Kursan and Mihi (2010) studied the role of the internet in marketing research and business decision-making. The paper discussed the role of the Web in marketing research and everyday business decision-making. They opined that it is not enough to use regular data or simple reports to fully understand the online customers and adapt the marketing strategy (marketing mix) effectively.

In a study conducted by Sayali Sandbhor (2013) of behaviour of real estate rates in India with case study of Pune city the decisions for investment, buying and selling of properties depend upon the market value of that property were assessed. Issues arise in arriving at the actual value of the property as well as computing the rates of returns from the estate were also discussed.

Gangeshwer D. K. (2013) in his research paper "E-Commerce or Internet Marketing: A Business Review from Indian Context" stated the top motivator factors of shopping online. He opined that many factors lead for advantages of internet marketing they are its ability for instant communication, and its availability 24 hours a day, 7 days a week, On-line marketing offers more choices and flexibility, and eliminates huge inventories, storage costs, utilities, space rental. The study also revealed the disadvantages that dependability on technology, Security, privacy issues, Maintenance costs due to a constantly evolving environment, higher transparency of pricing and increased price competition, and worldwide competition through globalization.

Overview of Internet Marketing

Evolution of the internet has provided a new communication tool for people all over the world to access a vast amount of data and resources from any geographical location. This study investigates the influence of internet marketing on Customer decision making process. Internet marketing is the means of promoting products and services on the internet.

Vyas (2011) defined the internet marketing in simple way as achieving marketing objectives through applying digital technologies.

The concept of internet marketing is broad that can be defined as the 'use of the internet to advertise and sell goods and services'. Internet Marketing is a process of soliciting business prospects via Internet. It is also known as digital marketing, web marketing, online marketing, search marketing or e-marketing, of the products /services over the internet.

Internet Marketing is using the Internet to do one or more of the following acts:
a) Communicate a company's message about itself, its products or its services.
b) Conduct research as to know the nature of existing and potential customers.
c) Sell goods, services or do the advertising over the Internet.

Internet Marketing is defined by Chaffey (2000) as the application of the Internet and related digital technologies to achieve marketing objectives. E-marketing is a strategic process of creating, distributing, promoting, and pricing goods and services to a target market over the Internet or through digital tools.

The definition of online shopping can be stated as – "Online shopping is the process consumers go through to purchase products or services over the Internet."

According to Chaffey (2006) E-Marketing includes any use of electronic data or electronic applications for conducting

company marketing activities. E-Marketing includes Internet Marketing, E-Mail marketing, Intranet Marketing, Extranet Marketing, Mobile Marketing, Tele Marketing, Electronic Data Interchange (EDI) for marketing activities, Customer Relationship Management (CRM) and more.

Internet Marketing is a form of marketing and advertising which uses the Internet to deliver promotional marketing messages to consumers. It includes email marketing, search engine marketing, social media marketing, many types of display advertising which also includes web banner advertising, and mobile advertising. Like other advertising media, online advertising frequently involves both a publisher, who integrates advertisements into its online content, and an advertiser, who provides the advertisements to be displayed on the publisher's content.
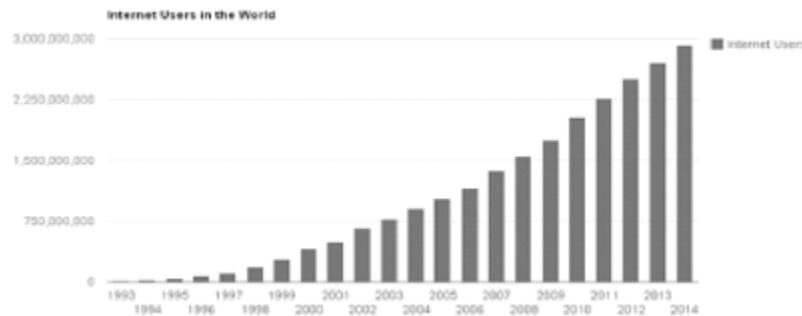
Source: www.liveinternetstates.com

Overview of Retail Housing
Retail House
The concept retail house covers the all type of leased or owned property, containing either a single family or multifamily structure that is available for occupation for non-business purposes. i.e. Person or family uses it for its own leaving which can be leased or bayed.

A house to live is one of the basic needs of human being along with the food and clothes. It is fundamental requirement for man's existence and survival. Human being is able to live only under the special environmental conditions, which determine his quality of life. A climate change beyond the adaptive capacity of man destroys his resistance power and can cause into human illness or may be in death. The shelter requirements arose because of the basic biological need. On satisfying his biological needs man also attempted to satisfy his physiological needs of rest and reproduction.

Food, clothing and shelter are the three basic necessities of mankind. The importance of housing is universally recognized since the dawn of history. A house to live is one of the basic human needs. It is fundamental for man's existence and survival. Housing constitutes very significant part of the social and physical environment where individual grows and matures as a good citizen. Housing condition is an important indicator of economic and social evaluation of a society. The housing condition of a large percentage of Indian population in towns and villages reflect the lack of availability of houses at affordable rate.

Types of Properties
The properties are generally classified in two types. The Online Business Directory (WebFinance, 2015) defined the terms residential property and commercial property in following way.

Residential
A type of leased or owned property, containing either a single family or multifamily structure that is available for occupation for non-business purposes.

Commercial
Real estate approved and designed for retail or wholesale trade, hotel, restaurant, offices, clinics, warehouses, light manufacturing, and other such uses but not for residential purposes. Also called commercial facility.

Internet Marketing Of Retail Housing Products
According to the PWC report (PWC, 2014) "the global investable real estate universe will expand substantially, leading to a huge expansion in opportunity, especially in emerging economies. World population growth and increasing GDP per

capita will propel this expansion. "

Online portals offer features such as 3D touring which enable buyers to 'walk-through' the entire project and check building floor plans through 3D home models. A buyer can check the price, amenities, location, look-and-feel of a project, and at the same time analyse the latest bargains. They can put forth queries to customer care executives and even ask for the requisite clearances – approved location plans, layout plot plans, architect certificate, commencement certificates and land titles.

The concept of online real estate sale is its primary stage which will still in its infancy; however, developers agree that once it matures and if the medium is leveraged properly, they can easily see a marginal increase in the sales volume. Affordability will fall, leading to greater urban density and smaller apartments. Developers will become more innovative about how they design and build commercial and residential real estate, seeking to use space more efficiently. Demographic shifts will affect demand for real estate fundamentally.

Internet marketing is important because it aligns with the way consumers make purchasing decisions. Studies by various analysts indicate that increasing numbers of consumers use social media and research on mobile Internet to carry out preliminary product and price research before making final decisions. Internet marketing enables organization to build relations with customers and prospects through regular, low-cost personalized communication, reflecting the move away from mass marketing.

Sustainable Business Development
Sustainability is the result of having such sustainable policies and processes, and aligning them so that goals in one area are not compromised in favour of those in another.

Bruntland Commission defined the Sustainable Business Development in the way that which "meets the needs of the present without compromising the ability of future generations to meet their own needs". The practical implementation of the definition will vary across industries, geographies and job functions, because at the core sustainability is an underlying approach rather than a definitive list of activities.

CSR and Sustainable business development are different from each other as "CSR means different things to different people, depending on, for example, culture, religion, geographic location, or position in a value/ supply chain." In considering what you should do as a company, it really comes down to the company's own values.

Moving Towards Sustainable Internet Marketing
The core of marketing sustainability is the effectiveness of programs that facilitate and grow customer connection. In the Internet environment, there seems to be two major levers that are most significant: 1) Engagement and 2) Ownership. To what degree are customers engaged in the marketing and to what degree do they take ownership of their engagement and proactively participate in the program is a major concern. (Needles, 2008)

When one Internet marketing programs promote customer engagement and ownership, one can find that minor investments lead to tremendous returns. Not only it convince these customers to buy company products, but these customers also become vested stakeholders in the marketing programs and brands; thus, company marketing investments produce multiples of returns through word of mouth, buzz and true brand advocacy. The impetus is then on the marketers to build marketing programs that lead to engagement and ownership.

David Armano, vice-president of 'experience design' at marketing firm Critical Mass, Armano framed the issue of building a sustainable Internet marketing presence via what he calls the 'three U-s." They are:
1) **Usefulness:** marketing that "serves a purpose"
2) **Utility:** marketing that "fosters meaningful interactions"
3) **Ubiquity:** marketing that is "effective across multiple touch points including social media"

Influence of Internet marketing in the field of Retail housing component

analyse the latest bargains. They can ask their queries to customer care executives. According to the Harikesh, Senior VP of Tata Housing Development, "Tata Value Homes has sold over 1 million sq ft of residential space, which translates to more than 700 home bookings online". He also added that Indian consumers have been purchasing apparels, accessories, mobile phones, books and appliances online, and researching about properties on the Internet. It won't be long before rapid urbanization and lifestyle changes will result in people buying products that are not traditionally sold online such as real estate and cars.

"There is always more detailed information offered online than what a person can get while searching for a house physically", observed Nimesh Bhandari, CEO, realtycompass.com. He also added that "Sales figure can increase by over 30 per cent by riding the online medium"(Bose, 2015)

The new innovation in search tool "E-Home Buy" by realtycompass.com really impacts on the customers, which offers utmost convenience to the consumers searching for good property options. Taking the search to a next level altogether realtycompass.com helps customer to see complete details of the project, walkthrough videos, Home Picker a unique initiative, Payment Schedule and profile of the customers who have bought the property earlier. The platform intends to make the home buying process very transparent, where customer can see the available inventory online and can choose the home. (Realitycompass, 2014)

Since its launch in 2000 www.realestate.com.au has seen a massive growth in visitors from 700,000 per month in its first years, to 2.8 million by 2005 and around 5.27 million per month in 2009 (Nielsen, 2010). The internet is now the major source of information search for Indian consumers seeking to sell, buy or rent property.

What is the Future of the Real Estate Agent?

According to some, the internet offers consumers with a lot of information, but is yet to fully replace all these elements within the real estate process. An important added value offered by professional real estate agents is their ability to offer knowledge and expertise as well as their network to other professionals (e.g. mortgage brokers, settlement agents):

 Real Estate Agents provide value in two ways:
1) Providing resources from their social network, and
2) Guiding buyers and sellers through the steps required to complete a real estate transaction. It is this transaction and local market knowledge along with their acquired social network, not their access to proprietary information, that we believe will safeguard real estate agents from disintermediation" (Wolf, 2002).

Internet Marketing can be Helpful for the Marketers or Builders

Some of major benefits of the Internet Marketing for selling retail homes online are (Marquis)

1) Video Demonstration

"Developers can show live videos of the project site to customers" which will boost transparency and prove cost effective for both the builder and the client.

2) 3D Tour

Online portals offer features such as 3D touring which enable buyers to 'walk-through' the sentire project and check building floor plans through 3D home models.

3) Avoidance of Middle Man

Internet marketing platforms make the process of purchasing homes more effective by not involving middlemen. There is a direct contact between the buyer and seller which helps in avoidance of broker fees and misinterpretation of information which may be possible if the middleman lays to complete the trade and earn commission.

4) Control over Black Money

The sector is chiefly infamous due to the amount of black money circulation, which can be brought down massively since online transactions will entail a tracking mechanism.

5) Convenience

Internet marketing enables the marketer to be open for business around the clock without worrying about store opening hours or overtime payments for staff. Offering products on the Internet is also convenient for customers. They can browse online sites and information about the construction site at any time and compare with different products of different developers and plan to visit according to their leisure time. It is not possible for all customers to visit all sites, for them

Internet marketing is very useful as it saves their time, cost, and efforts.

6) Reach

By marketing on the Internet, marker can overcome barriers of distance. Marketer can sell goods in any part of the country without setting up local outlets, widening the target market. Marketer can also sell their products to the prospective buyers that lives outside or beyond the reach of geographical boundaries.

7) Cost

Marketing products on the Internet costs less than marketing them through a physical retail outlet or through any other media. The Internet marketing is cheaper than any other traditional marketing sources or than of print media. It is beneficial for the customer as well as marketer also, that only those prospective will visit the actual site who are really interested in the project or customer can directly ask his queries to the marketer, in case if he has some doubts.

8) Personalization

Internet marketing enables marketers to personalize offers to customers by building a profile of their purchasing history and preferences. By tracking the web pages and product information that prospects visit, marketers can make targeted offers that reflect their interests. The information available from tracking website visits also provides data for planning cross-selling campaigns so that it can increase the value of sales by customer.

9) Relationships

The Internet provides an important platform for building relationships with customers and increasing customer retention levels. When a customer has purchased a product from online store, or assessed the product information marketer can begin the relationship by sending a follow-up email to confirm the transaction and thank the customer. Emailing customers regularly with special, personalized offers helps to maintain the relationship. Marketer can also invite customers to submit product reviews on the website, helping to build a sense of community.

10) Social

Internet marketing enables you to take advantage of the growing importance of social media. An article on the Harvard Business School Executive Education website highlighted the link between social networking and online revenue growth. According to the article of Harvard Business School Executive Education website, a group of consumers that responded most strongly to the influence of social networks generated increased sales of around 5 percent. Marketer can take advantage of this type of influence by incorporating social networking tools in the Internet marketing campaigns.

11) Measurable Results

Direct marketing on the Internet gives advertising companies measurable results to report to their clients. Because Internet direct marketing typically requires the user to respond in some way (clicking a link, entering a code, etc.), advertisers obtain useful data that shows the strength of a campaign. For example, if a company uses a banner with an offer that asks the user to click through, and the banner receives few hits, the company can assume that the offer is not enticing or the banner is not appealing.

12) Immediate Effects

The effects of Internet direct marketing are felt immediately by the company advertising its product. This occurs because Internet direct marketing usually presents a time sensitive offer, a coupon, or some combination of the two. When users respond to the direct marketing, the result is typically a sale. For example, if a coupon website sends an email to potential customers that offer a limited-time coupon for Rs. 50 of food at their favorite restaurant that costs Rs. 25, the website feels the sales effects almost immediately as people buy the coupon.

Scenario changes in Internet Marketing compare to Traditional Marketing for Retail Housing

Internet Marketing		
Sr. No.	From❶	❶ T§®e¶h™
1)	Media Advertising	Multiple forms of Communication
2)	Mass Media	Specialized Media
3)	Manufacturer Dominance	Retailer Dominance
4)	General Focus	Data-based Marketing
5)	Low Agency Accountability	Greater Agency Accountability
6)	Traditional Compensation	Performance Based Compensation
7)	Limited Internet Availability	Widespread Internet Availability

The media has seen tremendous changes in the marketing of products like retail housing products whose paradigm has majorly shifted from mass media to the specialized media marketing. The focus has been changed from general public or market to data base marketing as for those who will be the target audience. It is very easy to trace out on the internet to find out that how many prospective visited the website, on which page they stayed and what information they accessed with their browsing time o that particular website with the help of Aleaxa. (Internet, 1996)

As compared to traditional media, the online world offers more advantages to developers and buyers alike, in terms of customer targeting efficacy, conversions and convenience of purchase. Developers can leverage the Internet to interact with potential buyers directly and receive feedback on their launches. Buyers, too, can extensively research on projects and builders, read reviews and conduct hassle-free transactions.

Apart from above table, there are some more fronts where Internet marketing differs from the traditional marketing.
I) Cost
Every business strategy engages to budget, so does both strategies. There are some difference in the cost between traditional marketing and online marketing. Traditional marketing promotes the products of a brand through ads on paper, billboard, television, radio, and more. This marketing strategy spends huge cost to keep the promotion running as the schedule. Online marketing can also carry a cost, but there is numerous online marketing strategies that are virtually free.

II) Coverage
In traditional marketing, coverage of your product will be printed on paper media or aired on television and radio. Unfortunately, the exposure your products will get is very often momentary. For example, the newspaper where your high-cost business advertisement appeared in is going to throw the next day. On the other way, your online coverage will be always there forever. It will be archived on the internet and ready to be found easily whenever your customers need it.

III) Audience
Traditional marketing is more effective for target customer which out of reach of internet. They are people who do not connect to the internet on daily basis. Senior citizens or low-end economic citizens who are internet illiterate are the best target for traditional marketing strategy. On the other way, people who are never without internet in their reach, such as teenagers and businessmen, are easier to reach through online marketing.

IV) Immediacy
Traditional marketing takes more time to go from a concept to finished products. It goes through numerous steps, each takes some times. Even, when it has been delivered to the customers, it cannot get into customers' hands simultaneously. On the other hand, it still takes time for developing concepts and creating contents, online marketing takes almost instantaneous time. It also can get into the customers simultaneously.

V) Tracking
It is difficult to keep track of your traditional marketing strategy. You need to put a lot of effort and time-consuming research to get information how your customer behavior against your products. On the other hand, online marketing is easy to track. Email marketing software can tally the number of people who view your message. Moreover, it can be the number of advertisements that lead to purchases on online sales.

Ranking of websites based on their popularity and Bounce Rate

Rank	Alexa Ranking Global	Alexa Ranking India	Portal	Bounce Rate
1	2263	176	www.99acres.com	32.70%
2	2860	236	www.magicbricks.com	36%
3	3929	316	www.commonfloor.com	35.50%
4	7001	400	www.indiaproperty.com	50.00%
5	12946	437	www.housing.com	29.30%

Alexa Traffic Rank Table - Indian Property Portals (November 11, 2013)

In terms of the Alexa traffic ranking (Internet,1996), 99acres.com tops the list at being the 176th most visited website by the people of India, which is impressive. Magicbricks follows second, in turn followed by Commonfloor at third place on the podium. Positions four and five are held by Indiaproperty and Housing in that order. Please note that Housing has just made the transition from housing.co.in to housing.com which has cost them some serious rank loss at Alexa but by this time next year, their Alexa rank should improve significantly, we reckon.

In terms of bounce rates, Housing is at a cool 29.30% while Indiaproperty has a pretty high and unhealthy bounce rate of 50%, meaning that the average home buyer looking for property on the internet is spending a lot more time on Housing.com than on Indiaproperty.com.

Conclusions

1) Customers won't be easily attracted by online discount schemes due to the huge amount of monetary transaction involved. Only announcing discount, will not lead to increase in web traffic.
2) Internet can be a better option for the marketers and customers also, where one can spread the maximum information and other one can explore the information about the products they have.
3) Customers can analyze the builder thoroughly and compare the different projects according to the best information available.
4) Many times customers has many ambiguities in their mind and it requires lot of information, related to various different aspects of property to clear doubts. Analysis of the projects on the basis of many parameters is comparatively easy with the help of Internet.
5) To get the correct and proper information or to track the specific information internet can help a lot.
6) Due to the direct dialog with the customer, the broker fee for both buyer and seller will be saved. This will lead to transfer of that benefit directly to the customer.
7) The dealing will be more transparent as direct communication between both parties.
8) The cost and time will be saved of both i.e. marketer and customer due to the internet marketing as unwanted projects will be avoided by the customers and interested customers only visit the builders or developers.

Suggestions And Recommendation

1) As a retailer in this space, it is important for people to trust the marketer. The only way people will trust the marketer if they are behaving in a way that makes them trustworthy. Spreading favourable and correct information on the internet is one way. Part of that is sharing and being honest, genuine about information provided.
2) Going forward with social media, marketers can start all those conversations which are having time, place or web sites constraints. This will lead to building a confidence about the marketer or developer.
3) Hearing customer complains is very important to increase customer satisfaction and to develop sustainable business development. The communication should be more interactive and customer complains should be taken on the priority.
4) Builder may offer 15% discount. However customer may get additional discount if he show perseverance. Signing a deal without understanding demand for the project will make a losing situation for the customer.
5) Customers can use auto compare options to identify similar projects in same location. Also fully understand details of comparable projects like rate per sq ft on carpet area.
6) Customers has to think ten times and hurry should be avoided without understanding complete terms of deal. Every deal may have certain conditions which will impact directly or indirectly. With the help of Internet it is easy to find the meaning of ambiguous terms and take knowledge about it.
7) The impact of the internet has 'raised the bar' in real estate. The recent changes in technology and development of Android mobiles have created an opportunity for both buyers and sellers – each can optimize their price by using it as an almost instant and cost effective research and marketing tool. The late entries who are slow to recognize these changes will pay dearly in the marketplace.
8) Sustainable real estate development or green real estate is a thrilling new way to make property healthy and energy-efficient, with better indoor air quality, lighting and temperature controls. All kinds of commercial and home properties can be built or refurbished with green features.
9) Green property frequently delivers superior finance returns and market performance in long term which can be built and marketed by the builders.
10) Green or sustainable property pertains to a range of construction systems that render the finished structure efficient, with superior natural light and indoor air quality.

11) The data suggests that green or sustainable development real estate often delivers enhanced performance in the market than traditional construction due to high appeal to renters and home purchasers, quicker allowing and executive approvals, shorter lease-up times, lower operating costs.

12) The utilizing of green or sustainable construction generally generates energy savings of 30 percent or even more, because buildings are a significant power source costs, electricity use, and emissions that will harm air quality.

Scope For Future Research

The internet will surely help the retail housing organizations to build effective organization with more sustainable values, on the basis of cost, economy and environment.

Sustainability has its roots in Ethics and ethical businesses are based on the transparency which comes from proper information which get provided by the internet. Even more study can be carried out on, how the different ways of marketing, different online modes and their impact on customer decision making and overall sustainability of the business.

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Way Forward Emerging Corporate Challenges: In Green Purchasing – For A Sustainable Future!

Abstract:
Environmentally Preferable Purchasing or Sustainable Procurement or Green Procurement is a spending and investment process typically associated with Public Policy, although it is equally applicable to the Private Sector. It is linked to the wider agenda of Sustainable Development. Sustainable Procurement could yield positive economical benefits for private companies in terms of "Risk Management", "Cost Reduction" and "Revenue Growth".

Today's highlighted agenda is to raise environmentally responsible consumption and production to recover environmental quality, reduce poverty and bring about economic growth, with resultant improvements in health, working conditions, and sustainability .

This paper analyses the various challenges and opportunities associated with theoretical assumptions about Green Purchasing and Green Supply Chain Business in India.

Key Words:
Environment, Sustainable, Procurement, Economic, Supply Chain, Practice

I. Introduction: Public Spending, which represents between 15 per cent and 30 per cent of GDP in a given country, can help drive markets towards innovation and sustainability, thereby enabling green growth and the transition to a Green Economy. Sustainable Public Procurement (SPP)/ Environmentally Preferable Purchasing (EPP) was identified in Agenda 21 and in Chapter III of the Johannesburg Plan of Implementation as one of the means to achieve sustainability. More recently, SPP was recognized as a priority theme for all regions during the 19th Session of the Commission on Sustainable Development (New York, May 2011), and highlighted as a key enabling policy instrument for sustainable consumption and production towards a green economy in UNEP's Green Economy Report.

It has thus become increasingly clear among policy-makers that public procurement can play a strategic role, and that it can specifically contribute to achieving sustainable development goals. Through SPP, governments can lead by example and deliver key policy objectives in the environmental, social and economic fields. With respect to environment, sustainable procurement can allow governments to reduce greenhouse gas emissions, improve energy and water efficiency and support recycling. Positive social results include poverty reduction, improved equity and respect for core labor standards.

II. Environmentally Preferable Purchasing (EPP) can Generate Income, Reduce Costs and Support the Transfer Of Skills And Technology.

Aware of these potential benefits, an increasing number of countries, local authorities, businesses and organizations are gradually embarking on sustainable procurement. Nevertheless, the emergence of SPP/EPP does not seem to be matched by a sufficient assessment of the impacts of SPP/EPP activities on sustainable development or on market transformation. The measure of these impacts is critical to evaluate current activities and to encourage new countries and organizations to join the global movement towards SPP.

The present study intends to address the lack of assessment of SPP/EPP activities by analyzing eight SPP/EPP contracts to contribute to the development of an impact evaluation methodology. The selected case studies, from developed and developing countries, demonstrate the tangible and measurable impacts of sustainable public procurement, and its support towards the achievement of economic, social and environmental goals.

1. Sustainable procurement in India is at a very nascent stage. Implementing Sustainable procurement policy in to Indian Procurement system is nothing less than a daunting task.

2. Public sector expenditure which accounts for 25-30% of GDP is mainly governed by GFR 2005 rules which define the key principles of efficiency, economy, transparency and promotion of competition in public procurement.

3. However, these guidelines do not mandate public authorities to incorporate environmental & social concerns in their buying decisions. Also, the lack of financial support, tools, information, resources, infrastructure, transparent and effective supply chain, environmental knowledge adding to the uncertainties in framing a sustainable procurement policy.

4. Devising Sustainable Procurement Policy that suits legal and institutional governance structure needs a thorough understanding of need to buy, quantity to buy, material inputs and resources available, processes involved, transporting efficiencies, and after effect.

5. A variety of tools and methods are available to formulate a Sustainable Procurement policy like life cycle concept in procurement decision, integration of technical, social & environmental standardized procedures while selecting suppliers and periodic updation to support innovation in production technology & design.

III. Green Purchasing
Green purchasing is adding environmental aspects to price and performance criteria when making purchasing decisions. Ultimate goal is to reduce environmental impacts of sourcing and to increase resource efficiency. Green purchasing is the practice of applying environmental criteria to the selection of products or services. It takes a number of forms, from relatively simple to relatively complex.

The International Green Purchasing Network (IGPN - www.igpn.org) is an organization which promotes Green Purchasing around the globe by coordinating those who take the initiative in implementing Green Purchasing toward sustainable consumption and production. The network consists of international organizations, businesses, governmental organizations, local authorities and NGOs. IGPN is expanding its global network and has been keen to establish some activities in India.

IV. Green Purchasing Network India - GPNI is an evolving network of professionals interested and active in the general area of sustainable consumption and production- more specifically: Green Purchasing and Public Procurement. It is currently a loose informal network of professionals primarily operating as an internet based electronic forum.

V. Green Procurement
Green Procurement guides every section of the society including governments, business, and consumers, when seeking to purchase products that are environment friendly. Green procurement is the selection of products and services that minimize environmental impacts. It requires an organization to carry out an assessment of the environmental consequences of a product at all the various stages of its lifecycle. This means considering the costs of securing raw materials, and manufacturing, transporting, storing, handling, using and disposing of the product.

Green Procurement is rooted in the principle of pollution prevention, which strives to eliminate or to reduce risks to human health and the environment. It means evaluating purchases based on a variety of criteria, ranging from the necessity of the purchase in the first place to the options available for its eventual disposal.

The Objectives of Green Procurement are:
1. Creating awareness of environmental impact
2. Rethinking material requirements and consumption
3. Reducing the use of hazardous materials
4. Improving energy efficiency of purchased materials
5. Reducing pollution and noise levels
6. Using recycled materials and recycling waste

VI. Objectives of the Study

1. To create awareness amongst Indian industry and other stakeholders about Green Purchasing and Procurement (GPP)
2. To encourage and facilitate implementation of GPP projects to enhance the competitiveness of the Indian industries.
3. To recommend appropriate measures, implementing methodologies, and planning tools for Green Procurement in India.
4. To debate the objectives of Green Purchasing.

VII. Scope

1. Understanding of green purchasing and related benefits in participating stakeholder constituencies; recent trends and emerging issues in green procurement
2. Action plan for developing and implementing guidelines
3. Methodologies to adopt the concept of green procurement for Green Supply Chain Management.
4. Mechanisms to promote green purchasing or procurement.

VIII. Research Methodology

The present study is based on the secondary data collected from literature review of various articles, research papers, magazine etc. Based on thoroughly researched secondary data, this conceptual paper suggests a framework for green purchasing

IX. Why Green Purchasing?

Implementing a green purchasing strategy demonstrates good environmental stewardship and a commitment to meeting local and global environmental objectives such as reducing greenhouse gas emissions, protecting air, soil and waterways from harmful pollutants, and using resources sustainably. Implementing a green Purchasing program also ensures organizations are prepared to meet current and future environmental regulations or legislation.

A. Cost reduction - A major hurdle to overcome in organizations is the perception that green purchasing practices cost more, when in reality, switching to greener products or services can generate savings or be revenue neutral. Though price premiums do exist for some green products and services, a strong business case can often be made using full cost accounting. For instance green products often have lower total cost of ownership due to reduced costs associated with operation (e.g. energy and water use) maintenance, replacement (due to higher durability), disposal and environmental compliance.

B. Risk reduction - Risk reduction is an incentive for organizations to purchase green. By buying greener products or services, organizations can avoid risks—which often translate into financial costs or losses—associated with: purchasing a (e.g. products which contain toxic chemicals); purchasing an offensive product (e.g. paper sourced from illegal logging practices); reputational risks associated with working with suppliers who have poor environmental track records (e.g. local pollution); supply chain disruptions (e.g. noncompliance with environmental regulations).

C. Revenue Growth - Improving the environmental sustainability of your organization's purchasing decisions inevitably greens the products and services you offer. By delivering eco-friendly products/services that reflect customer values, organizations can satisfy stakeholder demands, enhance brand image, gain an edge over competitors, and improve customer loyalty and satisfaction.

D. Soft Impacts - Many benefits of green purchasing are quick and visible, such as reduced waste. However, other, equally significant impacts are by nature less tangible because they occur gradually or perhaps are more difficult to quantify. These 'soft effects' can include increased environmental awareness and engagement amongst employees, suppliers, and stakeholders with positive impacts on efficiency and brand image.

X. How to Formalize your Green Purchasing Efforts

Many organizations recognize the benefits of greening procurement but are unsure how to formalize and implement their efforts.

Criteria for success - The following criteria help green procurement practices take hold and become part of how an organization operates:

1. For green purchasing programs to be effective, organizations should embed stainability in their key principles, including the procurement and supply chain. To make this happen, senior management, such as the CEO or head of purchasing, must be onboard.

2. Consider formalizing your organization´s commitment by: including a green procurement clause in existing policy; developing a stand-alone green procurement commitment document; or signing external green procurement pledges such as the Commitment to buy Green.

3. A clear and formal strategy for greening procurement.

4. Environmental attributes of products and services which defines what environmental characteristics your organization will consider when purchasing products and services and should describe what preferences will be given.

The place to start is by recognizing the different drivers that influence sustainability purchasing within your organization. Knowing what is important to the senior leadership's business strategy goes a long way in helping to identify necessary trade-offs.

For the most part, sustainability purchasing drivers fall into four main categories: risk reduction, cost efficiency, performance improvement and innovation/new product development (NPD). Each driver influences purchasing across products (or services) and processes.

Product purchases are all those purchases that go into cost of goods. Process purchases are all purchases that enable better operations within the organization. (At Starbucks, for instance, free-trade coffee is a product purchase. On the other hand, are process purchases). Combined, these four drivers and types of purchasing (product engender multiple kinds of purchasing needs. Here is an example:

Drivers of Sustainability Purchasing

	Risk Reduction	Cost Efficiency	Performance Improvement	Innovation/ New Product Development
Products (Services)	Raw materials compliant with REACH regulation	Biodegradable and smaller bottles for liquid products	Energy-efficient washers for a dry-cleaning service	Organic vegetables for new brand of soup
Processes	Safety glasses for workers on site	Energy-efficient light bulbs on plant floors	Green solvents that clean better for janitorial use	Machines required for the waste-water treatment plant

Above, each gray cell represents four categories listed across the top. Mapping them in this way gives you a better idea of the demands you face from various groups. In business, but one thing is for certain: As supply management professionals, you must be able business, but one thing is for certain: As supply management professionals, you must be able

Classification of green purchasing strategies
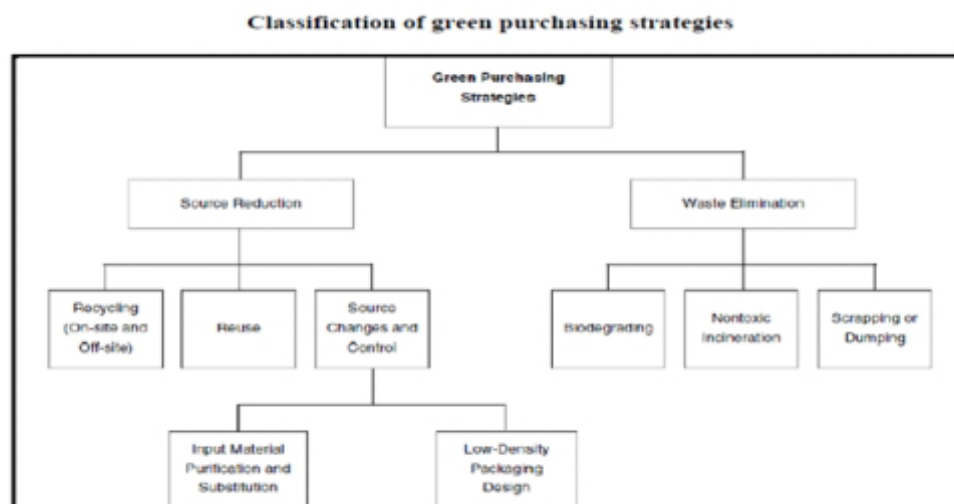
XI. Benefits Of Environmental Purchasing

Evaluating products on a case-by-case basis will help you assess the environmental impact of your purchases. Environmental benefits include, but are not limited to:

I.   Reducing materials consumption
II. Providing a useful outlet for recycled material
III. Reducing greenhouse gas emissions
IV. Conserving energy
V.   Conserving water
VI. Increasing the use of renewable products
VII. Reducing the presence of toxic materials in the environment

Such Benefits in Turn:

1. Improve public and occupational health and safety
2. Improve wildlife habitats
3. Decrease air, water, and soil contamination
4. Improve compliance with environmental regulations
5. Decrease costs associated with waste management, disposal, and cleanup
6. Promote a sustainable economy
7. Develop markets for environmentally preferable goods and services

XII. India Companies in Practicing Green Purchasing

Green Procurement can potentially have huge benefits for India, both environmentally as well as economically, considering huge procurement, purchasing and consumption levels of the public, business and consumer sections. There are clear benefits for every section, from financial savings to 'green' image. There is already some movement towards green procurement in certain industries involved in the global supply chain. Some multinational companies have launched green procurement programs. Some dialogues and experience sharing has also taken place in India on Green Procurement or within the larger context of Sustainable Consumption and Production (SCP). The UNEP-MOEF Roundtable on SCP in 2006, and the CII-IGPN conference in January 2007 at New Delhi, was probably at the highest levels of influencers and decision-makers. The efforts now need to move further in developing proper policies and guidelines. India needs concerted efforts for a successful Green Procurement implementation. Non-successes with schemes such as the EcoMark provide interesting guidance on not just implementation but also how the government should be approach making Green Procurement Guidelines.

XIII. Case Study

Case I:

In Delhi with a combined capacity of 16.47 lakhs kg gas per day, catering to about 90000 vehicles. This growing concern for the environment led to development in oil and gas exploration, refining and marketing. It also spurred development in the automobile sector which manufactured vehicles that could run on CNG fuel. Also the vehicles have to confirm to pollution control norms as laid down by the Govt. like Bharat-III, Euro –II.

Case II: Surf-Excel

Some kids in Mumbai's Bainganwadi slums are grateful to Surf-Excel, the Rs. 485cr brand which introduces a feel-good marketing campaign-The Surf Excel 10/10 drive. This saw the surf excel buyers in the four cities of Mumbai, Delhi, Bangalore and Kolkata SMS an amount to HLL (now HUL). The company in turn donates that amount to an NGO that was involved in educating underprivileged children.

Case-III: Ponds

The Rs. 355cr brand ponds of HLL, tied up with United Nations Development Fund for Women. For every flap of ponds cold cream mailed by the consumers, the company would contribute Rs2/- to the fund to fight domestic violence. Even though the proportion of ad spends from its Rs1000cr advertising and promotion budget have been minimal, HLL says most of its brands will look for long term strategic linkage with social causes. Vice President Skin Care, HLL, Ashok Venkatramani told CNBC-TV18, "If the activity is not housed in brand promise, than it looks like a charitable activity and in my view, those activities are difficult to sustain in long run. In our case, specific to Fair and Lovely, or even Ponds, these are

strongly housed in what the brand stands for and what brand promise is all about, hence they are easy to sustain and will reap huge benefits."

Case-IV: Sunfeast

Corporate Social Responsibility (CSR) is being used to build individual brands rather than the corporate brand. A case in point is the Rs.16000 cr ITC that ran their CSR campaign, about putting India first for its e-couple initiative two years back. Cut to the present, the company has linked the Sunfeast brand to its social forestry campaign, where the company chips in with 25 paise for every pack of Sunfeast biscuit and pasta sold and consumers, who buy the Atta brand, wild Aashirvaad, contribute towards ITC's rain harvesting campaign. Divisional Chief Executive, ITC, Ravi Naware says, "Consumers like to connect with brand, if the brand is seen as a socially responsible brand, then consumers get an emotional connect that far beyond just usage of the brand and consuming it. It is this higher level of connect that were attempting to create through this campaign."

Case-V: Tata –Salt:

Very recently Tata has launched a campaign through TV advertising that if you will purchase Tata-salt, a significant percent of profit per pack would be contributed towards the education of underprivileged children of the slams. Marketing consultant and founder of Nobby, Nabankur Gupta adds," Product differentiation is completely drying up, service aspects are narrowed out, so the brand value question will come up in the durables sector as well. It will come up in the auto sector in my view. This will be very live issues as we move forward in time." But if from detergent to TV sets all brands chase consumers for a cause, there will be a clutter.

XIV. Conclusion

Making purchasing decisions with environmental impact in mind can lead to dramatic environmental improvements while delivering considerable cost savings. The green procurement process is part of a broader value chain and life cycle approach that takes into account an organization's activities, from sourcing, to operation and maintenance, to disposal.

Lessons from these experiences should be examined and disseminated widely to business as a means for improving environmental management practices. Multinational companies and governments have a number of opportunities to promote green purchasing and to take advantage of the trends in globalization to improve the Environmental performance.

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Study of Factors Affecting Consumer Purchase Behavior for Life Style Drugs

Abstract:

Life style drugs are emerging market segment under OTC products. The proposed paper intends to study 1. The consumer purchase behavior for lifestyle drugs, 2.Identify factors influencing consumer purchase behavior for Life style drugs. The Research design is based on secondary data Research papers were collected from EBSCO, ProQuest, and Google surfing. Total 50 papers were considered for the study. Research papers from year 2001 to year 2014 were downloaded for the study.The review of 50 papers revealed that there are various factors like Direct to Consumers advertisements, Influencers, Sensory evaluation, source of information which affect consumer purchase behaviour for life style drugs. Hence a model is developed incorporating this variables to understand the consumer purchase behavior for Life style drugs.

1. Introduction:

Lifestyle drug is a term commonly applied to medications which treat non–life-threatening and non-painful conditions such as baldness ,impotence, wrinkles , sexual dysfunction, or acne, which are perceived as either not medical problems at all or as minor medical conditions relative to others. There exists 23 definitions of lifestyle drugs. Lifestyle drugs are also known by different words like smart drug, cognitive enhancer, quality-of-life drug and vanity drug. Lifestyle drug is an imprecise term of recent origin. Lifestyle drugs include antidepressant, smoking cessation drugs, and treatments for weight-loss, sexual dysfunction, obesity, skin aging, and hair loss. Lifestyle is consider as indicator of persons well being but know -a-days it is emerging as a cause of disease. Lifestyle disease is a new emerging segment which is grabbing medical attention. Pharmaceutical Companies are investing heavily on research and development of lifestyle drug. Alcohol is the oldest lifestyle drug. Currently Sildenafil Citrate (Viagra) is the most widely used modern lifestyle drug in the market. There is no exact definition of Life style drug generally we can describe it as the drugs which can alter physical appearance as well as the mental capability of the patient.

1.2 Classification of LifeStyle Drugs:

Rang and Dale gave classification of lifestyle drugs in five categories.
(Source: Rang and Dale's Pharmacology, 2003)

First category consists of medicines approved for specific indications. These medicines are used for Erectile Dysfunctioning, Preventing conception, Obesity, Anoretic Agent, Managing Nicotine Addiction, Managing Opiate addiction.

Second Category Medicines are approved for specific indications that can also be used to satisfy lifestyle choices or to treat 'lifestyle diseases'.

Third category of drugs has slight or no current clinical use but which fall into the lifestyle category. It consists of drugs used for relief of muscle spasm, migraine treatment, managing chronic pain, nausea and possibly muscle spasm.

Fourth category drugs have no clinical utility but are used to satisfy lifestyle requirement. It generally has recreational usage. It consists of tobacco, cocaine, ecstasy.

Fifth category consists of Natural Products largely unregulated with claimed effects but which cater to lifestyle needs or desire. It consists of slight nutritional supplements and herbal preparations.

1.3 Market for LifeStyle Drug:

The lifestyle drug market is growing segment of pharmaceutical industry due to shift in regional conditions that affect a population both culturally and economically. The lifestyle drugs market is of more than $29 bn. (Pooja Reddy, et al 2012). This booming market has tempted the companies to invest huge amounts in research on such drugs, with the estimate being $20 billion since the 1990s.80% of Indian population is spending money out of the pocket on health sector , out of which 4 to 14% is spend on Lifestyle drugs .

As of now, lifestyle drugs are common in the reach of affluent class but in due course of time, it might spread to other social classes, virtually untapped so far. After launch of Viagra (Sildenafil citrate) on December 26th, 2005, Pfizer has exceeded its targets by capturing 1.8% of the market that is estimated to be worth Rs. 80 crore which is just a tip of iceberg (Rahman S Z. et al.2010).Together, Pfizer (Sildenafil citrate) and Eli Lilly's Cialis (tadalafil) generated worldwide sale of nearly $4 billion in 2010. Provigil, a drug launched by Cephalon (which was acquired by Teva Pharmaceuticals in 2011) And Moodafinil, its generic version sold by Teva Pharmaceuticals and Mylan reached sales of $1.2 billion by end of March 31, 2012 according to IMS health. Allengan's sales of botox (Used for reduction of frown lines) were expected to reach $1.8billion in 2012.

2. Statement of the problem and need of the study

It is essential to study consumer purchase behavior of Lifestyle drugs. As it is observed that Lifestyle drugs are used by diverse demographic groups and social class. Understanding factors influencing it can aid in better promotion of lifestyle drugs. Level of awareness in these users is limited to the handful of the information they have gathered during their information search stage. However it is important to educate and create awareness regarding use of Lifestyle drugs since it comes under OTC products. Lifestyle drugs marketing is often debated as controversial as it is often over promising and painted a rosy picture which may not be true. As the market is very big and its negative image may hamper its sales, it is required to improve the image of Lifestyle drugs through the improved promotion emphasing on its clinical and non-clinical uses. Hence a study is undertaken to understand consumer purchase behavior for lifestyle drugs and factors influencing purchase of lifestyle drugs.

3. Objective of study:

1. To study the consumer purchase behavior for lifestyle drugs.
2. Identify factors influencing consumer purchase behavior for Lifestyle drugs.
3. To investigate the influence of demographic variables, influencers and sensory attributes on purchasing behavior of Lifestyle drugs.

4. Review Methodology:

The Research design is based on secondary data Research papers were collected from EBSCO, ProQuest, and Google surfing. Total 50 papers were downloaded for the study. Research papers from year 2001 to year 2014 were considered for the study.

5. Review of Literature:

5.1 The consumer behavior for lifestyle drugs:

American Marketing Association (AMA) defines Consumer behavior as, "The dynamic interaction of cognition, behavior and environmental events by which human beings conduct the exchange aspect of their lives". Consumer behavior displays the behavior that consumer displays in searching for purchasing , using , evaluating and disposing of products and services that they expect will satisfy their needs .OTC products are self-prescribed, as lifestyle drugs comes under OTC product it is required to identify the steps involved in the purchase behavior of lifestyle drugs.

Following are the steps involved in consumer purchase behavior for lifestyle drugs:

5.1.1 Problem Recognition:

Due to change in lifestyle many problems are arising into day to day life of human beings .This problems can be cured by altering lifestyle and practising healthy lifestyle habits but due to fast running life, compulsion to stick to deadlines, work

People are trying to find solution to their problem in pills. While making purchase decision for buying a medicine consumer take into consideration various parameters like trustworthiness, price, past experience, attitude etc. (George N. Lodorfos, 2006). Knowing exactly what customer want from lifestyle drugs and what pattern they follows while buying Lifestyle drugs will be helpful to design the communication for lifestyle drugs. To understand how consumer behaviors for various categories of medicines

After studying above papers for various categories of drugs it was concluded that Consumer behavior study can be done in two parts: A) Identification of steps involved in purchase of Life style drugs B) factors influencing purchase of lifestyle drugs.

5.1.2 Information search:

Direct to customer advertisements (DTCA), doctor's advice and internet are the major source of information for selecting Lifestyle drugs (Joan Buckley 2003). Direct to customer advertisements (DTCA) are altering the relationship of doctor and patient. Doctors are demanded to prescribe the lifestyle drugs. (Pooja Reddy, et al 2012). Advice from family and friends, Testimonial from users, Companies Promotional activities and Past experience with product also serves as source of information for non-prescription drugs. (M Babu 2007). Information search is a primary pathway to reach customer. Direct to consumer advertisements and information available on internet must be designed and represented with strategic outlook.

5.1.3 Evaluation of alternatives and selection:

LSDs are growing culture of Self-Diagnosis-Self Treatment. Selection of drug is done based on of self-diagnosis, self-prescription, internet prescription, direct to consumer advertisement (DTCA) and the online "free samples" of food supplements, vitamins and drugs like sildanefil (Dipesh Raj Panday et al 2013).Aesthetics attributes like Color, Shape, Packaging and taste also plays an important role in purchase behavior of OTC products.(More Aarti T, Srivastava, R K, 2010) . Side effects related to product, Brand Name, Companies Promotional activities, past experience with product, Information search from secondary sources, Testimonial from users, Prior awareness about product, Safe to use plays an important role in purchases of non-prescription drugs. Other factors contributing to purchase of LSDs includes education, income, age and profession (M Babu 2007).

5.1.4 Influences of sensory attributes on lifestyle drugs:

Lifestyle drugs are non-prescription drugs hence sensory attributes like sight (Color), Taste (Flavors) , Smell (Fragrances), Touch will play an important impact on the selection of LSDs. (Martin Lindstrom , 2003).The color of the product , shape and packaging of the product are the three most important attributes for selection of the non-prescription drugs. (More Aarti T and Srivastava, R K, 2010). The belief that "as long as the patient trusts the doctor, he or she can swallow even the bitterest pill" is No longer true. If the taste of the pill is not good patient tend to discontinue the use of pill. Patients have been refusing to take essential medicines because they tasted bad, were hard to swallow, or packaging was hard to open (Dr. Ina Schicker, Weidachstr).

5.2. Impact on society

Different kinds of life style diseases are observed based on age, sex, and social class. To identify the solution for these problems people are more inclined to lifestyle drugs .They are trying to identify solution to all problems in a pill. This is ultimately leading to "Disease Mongering". (Ray Moynihan and David Henry 2006). 'Disease mongering includes turning ordinary ailments into medical problems, seeing mild symptoms as serious, treating personal problems as medical, seeing risks as diseases and framing prevalence estimates to maximize potential markets.'(S. Ziaur Rahman et al 2010).

While designing the advertisement for lifestyle drugs name of the medicine its relevance and perception of consumer for these drugs must be taken into consideration (SZ Rahman, V Gupta, et al 2010). Unethical use of lifestyle drugs call for the strict regulatory agencies and ethical frame-work (Dr.Tunde D. Apantaku-Olajide, 2011). As lifestyle drugs are presented with over promising communication various issues are arising related to image of lifestyle drugs (Simon N. Young, 2003). To improve this image of lifestyle drugs it is required to work on promotion of lifestyle diseases.

6. Identification of variables:

Variables used in the model can be classified into three types: Independent, Moderating and Dependent variables. The "independent variables" represent the inputs or causes, or are tested to see if they are the cause. The "dependent variable"

represents the output or effect, or is tested to see if it is the effect. "Moderating variable" is a variable that influences, or moderates, the relation between two other variables and thus produces an interaction effect. The same sets of 50 papers studied for gap analysis were considered to identify Independent, Moderating and Dependent variables for consumer purchase behaviour of lifestyle drugs. On the basis of these extracted variables model will be developed.

Life style of each person is different hence it is identified as independent variable (Dipesh Raj Panday, et al. 2013). Perception of each person is different. It has direct impact on consumer buying behaviour (SZ Rahman, V Gupta, 2010). Health of a person depends on his age, lifestyle, hygiene, diet and immunity, thus it differs from person to person.(Pooja Reddy, et al 2012) attitude and personality as well differ from person to person (Vikrant Arya, 2012). lifestyle ,Perception, Health, Attitude, Personality all these variables have a direct impact on decision making for purchase of lifestyle drugs hence they are considered as Independent variable for model. These variables also forms the dimension of the person's personality hence together they are considered as X1..

Moderating variables influencing the purchase behaviour were gauged based on papers revived. As per (Kennedy D. Mwambete and Theresia Shemsika, 2014 ,Young, Mallory, 2013 and Wozniak-Holecka J1, et al 2012) demographic variables like age, income, education, sex, occupation, social class, standard of living have effect on selection and preference of lifestyle drugs.While taking decision to buy lifestyle drugs influencers plays an important role. Consumers take buying decision based on information they gather from primary and secondary data (Joan Buckley, 2003). Direct to consumer advertisement plays an important role in gathering information regarding lifestyle drugs available. (Richardson Lee, 2005). Acceptance of lifestyle drugs depends on sensory evaluation like taste, touch, sound, sight and smell. (Aarti More and R. K. Srivastava, 2010).

The moderating variable above influence directly on the inclination and acceptance of lifestyle drugs, which ultimately leads to purchase of lifestyle drugs hence they are considered as Dependent variables in the model proposed for consumer buying behaviour for lifestyle drugs.

Based on the variables identified a model a constructed which is as given bellow:
Model on Consumer Purchase Behavior for lifestyle drugs
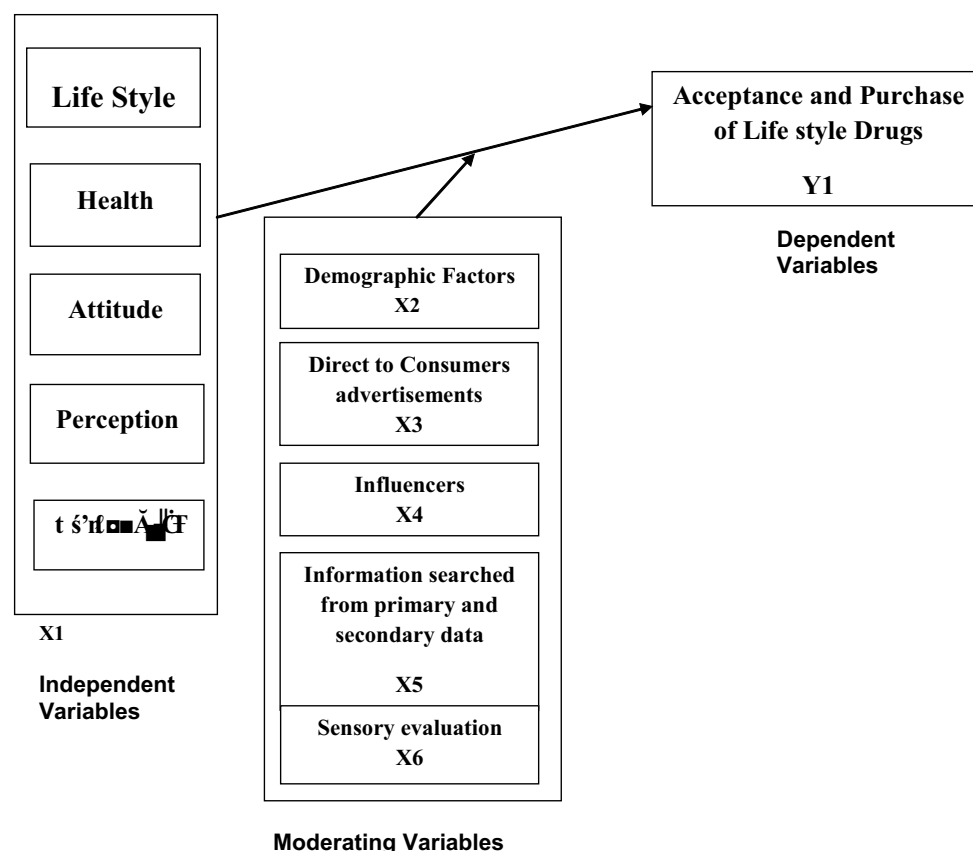
6.1 Discussion of model:

From the model regression equation can be stated as:

$$Y1 = A1X1 + A2X2 + A3X3 + A4X4 + A5X5 + A6X6 + €1$$

As per the equation we can say that Acceptance and Purchasing of lifestyle drugs (Y1) is directly dependent on lifestyle, Perception, Health, Attitude and Personality which is all together considered as X1 (Independent variables) . Acceptance and Purchasing of lifestyle drugs (Y1) is also influenced by moderating variables such as (X2) Demographic Factors (X3) Direct to Consumers advertisements, (X4) Influencers (X5) Information searched from primary and secondary data and (X6) sensory evaluation.

7. Results:

In coming days large numbers of lifestyle drugs are going to reach market. Hence it is necessary to understand the market, consumer needs and preferences for lifestyle drugs. (Pooja Reddy, et al 2012). Studying the consumer behaviour for life style drugs will be helpful in fulfilling consumer needs. From the study it was revealed that factors like Demographics, Direct to Consumers advertisements, Influencers, Information searched and sensory evaluation influences the buying behaviour for lifestyle drugs. Hence the model proposed with these factors will be beneficial for promotion and positioning of lifestyle drugs.

8. Conclusion:

Planning segmentation, targeting and promotion will be the key to be on the top of market in competition for lifestyle drugs. One has to admit that there is a paucity of study regarding promotion of lifestyle drugs, due to which there are various misconceptions among customers on ethical grounds regarding lifestyle drugs (S. ZiaurRahman et al. 2010). Understanding of consumer buying behaviour for lifestyle drugs will help in gauzing the buying pattern. In depth analysis of these steps will be helpful to design the promotion for lifestyle drugs. Based on age, income, education occupation and Health preference for lifestyle drugs differ from person to person. Result of this study will be helpful for strategic positioning and promotion of lifestyle drugs.

9. Limitation:

As lifestyle drugs are newly emerging concept there is much scope to study in this field with special reference to promotion and consumer behaviour. The study proposed in this paper is totally based on secondary data. Primary data pertaining to above must be collected to validate the model proposed in this paper. The research carried out prior is in part and pieces. All the variables of consumer behaviour and promotion must be considered in one frame-work to get the whole clear picture. This study will be helpful to construct the promotion of lifestyle drugs.

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Green Marketing – A Social Need

Abstract

The term Green Marketing is used in industry which is used to describe business activities which attempt to reduce the negative effect of the products/services offered by the company to make it environmentally friendly. Green Marketing is a tool used by many companies in various industries to follow this trend. This concept has enabled for the re-Marketing and packaging of existing products which already adhere to such guidelines. This paper mainly focuses on the concept, need, importance & strategy of Green Marketing in India. Researcher also examines the present scenario of Green Marketing and reasons that organizations are adopting Green Marketing as a tool for sustainable development. Data has been collected from multiple sources of evidence to understand the importance of green and sustainability management, in addition to books, journals, websites, and newspapers. It is a request to all the businessmen and manufacturers through this paper to adopt all possible ways of doing Green Marketing as a Corporate Social Responsibility.

Keywords

Green marketing, Corporate Social Responsibility (CSR), sustainability, Environmentally Safe, Competitive Advantage, Recyclable, eco-friendly products.

Introduction

According to the American Marketing Association, Green Marketing is the marketing of products that are presumed to be environmentally safe. Thus Green Marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Yet defining Green Marketing is not a simple task where several meanings intersect and contradict each other; an example of this will be the existence of varying social, environmental and retail definitions attached to this term. Other similar terms used are Environmental Marketing and Ecological Marketing. Thus "Green Marketing" refers to holistic marketing concept wherein the production, marketing consumption and disposal of products and services happen in a manner that is less detrimental to the environment with growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc., both marketers and consumers are becoming increasingly sensitive to the need for switch in to green products and services. While the shift to "green" may appear to be expensive in the short term, it will definitely prove to be indispensable and advantageous, cost-wise too, in the long run.

Elkington (1994: 93) defines green consumer as one who avoids products that are likely to endanger the health of the consumer or others; cause significant damage to the environment during manufacture, use or disposal; consume a disproportionate amount of energy; cause unnecessary waste; use materials derived from threatened species or environments; involve unnecessary use of, or cruelty to animals; adversely affect other countries.

Pride and Ferrell (1993) Green Marketing, also alternatively known as environmental marketing and sustainable marketing, refers to an organization's efforts at designing, promoting, pricing and distributing products that will not harm the environment Polonsky (1994) defines Green Marketing as all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occurs, with minimal detrimental impact on the natural environment.

Objective and Methodology

This paper attempts to throw light on the conceptual issues associated with Green Marketing. The present study is exploratory in nature to provide a clear guidance for empirical research. It is also descriptive where the focus is on fact finding investigation with adequate interpretation. For this purpose secondary data were collected. The secondary data were collected through newspapers, magazines, books, journals, conference proceedings, Government reports and

Review of Previous Studies

Donaldson (2005) in his study realized in the Great Britain initially concluded that in general the ecological attitude of consumers changed positively. This study reported the strong faith of consumers in the known commercial brands and in the feeble behaviour referring to the "green" claims, which was the main cause behind the consuming failure to interpret their concerns beyond the environment in their behavior. Alsmadi (2007) investigating the environmental behaviour of Jordanian consumers reveals a high level of environmental conscience. Unfortunately however this positive tendency and preference in the "green" products does not appear to have any effect on the final decision, obviously because these consumers have a stronger faith in the traditional products and a small confidence in the green statements. The above obstacles are further strengthened by the lack of environmental conscience by a lot of enterprises and the existence of a large scale of prices for the same product, many of which included an impetuous estimate of environmental responsibility. The same phenomenon has been presented in other researches too (Ottman, 2004; Donaldson, 2005; Cleveland et al, 2005).

Sanjay K. Jain & Gurmeet Kaur (2004) in their study environmentalism have fast emerged as a worldwide phenomenon. Business firms too have risen to the occasion and have started responding to environmental challenges by practising Green Marketing strategies. Green consumerism has played a catalytic role in ushering corporate environmentalism and making business firms Green Marketing oriented. Based on the data collected through a field survey, the paper makes an assessment of the extent of environmental awareness, attitudes and behaviour prevalent among consumers in India. This is what the end product of Green Marketing is, environmental protection for the present and the future generation.

The Evolution of Green Marketing has Three Phases

1. First phase was termed as "Ecological" Green Marketing, and during this period all marketing activities were concerned to help environment problems and provide remedies for environmental problems.

2. Second phase was "Environmental" Green Marketing and the focus shifted on clean technology that involved designing of innovative new products, which take care of pollution and waste issues.

3. Third phase was "Sustainable" Green Marketing. It came in to prominence in the late 1990s and early 2000.

Theoretical Background

As section around the world become more concerned with the natural environment, this concern has resulted in either personal motivation or through government legislations. And this was followed by organizational activities aiming at modifying the organizational behavior to adapt with these social trends. Polonsky (2007) indicated that the evidence of this was the emergence of journals such as;" Business strategy and the Environment" and "Greener Management international," which ate specifically founded to publish articles, relating to business' environmental behavior. Marketing has got the lion's share in these researches and discussion, to come to us new terms we have not seen before such as, "Green Marketing " and " environmental marketing ". Ginsberg, J.M. & Bloom, P.N. (2004). Choosing the Right Green-Marketing Strategy. MIT Sloan Management Review, 46(1), pp. 79-88.

Green Marketing has not lived up to the hopes and dreams of many managers and activists. Although public opinion polls consistently show that consumers would prefer to choose a green product over one that is less friendly to the environment when all other things are equal, those "other things" are rarely equal in the minds of consumers. How then, should companies handle the dilemmas associated with green marketing? They must always keep in mind that consumers are unlikely to compromise on traditional product attributes, such as convenience, availability, price, quality and performance. It's even more important to realize, however, that there is no single Green Marketing strategy that is right for every company. It is suggested that companies should follow one of four strategies, depending on market and competitive conditions, from the relatively passive and silent "lean green" approach to the more aggressive and visible "extreme green" approach - with "defensive green" and "shaded green" in between. Managers who understand these strategies and the underlying reasoning behind them will be better prepared to help their companies benefit from an environmentally friendly approach to marketing.

Consumers awareness towards Green Marketing is high

Consumers have expressed strong concerns about the concept of Green Marketing and companies going green. Apart from this, consumers are well aware of the fact that the productivity of companies can be drastically improved. People are aware of green environment because it is less detrimental to the environment and companies can look into implementation of this concept for betterment of business. From the results of data analysis given in table 21 we can infer that the role of government plays a vital role in Green Marketing. Some consumers neither agree nor disagree for the fact that Green Marketing is just an old concept. As far as initiation of Green Marketing is concerned everyone are responsible for Green Marketing. If we analyze the facts pertaining to Green Marketing the significant results are positive at one end. On other end, consumers say that it is difficult for all the companies to implement Green Marketing. Environmental education refers to organized efforts to teach about how natural environments function and particularly how human beings can manage their behavior and ecosystems in order to live sustainably (Wikipedia, 2009).

Consumers Attitude Towards Green Branding is High

As far as Green Branding is concerned the consumers strongly expressed that they are familiar with green brand and shown interest to know more about Green Branding. In India, at present situation is concerned the transition from regular marketing to green brand is difficult. Most of the consumers realize the importance of Green Branding which means that there is a positive sign for betterment of the environment as well as for business.

Need of Green Marketing

Issues like Global warming and depletion of ozone umbrella are the main for the healthy survival. Every person rich or poor would be interested in quality life with full of health and vigor and so would the corporate class. Financial gain and economic profit is the main aim of any corporate business. But harm to environment cost by sustain business across the globe is realized now though off late. This sense is building corporate citizenship in the business class.

Why Firms Emphasizing on Green Marketing?

When looking through the literature, there are several suggested reasons for firms increased use of Green Marketing. Five possible reasons cited are:
1. Organizations perceive environmental marketing to be an opportunity that can be used to achieve its objectives.
2. Organizations believe they have a moral obligation to be more socially responsible
3. Governmental bodies are forcing firms to become more responsible
4. Competitors' environmental activities pressure firms to change their environmental marketing activities
5. Cost factors associated with waste disposal, or reductions in material usage forces firms to modify their behavior.

Current Scenario-India

Eco-mark Scheme introduced by Government of India in 1981 was a major step towards the promotion of Green Marketing in the country. Eco-labels provide information regarding the environmental performance of products. The basic objective of eco-labeling is to provide authentication to genuine claims regarding the environmental impact of products and processes by manufacturers.

The Green Consumer

The green consumers are the driving forces behind the green marketing process. It is they who drive consumer demand, which in turn encourages improvements in the environmental performance of many products and companies. Thus, for a marketer it is important to identify the types of green consumers.

The Green Consumer

1. Is inconsistent and confused
2. Is generally a woman
3. Is adults who are likely to be more concerned about the environment
4. Is sophisticated in wants and needs (Peattie (1992), p. 118)

Green Product

Organically grown food not only better preserves soil and reduces the amount of toxins in the water supply; they have superior

taste and health benefits compared to their counterparts. Therefore green product means any product, which is not hazardous for environment and customer as well, and it also work as a future remedy of negative impact of a product.

Challenges in Green Marketing

1. Need for Standardization
2. New Concept
3. Patience and Perseverance
4. Avoiding Green Myopia

Guideline for Indian Manufacturer for Producing Green Products

1. Know your customers
2. Educating your customers
3. Being Genuine & transparent
4. Reassure the buyer
5. Consider your pricing
6. Giving your consumers an opportunity to participate.
7. This exploration into Green Marketing or Eco-Friendly marketing is a positive sign for transition from India to a greener and greater India.

Golden Rules of Green Marketing

1. Know your Customer: Make sure that the consumer is aware of and concerned about the issues that your product attempts to address (Whirlpool learned the hard way that consumers wouldn't pay a premium for a CFC-free refrigerator because consumers didn't know what CFCs were.).

2. Educating your Customers: Isn't just a matter of letting people know you're doing whatever you're doing to protect the environment, but also a matter of letting them know why it matters. Otherwise, for a significant portion of your target market, it's a case of "So what?" and your green marketing campaign goes nowhere.

3. Being Genuine & Transparent: means that a) you're actually doing what you claim to be doing in your green marketing campaign and b) the rest of your business policies are consistent with whatever you are doing that's environmentally friendly. Both these conditions have to be met for your business to establish the kind of environmental credentials that will allow a green marketing campaign to succeed.

4. Reassure the Buyer : Consumers must be made to believe that the product performs the job it's supposed to do. They won't forego product quality in the name of the environment.

5. Consider your Pricing: If you're charging a premium for your product-and many environmentally preferable products cost more due to economies of scale and use of higher quality ingredients-make sure those consumers can afford the premium and feel it's worth it.

6. Giving your Customers an Opportunity to Participate: Means personalizing the benefits of your environmentally friendly actions, normally through letting the customer take part in positive environmental action.

7. Thus Leading Brands Should Recognize that Consumer Expectations have Changed: It is not enough for a company to green its products; consumers expect the products that they purchase is pocket friendly and also helps to reduce the environmental impact in their own lives too.

Conclusion:

Now this is the right time to select Green Marketing globally. It will come with drastic change in the world of business if all nations will make strict rules because Green Marketing is essential to save world from pollution. From the business point of view because a clever marketer is one who not only convinces the consumer, but also involves the consumer in marketing his product. Green Marketing should not be considered as just one more approach to marketing, but has to be pursued with much greater vigor, as it has an environmental and social dimension to it. With the threat of global warming looming

large, it is extremely important that Green Marketing becomes the norm rather than an exception or just a fad. Recycling of paper, metals, plastics, etc., in a safe and environmentally harmless manner should become much more systematized and universal. It has to become the general norm to use energy-efficient lamps and other electrical goods.

In a Nutshell

1. Green product development is more than just creating products that are environmentally friendly. It is about systemic change in society that includes consumers, producers and the general commercial structure within which they negotiate.
2. By widening & deepening the meaning of green, relevant actors will have an economic incentive to pursue green product development.
3. Harnessing the market forces that favour green product development will lead to mainstream green.

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A Study of Prospective Job Seekers Attitude Towards Sustainable Organization

Abstract

This paper helps us understand whether job seekers want to work for sustainable companies and how sustainability is evaluated in companies and helps companies attract employees.

Surveys consistently show that many people claim they want to work for a sustainable company. This study also examines understanding and awareness of sustainability among management students. Data analysis also indicated that students are willing to take up sustainability-oriented jobs and there is a positive increase in management students' interest in sustainability.

I.introduction

A Sustainable company normally begins by analyzing a company's values, ideologies and organizational attributes. These are then converted to a so called value proposition which potential job seekers utilize in their decision whether to seek employment with that company or not.

As per NASSCOM (National Association of Software Companies) each year 3 million graduates and post graduates are added to Indian workforce. Young job seekers account for nearly 49 % of the total unemployed in India. India has become a hub of MBA colleges with booming MBA or equivalent programs, only 10 % of India's MBA graduates are employable.

A need for a better understanding of attitude of Job seekers regarding companies overall employer brand which included sustainability and benefits as factors that affect those attitude.

The purpose of Sustainable Company is to display the benefits of the company in the minds of potential employees as a great place to work is increasingly critical to business success or failure.

Sustainable companies realize its importance in attracting and engaging the people they need to deliver profitable growth.

Attractiveness has been defined as the envisioned benefits that a potential job seeker recognizes in working for a specific organization. The more attractive an organization is perceived by potential job seekers, the stronger that particular organization's sustainability is as a desired and positive place to work.

Each year, Fortune magazine ranks companies that are the "100 Best Companies to Work For". Those companies are evaluated based on information about the firms' human resource practices , health programs, availability of work-life programs, diversity composition, and the number of hours of professional training for potential employees, Salary, Work culture, Incentives & Working hours (Fortune, 2011). An overall brand name plays a major role in influencing a potential recruit to pursue a job in sustainable company.

This paper tries to list the parameters of job seekers upon which they choose a particular company and aspire to work for it. This in return describes that those companies are sustainable companies which job seekers aspire to work for. To fulfill the

aim of this paper, the researcher has read some related articles and also collected data from job aspirants by using structured questionnaire as research tool.

II. Literature Review

Dr. David Jones and Dr. Chelsea Willness (June 7, 2013) "Three Reasons Job Seekers Prefer Sustainable Companies" this paper analyses the reasons for people choosing a particular company and also shows importance of how being better to the planet can help you hire better people.

Dr. John Peloza and Mr. Ron Yachnin "Valuing business sustainability: A systematic review" this report shows that there is positive relationship between sustainability and companies financial performance and companies brand value.

Praveen Goyal, Zillur Rahman and A. A. Kazmi (2013) "Corporate sustainability performance and firm performance research", Management Decision, Vol. 51 Iss: 2. has suggested that firms sustainability and financial attributes are closely related.

III. Research Methodology
A. Objectives
1. To study the preferences of job seekers of their prospective dream organization.
2. To understand the approach of job seekers towards sustainable organization

B. Research Design
Descriptive research design is used in this research as a questionnaire based survey was conducted.

C. Data Collection
In this research the researchers have gathered primary data through questionnaire method. The questionnaire was circulated online to prospective job seekers and exclusively management students from Nashik city. These students are pursuing MBA specifically from Savitribai Phule Pune University.

D. Sample Size
The total sample size for the study is 75. The study encompasses the population of Nashik management students from Savitribai Phule Pune University.

E. Sampling Technique
A Simple Random Sampling technique was used for survey as questionnaires were circulated online via Google Docs.

F. Importance of the study
1. This study is basically to create awareness about sustainable organization.
2. The aspirants get their pride in working for their dream come true organization. Reinforce that anticipated sense of pride by creating and celebrating a distinctive reputation for sustainability.

G. Scope
1. The study covers Nashik city's management institutes.
2. The study covers responses from job seekers in management fraternity.
3. This study covers the young job aspirants approach towards organizations sustainability.

H. Limitation
1. The study is limited to Pune university MBA degree pursuant.
2. Sample size represents only Nashik students, thus the conclusions might vary according to geographical area.
3. Research studies job seekers attitude since these factors keep on changing, it cannot give exact information about the study.

IV. Data Analysis & Interpretation

1. If Given a Job opportunity now will you go for a job interview?

Response	Count	Percentage
YES	71	95%
NO	4	5%

Interpretation: The above chart shows that 95% of MBA Students are willing to take up a job after their professional education.

2. Which one would you choose?

Response	Count	Percentage
A company offering you high salary but lower job satisfaction (A)	9	12%
A company where job satisfaction is higher but salary is comparatively low. (B)	66	88%

Interpretation: The above fig shows majority of job seekers are willing to have a job that offers greater job satisfaction and comparatively low salary. It means larger population is drawn towards a desirable profile instead of CTC.

3. Would you like to work in a company who generally cares about society and the planet more than its profits?

Response	Count	Percentage
YES	68	91%
NO	7	9%

Interpretation: It shows that young executives are willing to work for socially responsible organization instead of a selfish organization striving to broaden only profit margins.

4. Would you like to work in an organization that follows a strict code of conduct?

Response	Count	Percentage
YES	39	52%
NO	36	48%

Interpretation:
From the diagram we can see that the youngsters are equally agreeing on following strict code of conduct. 52% agree with complying to strict codes whereas 48% want a lenient organization where code of conduct is concerned.

5. Do you aspire to work in an organization where individual goals and organizational goals go hand in hand?

I á, .∫.∂, á	Count	Percentage
YES	71	95%
NO	4	5%

Interpretation:

The above chart shows that 95% of the job seekers are looking for goal congruence in their prospective dream company. This means majority of the candidates are willing to work in an organization whose goals collaborate with the candidates' goals.

6. Which among the following should a company have policies for?

Response	Count	Percentage
Human Rights	23	31%
Employee Retention	10	13%
Collective bargaining	13	17%
No Discrimination	18	24%
Wages & Benefits	11	15%

Policies

- Human Rights
- Employee Retention
- Collective Bargaining
- No Discrimination
- Wages & Benefits

Interpretation:

The above chart shows that majority of the job seekers believe a company must have strong policies for human rights and policies to curb any kind of discrimination at work place. Moreover, an organization that supports employees well-being at workplace is more desirable by job seekers.

7. What would you prefer most while seeking a job?

Ratings	Salary	Work Culture	Incentives	Learning	working Hours
Least Imp	0%	0%	0%	0	2
Little Imp	28%	3%	4%	1	0
Moderately Imp	28%	3%	52%	3	3
Imp than others	15%	23%	21%	4	18
Highly imp	29%	72%	23%	67	52
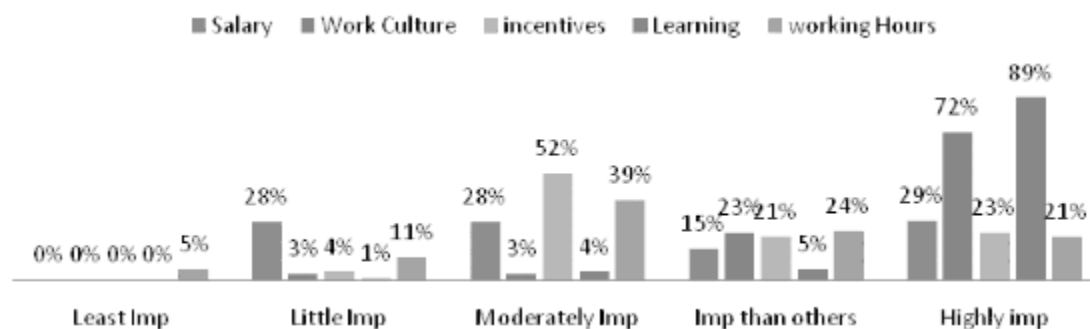
Interpretation:

The chart shows that the majority of candidates consider learning as a highly important attribute. The candidates have mixed reviews regarding salary but staunchly prescribe to having a healthy work culture. Moreover, more than half of the candidates consider incentives as moderately important. The reviews more or less imply that candidates wish to learn to

8. Please indicate how concern you are about each of the following as they pertain to sustainability.

Ratings	Waste Management	Safety & Security	Unemployment	Resource Consumption	Health & Wellness
1	3%	1%	4%	0%	0%
2	0%	0%	3%	1%	0%
3	4%	23%	28%	24%	3%
4	24%	20%	24%	27%	20%
5	69%	56%	41%	48%	77%

Interpretation:

The above graph indicates that 77% of candidates are concerned about good practices that promote health and wellness among the employees of the organization whereas almost 70% of candidates are concerned about waste management issue in an organization. More than half of the candidates are highly concerned about the safety measures used for employees whereas almost 50% candidates are highly concerned about optimum resource consumption. The issue of unemployment concerning around 41% of the candidates.

9. Which kind of company you prefer?

Response	Count	Percentage
A company offering you job rotation i.e. transfer between departments	74	99%
A company where you do the same kind of job throughout the job life.	1	1%

Interpretation:

The above graph clears that almost 99% of the candidates prefer a job rotation within the departments of the organization. This implies constant on the job learning and value addition to ones career as well as to the organization.

10. Do You Prefer A Company That Promotes Innovation?

Response	Count	Percentage
YES	74	99%
NO	1	1%

Interpretation:

The graph reveals that 99% of the candidates prefer to work for organizations that promote innovation and innovative ways of doing things.

V. Findings and conclusion:

People are an important pillar of sustainability and need to be treated with equality and proper care. So have majority of the candidates indicated that human rights and anti-discrimination policies should be emphasized.

The candidates have indicated that learning and work culture are highly important which an important parameter for a sustainable organization is also.

The candidates have also shown highest concerns for issues like waste management, safety and security, unemployment, resource consumption and health & wellness.

All these issues concern to the two most important pillars of sustainability People and Planet.

The candidates prefer job rotation which implies that candidates can learn on job thus, sustain in organization.

The candidates prefer organizations that promote innovation. It is an essential thing for any company to sustain in industry perpetually.

Ultimately most of the candidates wish to work for sustainable organizations as they have opted for the most sustainable parameters. Thus, it clears that majority of the candidates are aware about sustainable parameters and have a positive outlook while seeking job with a sustainable employer.

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Relationship Bonds

Abstract

Given the importance of Relationship Marketing in the area of managing customer asset, the authors posit that a basic "Relationship-Bond" as perceived by the customers with the service provider is a needed to understand. Basis the relationship bond with the service provider that a customer thinks he shares with the service provider a lot of relationship marketing strategies can be developed to manage the customer asset. In this research different basic utility service providers have been considered. These utilities are necessities and are consumed frequently by the market.

This short research throws light on customers' description about relationship bonds that they share with these utility services providers.

The authors' key submission is that the utility service providers can use these descriptor as metaphors and starting point for developing relationship strategies to make their customer relationships more profitable.

The concept of Relationship Marketing has evoked interests in academic and managerial circles given the potential of the impact it can have on developing:
1) Value equation and creating a product and service differentiation or
2) Long term increase in sales through good word of mouth or
3) Reduction of defection rates

These three advantages are highlighted by Reichheld and Sasser in 1990 Relationship Marketing: Theory and Practice edited by Francis Buttle which presents articles of various researchers from the UK.

The Relationship Marketing strategies are practiced in a very ambivalent manner is what is also observed by the researchers and this is true across industries. The question that may be the biggest hurdle for service provider is, therefore, the basis of developing relationship strategies. The nagging questions of "how and what should one really base these strategies for win-win solutions between organisations and customers" must be challenging to organisations. The argument put forth, therefore, is that the good starting point could be the "Relationship Bond" that is shared between the buyer and the seller and as is viewed by the customers themselves.

Alex Bollen and Claire Emes (IPSOS MORI): Understanding Customer Relationships: How important is the personal touch (May 2008) have maintained that "The Relationship Strategies between the buyer and seller can be defined basis personal relationship bond" and this relationship bond can be defined by the customer.

Any Relationship Marketing strategy will have a gamut of practices which can be initiated as relational strategies by the organisations. These relationship strategies will be a logical outcome of:

1) "Rising from the core internal product nature": This aspect deals with the services offered in product that are a natural fall out and are basic nature of the product such as "car wash before the car delivery" is a feature that is naturally adhered to and this strategy demonstrates the mindset of customer care built into the mind of the manufacturer marketer.

2) "Rising from the external needs of users/customers of the product": This aspect is rooted into the need identification among the users at the outset and then establishment, maintenance, enhancement, modification and termination of relationship practices as per the customer expectations and market alignment, for example the need to deliver the vehicle at the doorstep of the customer's home is arising out of the customer need and fulfilling this expectation will demonstrate the value the manufacturer marketer is assigning to the customer out of a relationship that the customer and the manufacturer marketer shares.

The authors point out that the customer expectations and fulfilling these expectations can be accomplished smoothly and with a lot of clarity if the relationship bond is established between the two negotiating parties.

This paper attempts to understand the basic personal relationship bond between buyer and seller from the customers' point of view, because any relationship will continue only if the relational exchanges between the two parties are considered as mutually beneficial and are acceptable to the customers in the environment of choice.

In the same paper as mentioned above, Alex Bollen and Claire Emes have categorically mentioned that personal relationships are not all the same; People have different needs and expectations from relationships with different people. Personal relationships can thus be categorized as follows:

- The types of bonds that join parties' together (e.g. emotional vs substantive, equal vs unequal, formal vs informal).
- The nature of the benefits they furnish to each party.

Thus what ties people together is important to understand in any business relationships too.

The typology of personal relationships below is a useful starting point for thinking about the description of the personal relationship bond which exists in customer relation between the customers and the organizations.

Table No. 1 Types of Bond in Personal Relationship

Sr.No.	Metaphor	Explanation/details	Scale
M-1	Enmity	Intensely involving relationship characterised by negative feelings and desire to avoid or inflict pain on the other	1
M-2	Enslavement	Non-voluntary union governed entirely by desires of the relationship partner. Involves negative feelings but persists because of circumstance	2
M-3	Dependency	Obsessive highly emotional, selfish attractions cemented by feeling that the other is irreplaceable. Separation from the other yields anxiety. High tolerance of other's transgressions results	3
M-4	Forced	Non-voluntary union imposed by preferences of third party. Intended for long-term, exclusive commitment, although at low levels of affective attachment	4
M-5	Kinship	Non-voluntary union with lineage ties	5
M-6	Rebound/avoidance-driven relationship	Union precipitated by desire to move away from prior or available partneras opposed to attraction to chosen partner per se	6
M-7	Casual friend/buddy	Friendship low in affection and intimacy characterised by infrequent or sporadic engagement and few expectations for reciprocity or reward	7
M-8	Marriage of convenience	Long-term, committed relationship precipitated by environmental influence versus deliberate choice and governed by "satisficing" rules (i.e. aiming for adequacy rather than optimisation)	8
M-9	Best friendship	Voluntary union based on reciprocity principle, the endurance of which is ensured through continued provision of positive rewards. Characterised by revelation of true self, honesty and intimacy.Congruity in partner images and personal interests that are common	9
M-10	Committed partnership	Long-term, voluntarily imposed, socially supportedunion high in love, intimacy, trustand a commitmentto stay together despite adverse circumstances.Adherence to exclusivity rules expected	10

Using this scale of relationship bond the authors institutionalised a survey among Nashik citizens. The focus was to understand the relationship bond between respondents and utility service providers. Following twelve critical services were considered in this survey.

Table 2 List of Utility Service Providers

1	Banks
2	General and Life Insurance
3	Life Insurance
4	Cable service
5	Medical/Hospital services
6	Beauty services
7	Fuel provider services
8	Cooking gas service providers
9	Water/Electricity services providers
10	Housing services
11	Cable services
12	Entertainment services

When respondents' give a score for the relationship bond, the service provider will get a cue on the metaphor of the relationship and can develop strategies on the same. Some descriptors here are positive and some are negative for example Dependency, Forced, Enslavement or Enmity are negative metaphors, or Marriage of convenience, Best friendship, Committed partnership are positive metaphors. These metaphors can be used as starting points to draw upon relationship strategy, is the key thought.

When asked the question on the personal relationship bond shared with the utility providers to the respondents following relationship bonds were highlighted across service providers:

Table 3 Strong Relationship Bond

Strong Relationship Bonds		Banking	General Insurance	Iᴏᴎ Insurance	Hospital services	Housing providers	Entertainment service providers	Cable Provider
. Äℓš¨ ! ■ℓÕś¨¤┼ base	Count	582	514	555	547	413	506	527
Enmity	Count	0	0	0	0	0	0	0
	Column N %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Enslavement	Count	0	1	0	0	0	3	5
	Column N %	0.0%	.2%	0.0%	0.0%	0.0%	.6%	.9%
Dependency	Count	10	29	17	19	14	18	46
	Column N %	1.7%	5.6%	3.1%	3.5%	3.4%	3.6%	8.7%
Forced	Count	2	8	8	7	5	2	15
	Column N %	.3%	1.6%	1.4%	1.3%	1.2%	.4%	2.8%
Kinship	Count	6	4	4	11	5	2	4
	Column N %	1.0%	.8%	.7%	2.0%	1.2%	.4%	.8%
Rebound/avoidance-driven relationship	Count	0	6	6	4	3	9	5
	Column N %	0.0%	1.2%	1.1%	.7%	.7%	1.8%	.9%
Casual friend/buddy	Count	77	59	84	53	34	130	138
	Column N %	13.2%	11.5%	15.1%	9.7%	8.2%	25.7%	26.2%
Marriage of convenience	Count	359	69	72	53	38	29	51
	Column N %	**61.7%**	13.4%	13.0%	9.7%	9.2%	5.7%	9.7%
Best friendship	Count	117	75	83	91	64	294	259
	Column N %	20.1%	14.6%	15.0%	16.6%	15.5%	**58.1%**	**49.1%**
Committed partnership	Count	11	263	281	309	250	19	4
	Column N %	1.9%	**51.2%**	**50.6%**	**56.5%**	**60.5%**	3.8%	.8%

The Long Term Relationship: Marriage of Convenience + Best friendships+ Committed Relationships.
It is a well know fact that customers are long tern assets of the organisations' they have to be managed well to become profitable for the organisation. It is important to retain them in the fold of the organisation and the brand for a long period of time. The findings above highlight that higher proportion of customers consider their relationship as long term with the following service providers:

Housing	85%
Banks	84%
Hospital	83%
General and Life Insurance	79%
Entertainment	68%
Cable service	60%

The services which are required on daily basis such as Water, Electricity Transport, Cooking gas services are forging a relationship of "Dependency".

Table No. 4 Negative Relationship Bond

Negative Relationship Bonds		Electricity/Water/ Transport	Fuel Provider	Cooking gas provider
Base: Answering base	Count	570	567	571
Enmity	Count	0	0	1
	Column N %	0.0%	0.0%	.2%
Enslavement	Count	6	1	0
	Column N %	1.1%	.2%	0.0%
Dependency	Count	300	310	304
	Column N %	**52.6%**	**54.7%**	**53.2%**
Forced	Count	7	10	8
	Column N %	1.2%	1.8%	1.4%
Kinship	Count	11	9	3
	Column N %	1.9%	1.6%	.5%
Rebound/avoidance-driven relationship	Count	2	5	10
	Column N %	.4%	.9%	1.8%
Casual friend/buddy	Count	65	57	76
	Column N %	11.4%	10.1%	13.3%
Marriage of convenience	Count	48	53	41
	Column N %	8.4%	9.3%	7.2%
Best friendship	Count	65	46	68
	Column N %	11.4%	8.1%	11.9%
Committed partnership	Count	66	76	60
	Column N %	11.6%	13.4%	10.5%

Whereas relationships with Schools, Universities, Supermarkets which are also offering important services to the markets are very fragmented in their relationship bonds.

Table No. 5 Diluted Relationship Bond

Diluted Relationship Bond		Ï ŃÒÖÖÕ services	Universities	Super markets
. Ãℓś¨ ! ■ℓÕś¨m╅ base	Count	419	314	465
Enmity	Count	0	1	0
	Column N %	0.0%	.3%	0.0%
Enslavement	Count	122	29	41
	Column N %	29.1%	9.2%	8.8%
Dependency	Count	73	92	128
	Column N %	17.4%	29.3%	27.5%
Forced	Count	1	0	1
	Column N %	.2%	0.0%	.2%
Kinship	Count	6	9	2
	Column N %	1.4%	2.9%	.4%
Rebound/avoidance-driven relationship	Count	5	3	3
	Column N %	1.2%	1.0%	.6%
Casual friend/buddy	Count	104	94	119
	Column N %	24.8%	29.9%	25.6%
Marriage of convenience	Count	49	13	48
	Column N %	11.7%	4.1%	10.3%
Best friendship	Count	57	65	75
	Column N %	13.6%	20.7%	16.1%
Committed partnership	Count	2	8	48
	Column N %	.5%	2.5%	10.3%

To Conclude:

Customers' perception about the relationship bond that they share needs to be understood in detail and this should be used as a starting point to develop relationship marketing strategies for forging the relationship ahead.

Wherever the relationships are not perceived to be as strong: there is a need to work on the relationships from the customers' point of view because currently there is a lot of choice that is available in the market place and the customers can exit a negative or diluted relationship if the engagement levels are low. Utility service providers do need to take some proactive steps as their customer relationships are volatile and may not remain in the fold of the organisations for a long period of time.

Customers who are describing their relationships as "Long term relationship" with financial service providers, housing and hospitals can take a note of customers' perception and develop their relationship strategies based on these metaphors of bonds shared by the customers and initiate their customer centricity journey.

Annexure

Beauty Services

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	447	314	133
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	4	0	4
	Column N %	.9%	0.0%	3.0%
Dependency	Count	19	2	17
	Column N %	4.3%	.6%	12.8%
Forced	Count	5	1	4
	Column N %	1.1%	.3%	3.0%
Kinship	Count	3	2	1
	Column N %	.7%	.6%	.8%
Rebound/avoidance-driven relationship	Count	8	7	1
	Column N %	1.8%	2.2%	.8%
Casual friend/buddy	Count	312	245	67
	Column N %	69.8%	78.0%	50.4%
Marriage of convenience	Count	34	29	5
	Column N %	7.6%	9.2%	3.8%
Best friendship	Count	62	28	34
	Column N %	13.9%	8.9%	25.6%
Committed partnership	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%

Cable Service Provider

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	527	347	180
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	5	3	2
	Column N %	.9%	.9%	1.1%
Dependency	Count	46	14	32
	Column N %	8.7%	4.0%	17.8%
Forced	Count	15	1	14
	Column N %	2.8%	.3%	7.8%
Kinship	Count	4	3	1
	Column N %	.8%	.9%	.6%
Rebound/avoidance-driven relationship	Count	5	4	1
	Column N %	.9%	1.2%	.6%
Casual friend/buddy	Count	138	77	61
	Column N %	26.2%	22.2%	33.9%
Marriage of convenience	Count	51	42	9
	Column N %	9.7%	12.1%	5.0%
Best friendship	Count	259	203	56
	Column N %	49.1%	58.5%	31.1%
Committed partnership	Count	4	0	4
	Column N %	.8%	0.0%	2.2%

Cooking Gas Provider

		Total	Specific Personal meeting/telephonic meeting with the bank personnel	
			No	Yes
Base: All Respondents	Count	571	349	222
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	1	1	0
	Column N %	.2%	.3%	0.0%
Enslavement	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Dependency	Count	304	194	110
	Column N %	53.2%	55.6%	49.5%
Forced	Count	8	2	6
	Column N %	1.4%	.6%	2.7%
Kinship	Count	3	3	0
	Column N %	.5%	.9%	0.0%
Rebound/avoidance-driven relationship	Count	10	10	0
	Column N %	1.8%	2.9%	0.0%
Casual friend/buddy	Count	76	63	13
	Column N %	13.3%	18.1%	5.9%
Marriage of convenience	Count	41	25	16
	Column N %	7.2%	7.2%	7.2%
Best friendship	Count	68	42	26
	Column N %	11.9%	12.0%	11.7%
Committed partnership	Count	60	9	51
	Column N %	10.5%	2.6%	23.0%

Fuel Provider

		Total	Specific Personal meeting/telephonic meeting with the bank personnel	
			No	Yes
Base: All Respondents	Count	567	344	223
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	1	1	0
	Column N %	.2%	.3%	0.0%
Dependency	Count	310	195	115
	Column N %	54.7%	56.7%	51.6%
Forced	Count	10	1	9
	Column N %	1.8%	.3%	4.0%
Kinship	Count	9	9	0
	Column N %	1.6%	2.6%	0.0%
Rebound/avoidance-driven relationship	Count	5	4	1
	Column N %	.9%	1.2%	.4%
Casual friend/buddy	Count	57	52	5
	Column N %	10.1%	15.1%	2.2%
Marriage of convenience	Count	53	36	17
	Column N %	9.3%	10.5%	7.6%
Best friendship	Count	46	21	25
	Column N %	8.1%	6.1%	11.2%
Committed partnership	Count	76	25	51
	Column N %	13.4%	7.3%	22.9%

Electricity Provider

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	570	348	222
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	6	6	0
	Column N %	1.1%	1.7%	0.0%
Dependency	Count	300	187	113
	Column N %	52.6%	53.7%	50.9%
Forced	Count	7	5	2
	Column N %	1.2%	1.4%	.9%
Kinship	Count	11	10	1
	Column N %	1.9%	2.9%	.5%
Rebound/avoidance-driven relationship	Count	2	2	0
	Column N %	.4%	.6%	0.0%
Casual friend/buddy	Count	65	52	13
	Column N %	11.4%	14.9%	5.9%
Marriage of convenience	Count	48	27	21
	Column N %	8.4%	7.8%	9.5%
Best friendship	Count	65	37	28
	Column N %	11.4%	10.6%	12.6%
Committed partnership	Count	66	22	44
	Column N %	11.6%	6.3%	19.8%

Entertainment Providers

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	506	337	169
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	3	3	0
	Column N %	.6%	.9%	0.0%
Dependency	Count	18	7	11
	Column N %	3.6%	2.1%	6.5%
Forced	Count	2	1	1
	Column N %	.4%	.3%	.6%
Kinship	Count	2	1	1
	Column N %	.4%	.3%	.6%
Rebound/avoidance-driven relationship	Count	9	9	0
	Column N %	1.8%	2.7%	0.0%
Casual friend/buddy	Count	130	73	57
	Column N %	25.7%	21.7%	33.7%
Marriage of convenience	Count	29	24	5
	Column N %	5.7%	7.1%	3.0%
Best friendship	Count	294	205	89
	Column N %	58.1%	60.8%	52.7%
Committed partnership	Count	19	14	5
	Column N %	3.8%	4.2%	3.0%

General Insurance Providers

		Total	Specific Personal meeting/telephonic meeting with the bank personnel	
			No	Yes
Base: All Respondents	Count	514	308	206
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	1	1	0
	Column N %	.2%	.3%	0.0%
Dependency	Count	29	3	26
	Column N %	5.6%	1.0%	12.6%
Forced	Count	8	5	3
	Column N %	1.6%	1.6%	1.5%
Kinship	Count	4	4	0
	Column N %	.8%	1.3%	0.0%
Rebound/avoidance-driven relationship	Count	6	4	2
	Column N %	1.2%	1.3%	1.0%
Casual friend/buddy	Count	59	48	11
	Column N %	11.5%	15.6%	5.3%
Marriage of convenience	Count	69	30	39
	Column N %	13.4%	9.7%	18.9%
Best friendship	Count	75	48	27
	Column N %	14.6%	15.6%	13.1%
Committed partnership	Count	263	165	98
	Column N %	51.2%	53.6%	47.6%

Hospitals

		Total	Specific Personal meeting/telephonic meeting with the bank personnel	
			No	Yes
Base: All Respondents	Count	547	335	212
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Dependency	Count	19	1	18
	Column N %	3.5%	.3%	8.5%
Forced	Count	7	5	2
	Column N %	1.3%	1.5%	.9%
Kinship	Count	11	10	1
	Column N %	2.0%	3.0%	.5%
Rebound/avoidance-driven relationship	Count	4	2	2
	Column N %	.7%	.6%	.9%
Casual friend/buddy	Count	53	39	14
	Column N %	9.7%	11.6%	6.6%
Marriage of convenience	Count	53	19	34
	Column N %	9.7%	5.7%	16.0%
Best friendship	Count	91	59	32
	Column N %	16.6%	17.6%	15.1%
Committed partnership	Count	309	200	109
	Column N %	56.5%	59.7%	51.4%

Housing Provider

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	413	270	143
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Dependency	Count	14	2	12
	Column N %	3.4%	.7%	8.4%
Forced	Count	5	3	2
	Column N %	1.2%	1.1%	1.4%
Kinship	Count	5	4	1
	Column N %	1.2%	1.5%	.7%
Rebound/avoidance-driven relationship	Count	3	2	1
	Column N %	.7%	.7%	.7%
Casual friend/buddy	Count	34	29	5
	Column N %	8.2%	10.7%	3.5%
Marriage of convenience	Count	38	14	24
	Column N %	9.2%	5.2%	16.8%
Best friendship	Count	64	45	19
	Column N %	15.5%	16.7%	13.3%
Committed partnership	Count	250	171	79
	Column N %	60.5%	63.3%	55.2%

Life Insurance Providers

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	555	337	218
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Dependency	Count	17	4	13
	Column N %	3.1%	1.2%	6.0%
Forced	Count	8	6	2
	Column N %	1.4%	1.8%	.9%
Kinship	Count	4	2	2
	Column N %	.7%	.6%	.9%
Rebound/avoidance-driven relationship	Count	6	6	0
	Column N %	1.1%	1.8%	0.0%
Casual friend/buddy	Count	84	70	14
	Column N %	15.1%	20.8%	6.4%
Marriage of convenience	Count	72	28	44
	Column N %	13.0%	8.3%	20.2%
Best friendship	Count	83	54	29
	Column N %	15.0%	16.0%	13.3%
Committed partnership	Count	281	167	114
	Column N %	50.6%	49.6%	52.3%

Newspaper

		Total	Specific Personal meeting/telephonic meeting with the bank personnel	
			No	Yes
Base: All Respondents	Count	541	338	203
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	4	2	2
	Column N %	.7%	.6%	1.0%
Dependency	Count	57	23	34
	Column N %	10.5%	6.8%	16.7%
Forced	Count	6	2	4
	Column N %	1.1%	.6%	2.0%
Kinship	Count	8	7	1
	Column N %	1.5%	2.1%	.5%
Rebound/avoidance-driven relationship	Count	2	2	0
	Column N %	.4%	.6%	0.0%
Casual friend/buddy	Count	328	219	109
	Column N %	60.6%	64.8%	53.7%
Marriage of convenience	Count	41	22	19
	Column N %	7.6%	6.5%	9.4%
Best friendship	Count	53	25	28
	Column N %	9.8%	7.4%	13.8%
Committed partnership	Count	42	36	6
	Column N %	7.8%	10.7%	3.0%

Postal Services

		Total	Specific Personal meeting/telephonic meeting with the bank personnel	
			No	Yes
Base: All Respondents	Count	461	314	147
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	18	17	1
	Column N %	3.9%	5.4%	.7%
Dependency	Count	208	159	49
	Column N %	45.1%	50.6%	33.3%
Forced	Count	2	1	1
	Column N %	.4%	.3%	.7%
Kinship	Count	5	5	0
	Column N %	1.1%	1.6%	0.0%
Rebound/avoidance-driven relationship	Count	5	5	0
	Column N %	1.1%	1.6%	0.0%
Casual friend/buddy	Count	113	52	61
	Column N %	24.5%	16.6%	41.5%
Marriage of convenience	Count	30	20	10
	Column N %	6.5%	6.4%	6.8%
Best friendship	Count	42	20	22
	Column N %	9.1%	6.4%	15.0%
Committed partnership	Count	38	35	3
	Column N %	8.2%	11.1%	2.0%

Schools

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	419	250	169
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	122	104	18
	Column N %	29.1%	41.6%	10.7%
Dependency	Count	73	39	34
	Column N %	17.4%	15.6%	20.1%
Forced	Count	1	1	0
	Column N %	.2%	.4%	0.0%
Kinship	Count	6	5	1
	Column N %	1.4%	2.0%	.6%
Rebound/avoidance-driven relationship	Count	5	3	2
	Column N %	1.2%	1.2%	1.2%
Casual friend/buddy	Count	104	42	62
	Column N %	24.8%	16.8%	36.7%
Marriage of convenience	Count	49	29	20
	Column N %	11.7%	11.6%	11.8%
Best friendship	Count	57	27	30
	Column N %	13.6%	10.8%	17.8%
Committed partnership	Count	2	0	2
	Column N %	.5%	0.0%	1.2%

Super Markets/Grocery Stores

| | | Total | Specific Personal meeting/telephonic meeting with the bank personnel | |
			No	Yes
Base: All Respondents	Count	465	321	144
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Enslavement	Count	41	41	0
	Column N %	8.8%	12.8%	0.0%
Dependency	Count	128	98	30
	Column N %	27.5%	30.5%	20.8%
Forced	Count	1	1	0
	Column N %	.2%	.3%	0.0%
Kinship	Count	2	1	1
	Column N %	.4%	.3%	.7%
Rebound/avoidance-driven relationship	Count	3	3	0
	Column N %	.6%	.9%	0.0%
Casual friend/buddy	Count	119	63	56
	Column N %	25.6%	19.6%	38.9%
Marriage of convenience	Count	48	26	22
	Column N %	10.3%	8.1%	15.3%
Best friendship	Count	75	45	30
	Column N %	16.1%	14.0%	20.8%
Committed partnership	Count	48	43	5
	Column N %	10.3%	13.4%	3.5%

Universities

		Total	Specific Personal meeting/telephonic meeting with the bank personnel	
			No	Yes
Base: All Respondents	Count	314	174	140
	Column N %	100.0%	100.0%	100.0%
Enmity	Count	1	1	0
	Column N %	.3%	.6%	0.0%
Enslavement	Count	29	29	0
	Column N %	9.2%	16.7%	0.0%
Dependency	Count	92	57	35
	Column N %	29.3%	32.8%	25.0%
Forced	Count	0	0	0
	Column N %	0.0%	0.0%	0.0%
Kinship	Count	9	8	1
	Column N %	2.9%	4.6%	.7%
Rebound/avoidance-driven relationship	Count	3	1	2
	Column N %	1.0%	.6%	1.4%
Casual friend/buddy	Count	94	37	57
	Column N %	29.9%	21.3%	40.7%
Marriage of convenience	Count	13	9	4
	Column N %	4.1%	5.2%	2.9%
Best friendship	Count	65	29	36
	Column N %	20.7%	16.7%	25.7%
Committed partnership	Count	8	3	5
	Column N %	2.5%	1.7%	3.6%

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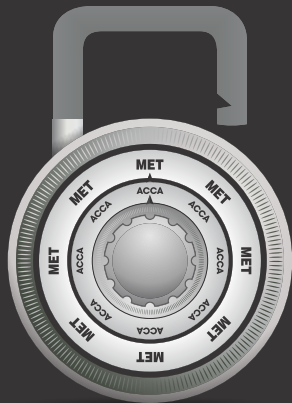
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