

Sustainable growth strategy training in IT companies during financial meltdown/turbulence.

Dr. H.R. Venkatesha¹ * , Anni Arnav²

1. Director, Acharya Bangalore B-School, Bengaluru – 56009

2. Research Scholar, Jain University, Bengaluru

ABSTRACT

IT sector has been witnessing enormous changes and developmental activities since from its inception in Indian economy. To tackle the turbulent times like economic slowdown, fluctuations in demand and supply and other various intrinsic and extrinsic factors, the IT sector has to sustain its training strategies for a long term. Any company cannot have the strategies similar for all kind of fluctuations in the business and market. India has potential to achieve growth year on year looking at the statistical data of the sector over a period of time. The employability skills are also taking a new dimension in the recruitment process of the sector. Investment in training enhances the skills and abilities to execute as individual improving employee productivity and paving way for promotions, additional responsibilities, etc. On the contrary it makes the organization strong with skilled workforce giving an edge in the market of the sector. IT sector is a process of continuous change in the way it works because of upgradations in the technology and knowhow unlike other sectors or industries. This paper is an attempt to look at various strategies of the companies in training employees for the sustainable growth not only during short term but also long term. It is an effort to bring out the strategies which are very effective in making the training programmes incredibly valuable on a holistic approach of organizational success.

Keywords: Strategic training, sustainable growth strategy, sustainable competitive advantage, organization's sustainability & talent retaining strategies.

Introduction

There are various ways of organizations transforming their visions and values over a period of time to enhance the service. This can be profusely used by the training tool in changing the mindsets of the employees by getting them prepared with the new application

and technologies as and when it's required. And depending too much on technology is also not desirable since every part of the business cannot be automated. Communication tools such as e-mails, posters, audio-visuals, etc need a boosting impact with attractive and informative content. Many small IT companies don't think about talent retaining strategies and the outcome is the increased attrition. The attrition rate is more if we look at IT industry. Often employees of IT companies feel they are deprived of certain roles and responsibilities with all kinds of perks and facilities due to non-conducive environment in the companies.

Literature Review

The role of Trainer is changing over a period of time from providing some skills to an active communicator and pro-active thinker. The Trainer also works on building the training objectives with strategic dimensions of the organization holding the central importance (Buckley and Caple, 2004). To be competitive in the market, it is very much essential for a firm to learn very faster than its competitors would be to have a sustainable competitive advantage (Burden and Proctar, 2000).

Schaffner in his study was to find out the relationship between job training and productivity. He was of the opinion as job training tends to lose value when the workers change the job. This makes the organization or firm to increase the cost of keeping trained position filled. There would be doubtful relationship between job training and turnover (Schaffner, 2001). According to Batt, high involvement practices in the company can reduce uncertainties of the employee turnover and productivity. He finds high involvement practices like autonomy, team collaborations and training are related reduce employee turnover and increased productivity (Batt, 2002),.

The international competition in economy is making the companies to train their employees and equip them for the jobs in the future. They focused on many types of human resource training. The study focused on the Outdoor Management Development Method. The particular training method and the core strategies of the training process were examined and a definition of Outdoor Management Development as an educational tool for Management Development was presented (Thomas, 2008).

Anjali Ghanekar clarifies the strategic role of training and development in human resource management. She says the development programmes compulsorily should have a long term perspective and must meet the needs of the organization in four major areas such

as HR planning, organizational adaptation and improvement, organizational culture and climate and organizational effectiveness. It focuses on aligning training and development to business strategies, needs assessment, training design and delivery methods, training evaluation and career planning of employees and employee development are properly explained (Anjali Ghanekar, 2009).

Human resource function plays a dominant role in facilitating a holistic approach for creating a culture of sustainability and environmental stewardship. The HR Executives are suggested to work more closely with the organization's sustainability coordinators for the practical implementation of sustainable development in a company (Jay Liebowitz, 2010).

Statement of the problem

“Sustainable growth strategy training in IT companies during financial meltdown/turbulence” is the title of the study. We can find some work done in analyzing the effectiveness of the training in IT sector of Indian environment and context. The marketing strategies and talent strategies surveys are often conducted, but the training programmes related to sustainable growth strategy is not of much interest for the companies. The training sessions oriented at understanding the growth factors and its effects in the near future of the company in the form of effective training plans and its implementation as and when it's required. Few researches in other industries make us to think of looking at this problem.

Hypothesis

- Null Hypothesis: The opinion of male and female are same about the effectiveness of training.
- Alternate Hypothesis: The opinions of male and female are different about the effectiveness of training.
- Null Hypothesis: A perception "quality is important than quantity" is independent of gender.
- Alternate Hypothesis: This perception is based on gender of the individual.

Scope

The strategic training and development process in the organization shall definitely help us in taking the decisions appropriately in the short term and long term. This can really help the organizations in financial crisis and other critical situations.

Objectives

- To examine accuracy of training plans in the organization.
- Find out the effectiveness of training strategically in organization.
- Evaluate the impact of decisions on organizational growth.
- Sustainability of growth strategy training.

Limitations

This study was limited to randomly selected companies of Bengaluru region only.

Research Methodology

The convenience sampling design has been applied for this study. Questionnaires were administered personally, through e-mail and telephonic discussions. Core IT Employees were chosen among different IT companies of Bangalore region. Total of 50 respondents were chosen with two employees from each company and questionnaires were administered after pilot testing. This study was conducted through a survey questionnaire with convenience sampling respondents selected among employees. Further the sources for secondary data included government documents and few researches conducted in other countries and previous researches in India. Data collected were checked for completeness before being analyzed using Statistics tools like Pearson Chi-Square Tests, Reliability test with Cronbach's alpha and validity test. This was supplemented by using SPSS statistical tool for analysis and illustration.

Findings and Discussion

Table 1: Parameters for evaluating the training plans, strategic plans and short and long term decisions.

One-Sample Test							
Parameters	Test Value = 3			N	Mean	Std. Deviation	Std. Error Mean
	t	df	Sig. (2-tailed)				
Lack of strategic planning is leading to close down	5.824	49	.000	50	3.90	1.093	.155

Short run decisions hampering long run growth	5.933	49	.000	50	3.72	.858	.121
Training plans are accurate and appropriate in our organization.	2.555	49	.014	50	3.42	1.162	.164

Findings:

The test value of 3 indicates neither agrees nor disagrees since Likerts's scale is used in the data collection. All the questions in the article are tested for the neutrality of opinion. The tested hypothesis for value 3 is neutrality of opinion. But, the significance is .000 in the test result which means that opinion is not neutral. Since the opinion is not neutral it must be either positive or negative. At the same time the mean score is 3.90 which suggest the positivity of the statement. Thus, it can be concluded that lack of strategic planning leads to closing down of the organization. The mean score is 3.72 for short run decisions hampering long run growth and the significance is again .000 in the test result which means that opinion is not neutral. Training plans are accurate and appropriate in our organization statement has a mean score of 3.42 with .014 significance value. Since all the parameters are statistically significant at 95% confidence i.e. 5% significance, it is concluded that company must plan strategically, make long turn decisions and design training plan which is appropriate and accurate to the need.

Table 2: Overall rating of training in organization.

	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
Rating of organization	50	3.30	1.374
Valid N (list wise)	50		

Findings: The overall rating of training programme is very dismal. So, proper analysis of training requirement and proper content of training should be designed. Employees are not happy and satisfied with the trainings conducted by the organizations.

Table 3.1: Gender - Rating of organization - Cross tabulation.

Count

	Rating of organization							Total
	1	2	3	4	5	6	7	
Gender FEMALE	1	5	5	5	0	0	1	17
MALE	2	8	9	5	7	2	0	33
Total	3	13	14	10	7	2	1	50

Table 3.2: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.853 ^a	6	.249

Findings:

Null Hypothesis: The opinion of male and female are same about the effectiveness of training.

Alternate Hypothesis: The opinions of male and female are different about the effectiveness of training.

Interpretation: This is a nominal data. The hypothesis is tested at 5% level of significance. Since, the value of Pearson chi- square is 0.249, the null hypothesis cannot be rejected. Hence, it is concluded that the opinion of male and female are same about the effectiveness of training.

Table 4.1: Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Quality is important than Quantity	47	94.0%	3	6.0%	50	100.0%

Table 4.2: Gender - Quality is important than Quantity - Cross tabulation.

Count	Quality is important than Quantity		Total
	DISAGREE	AGREE	
Gender FEMALE	3	13	16
Gender MALE	4	27	31
Total	7	40	47

Table 4.3: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.285 ^a	1	.594		

Findings:

Null Hypothesis: A perception "Quality is important than quantity" is independent of gender i.e., male and female have the same likelihood about quality over quantity.

Alternate Hypothesis: This perception is based on gender of the individual.

The opinion of male and female is not the same about the importance of quality versus quantity for the sustainable growth of the organization. The data here is nominal and hence chi square test is best suitable. The test is performed at 5% level of significance. The

significance value here is greater than 0.05. Hence, the null hypothesis cannot be rejected. Thus, we infer that statement is independent of gender of respondent. Whereas male is found to advocate quality, the female is found to aspire for quantity. Quality plays a vital role in enhancing the business prospects and growth of the organization in a long term. To sustain the business in a long term it is important for both male and female employees to give preference to quality and focusing on delivering large quantities with highest priority of quality parameters in place adhering to it while discharging their responsibilities.

Table 5.1: Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Stress cause ^a	50	100.0%	0	0.0%	50	100.0%

a. Dichotomy group tabulated at value 1.

Table 5.2: Stress cause frequencies

Stress cause frequencies				
		Responses		Percent of Cases
		N	Percent	
Stress is caused by ^a	Stress is caused by management strategies and planning	30	39.0%	60.0%
	Stress is caused by organization design and structures.	15	19.5%	30.0%
	Stress is caused by organization process	15	19.5%	30.0%
	Stress is caused by poor working conditions	17	22.1%	34.0%

Total	77	100.0%	154.0%
a. Dichotomy group tabulated at value 1.			

Findings: Management strategies and planning is the biggest cause of stress followed by poor working condition, organizational design and organizational process. Total of 39% of respondents attribute their stress to be caused by the management strategies and planning. Companies are planning to initiate so many strategies in terms of cost cutting, turnover ratio, maximizing profit, etc in the their decisions thought strategically. But, the change is the result of management strategies and planning which employees resist since there are changes which affect their routine. The change pushes the need for more productivity, increased reporting processes, less free space to work on other aspects of the job, reduced interest in performing the existing job and many more. This is also a result of poor working conditions, organizational design, and organizational process and organization structures which accounts for the rest of 61% of the respondents.

Recommendations

Companies must plan strategically to reap the benefits in the competitive world. Effective strategies can lead to a better decision making for the growth of the organization and sustain the uncertainties. Training plans should be according to the need and not to fulfill the requisite.

Training content needs to be designed according to the real time analysis in accordance with the interest and business requirement. The overall rating of the training in organization reveals the dissatisfaction among employees. The training sessions and plans should be of Learners interest apart from Management discretion of imposing compulsory trainings which doesn't help the Employees to utilize the learning in performing their job.

Employees should be made aware of the importance and necessity of attending certain trainings. The findings reveal that the effectiveness of training among the employees is not common and there are differences in it.

Employees should be made quality conscious in each and every stage of the process and work. With the deadlines and targets the employees seem to be concerned about working on quantity by compromising on quality with the inputs from the finding with reference to female employees. This might definitely hinder the growth of the organization in a long term. To sustain the growth it is highly recommended to give focus and give attention towards quality aspects and issues in the companies by the Managements.

Employees should be taken into confidence when the Managements come up with the strategies and planning. Employees identify this as a biggest cause of stress while working. The organizational change agent shall initiate the changes in phased manner and with employee friendly initiatives and programmes.

Conclusion

One of the main reasons for employees leaving the companies is for their career growth which is comprehensive of learning and getting trained in different domains with the enhancement of individual capability to sustain the uncertainties in the industry and the economy. Some of the companies in the name of job enrichment try to dump many responsibilities in the job which leads to stressful situations as well as increased dissatisfaction of the employees with the job profile even though the company is good. Employees should be made part of strategic training plans and sustainability programmes. Organizational development interventions can be followed with systematic process and not in a hurried manner.

Scope for further research

The study gives insights about the importance of training on organization process, organization design and structures. The training impact on these three aspects can be of a great importance for the companies in IT sector in the further research work.

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Significance & Relevance Of Messaging Applications To Avoid Mismanagement: An Analytical Study Of Use of WhatsApp Application In Ghaziabad (Uttar Pradesh)

Dr. Deepa¹ and Dr. Prateek Gupta²

1. Assistant Professor, KIET School of Management, KIET Group of Institutions, Ghaziabad, U.P. (India)

2. Associate Professor, KIET School of Management, KIET Group of Institutions, Ghaziabad, U.P. (India)

ABSTRACT

From 2013, virtual chat is proven with more than 90% of smart phone users busy texting each other using applications. In fact, Whatsapp has emerged as the most popular app among Indians with virtually every second cell phone customer using the app. With the recent \$19 billion cash acquisition of WhatsApp by Facebook, the \$11 billion market capitalization of Twitter, and the \$1 billion acquisition of Instagram by Facebook, it is clear that companies successful on mobile are valued extremely highly. The demand of social media is rising due to its multi-purpose uses. For this study, "Social Messaging Application" has been selected for understanding for effect of social messaging applications on youth especially in avoiding mis-management. This study helped to know current market scenarios of Whatsapp and also the variety of services that it offers to the users. This study is to measure the effect of Social messaging applications (WhatsApp) in avoiding mismanagement and placing role in managing professional and personal life.

This study titled "Significance & Relevance Of Messaging Applications To Avoid Mismanagement: An Analytical Study Of Use of WhatsApp Application In Ghaziabad (Uttar Pradesh)" is done to know, how much a youth is affected by Social Media Messenger (WhatsApp) and what additional features should company introduce to increase the potential customer.

Keywords: Social Messenger, Trend, Market Scenarios, Customer Behaviour, Usage Pattern

Introduction

Social media has become a powerful tool for enterprises across the globe. A social network is a social structure made up of a set of social actors (such as individuals or organizations) and a set of the dyadic ties between these actors. Instant messaging has become the killer app on mobile as smart phone adoption has grown across the globe and the Indian scene is no exception. Three out of every four smart phone user in India is now high on mobile chatting making the market a lucrative one for chat app companies. There are certain reasons why Instant messaging has had its resurrection now:

- Phones are increasingly more about data than talking
- That data (Internet speed) is getting faster
- Facebook is so huge that it is already mass broadcasting
- There is always need for 1-to-1 communication
- World is getting more visual

Social Messenger Applications

There are various social messenger apps are being used as:

1. **Facebook Messenger** is an instant messaging service and software application which provides text and voice communication.
2. **WeChat** provides a social networking platform that emphasizes user privacy and fast response performance.
3. **Twitter** is an online social networking and micro-blogging service that enables users to send and read "tweets".
4. **BBM (BlackBerry Messenger)** allows users to send pictures, voice notes (audio recordings), files, location on a map and a wide selection of emoticons.
5. **Skype** is a free voice-over-IP (VoIP) service and instant messaging client that allows users to communicate with peers by voice using a microphone, video by using a webcam, and instant messaging over the Internet.
6. **LINE** is an application for instant messaging on smart phones and personal computers.
7. **Viber** is a proprietary cross-platform instant messaging voice-over-Internet Protocol application for smart phones.

8. **SnapChat** is a photo messaging application to take photos, record videos, add text and drawings, and send them to a controlled list of recipients.
9. **Tango** is third-party, cross platform messaging application software for offering video calls, texting, photo sharing, and playing games.
10. **WhatsApp** Messenger is an application to text messaging, send images, video, and audio media messages. WhatsApp reigns supreme among mobile chat app with about 76% of smart phone users in India using it to text each other, revealed a recent study on Smartphone usage in India by Informate Mobile Intelligence.

Objectives

The objective of this research is to study the effect of social messenger applications and find out if the use of WhatsApp Application in smartphones across the City has reduced the use of other applications:

- To measure how much customers are satisfied by WhatsApp
- To know current market scenarios and customer behaviour of WhatsApp.
- To check significance & relevance of messaging applications to avoid mismanagement
- To find out key success features of WhatsApp.

The results of the research can be used to

- 1) Bring out new updates in messaging applications
- 2) Take marketing decisions regarding SMS services
- 3) Competitor analysis between Whatsapp and other messengers etc..

Literature Review

Ryan, Peter K, The Rosen Publishing House(2011);Social Networking, A social networking service is a platform to build social networks or social relations among people who, for example, share interests, activities, backgrounds or real-life connections. A social network service consists of a representation of each user (often a profile), his social links, and a variety of additional services. Social networking is web-based services that allow individuals to create a public profile, to create a list of users with whom to share connection, and view and cross the connections within the system. Most social network services are web-based and provide means for users to interact over the Internet, such as e-mail and instant

messaging. Social network sites are varied and they incorporate new information and communication tools such as, mobile connectivity, photo/video/sharing and blogging. Online community services are sometimes considered as a social network service, though in a broader sense, social network service usually means an individual-centred service whereas online community services are group-centered. Social networking sites allow users to share ideas, pictures, posts, activities, events, and interests with people in their network.

Schein R, Wilson K, Keelen J. , Effectiveness of the use of social media. Brampton, on: Region of Peel; 2010, the report highlights current and potential applications of social media for public health communications and comments on evaluations reported in the literature. It also makes recommendations based on lessons learned from the social media strategies adopted by both researchers and public health agencies sampled in the study. Social media is currently utilized by public health organizations both as a broadcasting platform to amplify messages from traditional media sources (e.g., radio, television, print media) and as an entirely new way of collaborating and co-creating content with target audiences. In the latter approach, organizations have had to adapt their communications strategies to incorporate user generated content and feedback. The process of engaging users to co-create content, to rate, rank and comment on communications, more so than the resulting message, is increasingly perceived to give a heightened authenticity to messages, improving trust in, and building users' relationships with, organizations. Social media, unlike traditional media campaigns, provides novel opportunities to embed and interject public health messaging into the daily online conversations of Canadians.

Davis III, C.H.F., Deil-Amen, R., Rios-Aguilar, C., & González Canché, M.S. *Social media and higher education: Report printed by the University of Arizona and Claremont Graduate University*, Social media has become a growing phenomenon with many and varied definitions in public and academic use. For our purposes, the term social media technology (SMT) refers to web-based and mobile applications that allow individuals and organizations to create, engage, and share new user-generated or existing content, in digital environments through multi-way communication. Despite the widespread use of SMT, little is known about the benefits of its use in postsecondary contexts and for specific purposes (e.g., marketing, recruitment, learning, and/or student engagement). It is critical to begin to examine if and how higher education institutions are incorporating the use of SMT. This review of existing literature on the use of SMT in higher education will provide a

baseline sense of current uses nationally, providing a descriptive overview of the phenomenon.

Research Methodology

A Questionnaire was used to collect the data from the youth of Ghaziabad (Delhi-NCR). The Questionnaire contains several Questions related to the effect of Social Messaging Applications on youth. For this purpose, total 50 Questionnaires were distributed among youth then data was analyzed, tabulated, interpret and presented in the form of this research. The Study is conducted with help of both primary and secondary data. Major source of data are primary, where a structured Questionnaire is designed and filled by selected respondents. The Secondary data is collected mainly through published articles, book, research studies, websites etc.

Sample Frame and size- Mismanagement is everywhere and to control or avoid it, the messaging applications are placing their role. To get some reliable data, the northern India was taken up as the universe of this study whiles the major cities of this area given utmost importance for the research purpose. The sample of this study includes youth using social application. The sample size of 50 people was chosen

- Sampling Method: Judgmental Sampling
- Research Instrument: Structured questionnaire was used.
- Mode of Survey: Personal interview.
- Place of Study: Ghaziabad.

Data Collection: Data has been collected through two methods i.e. the primary data collection (Observation method, Expert opinion method, Interview method, Filling up of questionnaire) and the secondary data collection (Guidance of various magazines outlook business, business India, business and economy, information though various research papers, data review through various news paper.

Data Analysis: The data gathered from various sources were primarily studied and necessary data was sorted out sequentially according the study. The data was analyzed with the help of various graphs like: Pie chart, Bar graph & Line graph etc and with various tools & techniques like ANOVA, Regression with the SPSS Software 19.0.

Setting up of Hypothesis: For this study, the following hypotheses were set at 5% Significance level:

H₀ (Null hypothesis): Messaging Applications (whatsApp) may not be used to avoid mismanagement.

H₁ (Alternative hypothesis): Messaging Applications (whatsApp) is required to avoid mismanagement

Analysis

By using statistical tools through SPSS 19.0, the hypothesis was tested on the basis of data and information collected from respondents on the following parameters:

➤ **Regression for use of whatsApp & Passing Information through groups**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.275 ^a	.076	.074	1869.483

a. Predictors: (Constant), use of whatsApp

b. Dependent Variable: Passing Information through groups

Interpretation: The above study helped in finding regression between two variables as **use** of whatsApp & Passing Information through groups. There is positive regression between the two variables, we may analyze that the Use of Whatsapp helps in Passing Information through groups.

Regression for use of whatsApp & managing personal life

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 ^a	.073	.071	27.43320919338906

a. Predictors: (Constant), use of whatsApp

b. Dependent Variable: managing personal life

Interpretation: As there is positive regression between the two variables, we may analyze that use of whatsApp is helping in managing personal life.

Beta and T-test

Variables	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
Sellers					
Constant: use of whatsApp	-3052.390	1632.032	.414	-1.870	.067
Dependent: managing professional life	1514.040	457.795		3.307	.002

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	Std. Error of the Estimate	
Predictors: (Constant), Use of whatsApp										
Dependent Variable: Managing professional life										
1	Regression	175883307.034	1	175883307.034	10.938	.002 ^b	.414 ^a	.171	.155	4010.018
	Residual	852253162.312	53	16080248.346						
	Total	1028136469.345	54							

Interpretation:

ANOVA between use of WhatsApp & Managing professional life: The Sig. value of F is 0.001. This value is less than 0.05. Because of this, we can conclude that there is statistically significant difference between the mean numbers of variables 'use of WhatsApp and managing professional life'. The 0.163 B value is exactly the difference between the two means, so that adding it to the constant produces the mean for use of WhatsApp. Since we are considering the entire population of states, the significance level is not necessary of particular interest, though if we were to conceptualize the current situation as resulting from a sampling from some hypothetical populations, the p-value of 0.001 would indicate that so large a coefficient is unlikely to result from chance were random samples of this size drawn from hypothetical populations with equal means.

Testing

The Hypothesis H1 is rejected as the large population of youth uses Social messaging Application in comparison to Voice Calls, SMS and Email Chat for staying in touch with

people especially when they want to manage their professional life, business and general. The Alternative Hypothesis is accepted as WhatsApp is most preferred Social Messaging Application for controlling mismanagement.

Result Discussion and Conclusion

- Out of the 50 respondents, 68% i.e. 34 respondents are males and 32% i.e. 16 respondents are female. The ratio of males and females is 2:1
- Out of the 50 respondents, 72% i.e. 36 respondents are from age group 16-25 years, 12% i.e. 6 respondents are from age group 26-35 years, 12% i.e. 6 respondents are from age group 36-45 years and 4% i.e. 2 respondents are from age group up to 15 years. It shows that a major part of sample is belongs to the age group 16-25 years (youth).
- Out of the 50 respondents, 64% i.e. 32 respondents are from student category, 26% i.e. 13 respondents are from service category, 4% i.e. 2 respondents are from professional category, 6% i.e. 3 respondents are from home maker category and none of the respondents are unemployed. It shows that generally 16-25 years age group is belongs to student category.
- Out of the 50 respondents, 2% i.e. only 1 respondent is the monthly income between 15001 to 30000, 2% i.e. only 1 respondent is the monthly income between 30001 to 45000, 2% i.e. only 1 respondent is the monthly income above 60000, and 94% i.e. 47 respondents are not disclose their monthly family income. Now a day's persons are not in favour of disclosing their income.
- Out of the 50 respondents, 38 i.e. 76% respondents are uses Social messaging applications and 12 i.e. 24% respondents are not use Social Messaging Applications. Social messaging applications are used by a major part of people.
- 28 out of the 50 respondents use Social messaging Apps followed by SMS and Voice calls. Email chat is less preferred now days. So, Social messaging apps have overtaken traditional SMS. Social messaging applications are preferred in comparison to other modes.
- WhatsApp is popular among youth & professionals disrespect of the demographic variables (like gender, age, income); Youths are using WhatsApp most of the time compare to that of Facebook. 16% people use WhatsApp all the Time and 47% people use it Most of the time, it indicates that the major part of our sample use WhatsApp

frequently. And, 5% people are not using WhatsApp as they are using alternate app like Facebook or they are not having Smartphone with data/Wi-Fi connection.

- WhatsApp is used for entertainment, passing the information and managing the professional and personal life on regular basis.
- Most of the respondents are satisfied by using WhatsApp. Out of 32 WhatsApp users 20 respondents are satisfied by WhatsApp means WhatsApp is must-use application, 8 respondents are most-satisfied level, 3 respondents are neutral and only 1 people is dissatisfied. It means WhatsApp earns very good customer satisfaction level among social messenger apps.
- The major feature of WhatsApp is group formation which helps in managing number of person at one go. So many professional and personal groups are being formed which provides information to all at a single click.

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Marketers' Response Strategies to Maintain Customer Relationship in Turbulent Times of Organization

Ashish Kumar Khanra 1

1. *Engineering Officer, CPRI, Bhopal*

ABSTRACT

Managing in turbulent times is going to become an important skill for most executives of any Organization. It is concerned with action rather than understanding, with decisions rather than analysis. It deals with the strategies needed to transform rapid changes into opportunities, to turn the threat of change into productive and profitable action that contributes positively to our society, the economy, and the individual. Acquisition and retention of customers are the key areas of marketing operations where it is five to ten times more expensive to acquire a new consumer than obtain repeat business from an existing one. In today's world of relationship marketing there is a change in focus towards retention of customers and customizing the products and services so as to make profits that sustain for long. CRM has turn out to be a buzzword in the Indian Retail world. Customer relationship management is a management strategy that unites information technology with marketing. It even facilitates the marketer to be aware of the customer's sentiments and buying habits so that the customer can be provided with products and services even before he starts demanding and can be made possible through the integration of four important components i.e. technology , process, people, and data. Retailers need CRM. The rewards are huge and need to be availed of if one wants to thrive in a competitive business world. This research paper throws light on the need of CRM in retail sector of Industrial Products and highlights the most important aspect of a marketing program.

Keywords: Turbulent Times, Marketing Strategies, Information Technology, CRM, Customer Retention, Customer Feedback.

Introduction

Managing in turbulent times is going to become an important skill for most executives. It is concerned with action rather than understanding, with decisions rather than analysis. It

deals with the strategies needed to transform rapid changes into opportunities, to turn the threat of change into productive and profitable action that contributes positively to our society, the economy, and the individual.

We should understand the risks of our business is exposed to and how to manage these risks. Are there risks we might have overlooked? Businesses with weak risk management fundamentals often find themselves vulnerable to unexpected surprises or to a turn of events. This is especially so during turbulent times where the horizon is still unclear. However, what is clear is the need to assess the fundamentals and priorities of our business and pool the required resources for charting the course to success.

2. Optimize Customer Relationship to Increase Corporate Profitability

Customer analytics and intelligence play an important role in helping organizations utilize data collected to develop profitable business decisions. It provides customer insights essential to deliver propositions that are anticipated, relevant and timely. As the backbone for all organization-to-customer activities, it allows an organization to analyse and understands customer behaviour.

Organizations that recognize their customers are better placed to enhance customer experience. Better customer experience contributes to greater customer satisfaction and induces customer loyalty. Practitioners that master customer analytics could cultivate abundant new opportunities for profitable growth and create a customer centric organization.

3. Marketing Strategies

A marketer has to design appropriate responses to post-purchase activities that will not only keep the consumer satisfied but also avoid the intervention of other parties in the matter. Following are the prominent responses that a marketer should consider in order to:

- Build Consumer Satisfaction
- Maintain Consumer Satisfaction
- Avoid Consumer Dissatisfaction

4. Marketers' Response Strategies

A marketer has to design appropriate responses considering different aspects of Consumer Behaviour and details are mentioned below:

A. Monitor Regularly the Consumer Reactions

A marketer should intimate and encourage a regular monitoring of consumer reactions towards itself, its product range and a particular brand. A continuous inflow of such monitoring data will develop into an information system and serve as early warning signals. Such monitoring is of particular significance where products are sold through non-store purchasing route.

B. Bring Product Quality under Marketing Responsibility

Though we hear a lot these days about improving product quality, nothing can substantially change until maintenance of product quality is brought under marketing responsibilities. Thus, quality control will upgrade itself from being an isolated function of production department to a joint mission of marketing and manufacturing departments.

C. Handle Complaints Quickly and responsibly

Marketers must go beyond the usual lip-service to handling of customer complaints. They should be taken up at the earliest opportunity and action notified to the complaint without delay. Even acknowledgement of the receipt of complaint contributes to reducing dissatisfaction.

D. Be a Courteous and Helpful Host

Most of consumer dissatisfaction is attributable to poor service at the point of purchase. It may arise out of unhelpful or discourteous sales personnel, poor availability of product and inadequate service to customers. Marketers may note that even in standard products, considerable differentiation and competitive edge can be generated by being a courteous and helpful host to visiting customers.

E. Help Consumer on Product Use

The manner in which the product is used can be crucial to customer satisfaction/dissatisfaction. It is in the interest of marketers themselves to help consumer in proper use of the product- especially those which may fail if wrongly opened or used blindly. Adequate instructions or information could be given to reduce potential consumer dissatisfaction.

F. Sell “Solution” instead of Product

Nobody buys a product what consumer buy is “solution” through products. Thus, promotional attempts should focus on the solution or performance of product rather than the product. This will signify the desire of marketers to provide satisfaction to customers.

G. Assure even after the Purchasing over

Marketers must assure the buyers, even after the purchase is concluded, of their commitment to customers’ satisfaction. A thank-you letter or a visit to customers enquiring about their post-purchase feelings can go a long way in building a healthy and satisfying relationship for both customers and marketers.

5. Customers’ Response Strategies by Customer Feedback

Marketers should assure the customers that we are in the process of evaluating the quality of services rendered by our Organizations. We request you to spare your valuable time in expressing free and frank opinion in the Customer Feedback Form. The matter will be treated as confidential and will be discussed by our management. We thank you for having utilized our product and assure that the action taken on the comments/ suggestions made by you will be intimated to you shortly. Please help us to serve you better.

CUSTOMER FEEDBACK FORM

Customer’s Name	
Name of the Organization	
Designation	
Address	

Telephone/ Mobile No.					
E-mail ID					
Name of the Product Used					
Product Type/ Model					
Evaluation of Product Benefit	Excellent	Very Good	Good	Average	Poor
Quality of Product					
Comparable to other Brand					
Price					
After sales service					
Packing					
Delivery					
Area of improvement/ Any other comments					
Signature of Customer					
Date					

6. Conclusion

Customer relationship management is a management strategy that unites information technology with marketing. It even facilitates the marketer to be aware of the customer's sentiments and buying habits so that the customer can be provided with products and services even before he starts demanding and can be made possible through the integration of four important components i.e. technology , process, people, and data. Retailers need CRM. The rewards are huge and need to be availed of

if one wants to thrive in a competitive business world. The research paper revealed the need of CRM in retail sector of Industrial Products and highlighted the most important aspect of a marketing program which if ignored can bring companies towards a downfall.

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MANAGEMENT CONTROL STRATEGIES IN UPSRTC DURING TURBULENCE

Amit Verma¹

1. Research Scholar, University Department of Commerce & Business Management, Ranchi University.

ABSTRACT

Uttar Pradesh State Road Transport Corporation has completed more than 43 years of its services since its formation in the year 1972, a lot of expansion and diversification has taken place in its activities and to some extent it has been successful in developing the state bus services as per requirements of passengers. On 31st March 2014 Corporation generated total revenue of Rs. 2967.93 Crores as against the total expenditure of Rs. 3099.47 Crores which has resulted in net loss of Rs. 131.54 Crores. The financial position is critical according to the annual report 2013-2014 and at the same time facing direct and indirect severe competition. This paper discusses elaborately the various management control strategies to be adopted by Uttar Pradesh State Road Transport Corporation (UPSRTC) during turbulence 2013-2014, in utilizing the available resources, reducing the cost of operations and enhancing the quality of transport services. The Corporation will be able to improve her efficiency and performance to a greater extent when there will be strict control on men and material, which will make an industry surviving.

Keywords: UPSRTC, Control, Utilization, Cost.

Introduction

Controlling is “the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished.”

The basic control process involves three Steps:

1) *Establishing Standards*

2) *Measuring Performance against these Standards.*

3) *Correcting Variations from Standards and Plans.*

Control also refers to the task of ensuring that activities are producing the desired results. Control in this sense is limited to monitoring the outcome of activities, reviewing feedback information about this outcome, and if necessary, taking corrective action. In the planning stage, managers decide how the resources would be utilized to achieve organizational objectives; at the controlling stage, managers try to visualize whether resources are utilized in the same way as planned. Thus, control completes the whole sequence of management process.

Now Comes to **Management Control** which is defined as, “It describes the means by which the actions of individuals or groups within an organization are constrained to perform certain actions while avoiding other actions in an effort to achieve organizational goals.”

Management controls can be viewed as:-

- the management information systems required by management to steer the work of the organization, to monitor the progress and quality of operations, and to evaluate the results and performance of the organization;
- the policies, systems, procedures, authority delegations, etc., that are built into the organization’s processes to provide reasonable assurance that management’s objectives are being achieved.

Management controls may be briefly defined as the organization, policies and procedures used to help and ensure that government programmes achieve their intended results; that the resources used to deliver these programmes are consistent with the stated aims and objectives of the responsible organizations; that programmes and resources are protected from waste, fraud, and mismanagement; and that reliable and timely information is obtained, maintained, reported, and used for decision making.

In UPSRTC, Management Control Strategies is to be adopted by Utilization of Resources like Buses, Human Resources, Fleet of UPSRTC and Taxies. Secondly, through minimizing operating cost, route planning, earning per Km (In Paise) & by separating Social Objective Losses and Optimise Earning. Thirdly, by maintaining quality of public transport services.

D) Utilization of Resources

The nationalization of Road Transport in India reflects the socialist philosophy of the Government. The objectives of nationalization road transport undertakings laid down in the Road Transport Corporation Act 1950 clearly indicate that they are formed to provide adequate, economic, efficient and properly coordinated transport services to the public in and out State.

Although the Government's funds are invested in the nationalized transport, its proper management should be done. The Corporation needs to follow the business principles to survive during the turbulence on its own besides aiming the above objectives. UPSRTC is a public undertaking therefore fund should be managed carefully & optimum Utilization of following assets is required:

1) Bus Utilization – Bus being the most important resource available in the UPSRTC. Its Utilization is measured in terms of Kms covered per bus per day and it determines to a large extent the operational efficiency of the undertakings. Optimizing the Utilization of resources is the basic requirement for the management of public sector undertakings and more so the transport undertakings in which a huge amount of investment is done. About 80% of the capital in any nationalized transport undertaking is in the form of buses, optimizing the use of buses is thus a basic responsibility of the management. There have been no accepted standard fixed about the buses. According to the annual report of UPSRTC 2013-2014 the bus Utilization Kms per bus per day was 209 in year 1972-1973, which increased gradually and started showing a favorable trend, but in the year 2010-2011 there was decrease and it reached to 343 compared to the year 2009-2010. Again in the year 2013-2014 there is decrease in bus Utilization which is 345 compared to the year 2012-2013 which was 353. Higher bus Utilization is much favorable because it reduces fixed cost per Km. Bus Utilization gives strength to the economy of undertaking by reducing the need of new bus.

Thus there will be considerable savings (on capital investment) in fixed cost and also the profitability of the operation will increase.

2) Human Resource- The human resource of an organization is its precious wealth and backbone and hence plays a vital role in its developmental and productive activities. The development and the progress of an organization depend upon its available human resource. If the human resource is not being utilized properly, then its developmental activities and progress are bound to be retarded. It is evident from the annual report of UPSRTC 2013-2014 that productivity per employee in case of UPSRTC has improved over the time by experiencing a rate of growth from 19.85 in the year 1972-1973 to 71.74 in the year 2013-2014. However improvements are required because UPSRTC is still not fully utilizing the employees.

3) Fleet Utilization- The objective of providing sufficient transport facility to the public is only fulfilled when the corporation possesses sufficient number of buses and put them in regular use. "Fleet Utilization of percentage of vehicles pressed into services against the total number of vehicle available and held by the organization." So the parameters showing the fleet Utilization reveal not only the extent of Utilization of buses but are also an indicator of efficiency of engineering department and control of a transport undertaking. Fleet Utilization is the ratio of the number of vehicles on road to the total fleet strength of the organization. It is expressed in terms of percentage, which indicates how many of the total vehicles held are actually utilized for operation.

It can be seen from the annual report 2013-2014 of UPSRTC that:

1. Buses on road – 96%
2. Buses off – road – 4%

Management Control should be there so fleet of UPSRTC, 100 percent utilized.

4) Taxi Utilization

The corporation is providing the taxi to the VIPs when there are coming to state for visiting to the different district. Presently there are 97 taxis in the fleet.

Table No 1: Income, Expenditure & Loss of Car Section

S.No	Particulars	2012-2013	2013-2014
1	Income(In Lakhs)	Rs 387.92	Rs 372.60
2	Expenditure(In Lakhs)	Rs 516.84	Rs 548.04
3.	Loss(In Lakhs)	Rs 128.92	Rs 175.44

Source: Compiled from the data available in the annual reports of UPSRTC for year 2013-14

It is evident from the Table No.1 that in the year 2013-2014 there is decrease in the income of Car Section and increases in the expenditure of Car Section which means there is not proper Utilization of taxies held by the Uttar Pradesh State Road Corporation that's why special efforts are needed for proper Utilization of Taxies.

II) Cost of Operation

1) Minimizing Operating Cost- The transport undertakings should also be concerned with reducing operating costs. According to the annual report of UPSRTC(2013-2014) , 27.40% of the fleet owned by the UPSRTC is over aged and due for replacement. It is observed that the over aged fleet needs more resources (man & material) to operate; they also slow down operations due to frequent breakdowns. Consequently number of passengers and bus Utilization goes down and as such increased cost of operations. There should be proper management control on cost of operation.

2)Route planning-

Corporation operates the buses mainly on Nationalized routes, but to fulfill the demand of the passenger it is also operating on the other routes which are not nationalized by taking the permit from the R.T.O.In the Uttar Pradesh 18,3774 Km routes made by the PWD are surfaced and motorable. In these routes 26,729 Km routes are nationalized. In these routes approx.9000 Km routes are overlapping. Therefore the true length of nationalized routes are 17,729Km,which is 9.65% of total surfaced(Pakki Sadak) routes.

As far as possible, stress should be laid on selecting such routes which offer a higher and regular traffic potential together with adequate bus Utilization, although operation of uneconomical routes cannot be ruled out but strategies must be opted to minimize cost of operation on uneconomical routes. There must be proper management control while planning routes.

3)Earning Per Kilometer(in Paise)- There is another kind of Utilization for every vehicle, which varies from vehicle to vehicle, though the productivity of the vehicle is measured through vehicles Utilization i. e. **the number of passengers carried in the vehicles for every kilometer it is operated.** In reality, the provision of a particular service can be thought of as the provision of a specific number of passenger seats for a specific number of kms. In fact, these seats will rarely be occupied fully over the whole distance the bus travels. It is evident from the annual report of UPSRTC 2013-2014 that Earning per Km is -112 paise which is negative in nature. By Proper Controlling earning per km can be enhanced which will surely reduce the cost of operation.

4) To separate Social Objective Losses and Optimize Earning-

Management should draw a line between economical and uneconomical routes. Uneconomical routes are those which are not profitable for the Corporation and unnecessarily increasing the cost of operation but it cannot be ruled out due to social objectives of the Government. It is quite possible to separate the losses of such routes and that figures can be make available as a memorandum note to the Government for reimbursement.

As regards the routes where no social objective applies, it should be the job of depot official to operate the schedules to produce the best profits. In order to operate the schedules effectively it may be desirable to invest more delegation of authority and responsibility to the Depot Official.

III) Quality of Public Transport Services-

After the amendment of Motor Vehicle Acts 1988 and the liberal policy adopted by the Governments, both central and state, a number of private operators have come into the

transport field. Since the private operators are attracting passengers by providing door to door services & comfortable vehicles. The Corporation operations are affected badly and their earning have dropped considerably.

In the present age of globalisation modern society, passengers want door to door service in a short time with all the travelling comforts. When multiple modes of transport are available, passengers will have choice of their own. Thus, the field has become the buyer's market. Now the situation has become very competitive and the UPSRTC for their survival has to compete with the private operators by improving the quality of their services.

CONCLUSION

During turbulence period 2013-2014, management of the Uttar Pradesh State Road Transport Corporation (UPSRTC) should adopt management control strategies to improve the efficiency and performance of the undertakings through refinements in the operations, by fixing and re-fixing the targets. Management of the Corporation should lay stress on the optimum Utilisation of the assets to increase the productivity of both Buses and Staff. Management should develop strong monitoring mechanism by surprise checking so cost of operations can be reduced.

The cost per km should be reduced and earning per Km should be increased by every possible means. All the officials should be educated about this aspect and necessary authority should be delegated to them to achieve the net results.

Both the employees and managers should be made "cost conscious and profit oriented".

A time has come when UPSRTC is required to increase the occupancy by laying emphasis both on comfortable travel and amenities at bus station. A strict control on both men and material often by motivation and at times by resorting to penal action in case of failures will help UPSRTC in utilizing the available resources, reducing the cost of operations and enhancing the quality of transport services.

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Global Turbulence – Indian Response

N. Santosh Ranganath¹

1. Faculty Member, Dept. of Commerce and Management Studies, Dr. B.R. Ambedkar University, Srikakulam, Andhra Pradesh.

ABSTRACT

The current global financial crisis has hit both the real and financial sectors with unexpected severity and uncharacteristic speed, not ever witnessed since the Great Depression of the twentieth century. A World Bank update in the wake of the global financial crisis likened the coping being taken by countries that have been impacted by the crisis to “navigating the perfect storm”. On several occasions global financial markets have experienced brief bouts of turbulence. Recent financial-market developments have unfolded against the backdrop of an extended period of strong, broad-based, global expansion and overall financial stability. The paper provides an analysis of the impact of the global turbulence on the financial sector in India. It draws some lessons therein for policy makers, bank regulators and the financial institutions and provides recommendations for sustainable financial operations amid a challenging financial environment.

Keywords: *Global economy, Strategic risks, Credit crisis, Firewalls, Financial turmoil.*

Introduction

Change in the 21st century is rapid-fire and turbulent. As globalization, technological complexity, and interdependence have created new opportunities, they have also created new uncertainties. In this environment, resilience is emerging as a new and increasingly critical priority for companies and countries alike. Yet few people understand why resilience is critical or even what it is. Obvious risks are not the only ones that need attention. For business, it is not enough to plan based only on known risks quantified and modeled under business-as-usual assumptions. For government, it is not enough to fortify against high-

impact, low-probability events: the malicious terrorist attacks or natural disasters that capture popular imagination. Risks are just as likely to emanate from disruptions in global networks for energy, communication, information, transportation that are interlocked, allowing failures to cascade across networks, borders, and societies.

Resilience is the quality that enables enterprises and societies to cope with those unexpected events that have potentially catastrophic consequences. In this essay we argue that a sustained strategic focus on resilience one as intense as that ordinarily placed on growth is an urgent priority for business and government at all levels worldwide. For countries, a strategic focus on resilience means not only ensuring the reliable provision of basic services but also reducing the variations in economic opportunity that come with major societal shocks. Where sustainability is about managing a level of resource consumption, resilience is about managing disruptions to critical systems physical, virtual, health, and economic. A resilient society can cope with a variety of such disruptions to critical systems with agility, speed, and resourcefulness.

For companies, resilience is about anticipating, managing, and responding to sudden change. As has become all too evident in recent months, a firm's shareholders and customers are not well served when a market valuation built on years of strong quarterly reports crumbles when an unanticipated hazard exposes inadequate preparedness. But resilience is not just about avoiding losses or preserve shareholder value. It is also about being poised to seize suddenly available opportunities to create value.

The Organizations that pay attention to flexibility and adaptability and has prepared for a spectrum of surprises is better equipped not just mitigate disasters, but also to capitalize on such opportunities. When it comes to understanding the resilience imperative, however, many companies fall short. This happens partly because the risk landscape has changed so dramatically in just the last decade. Global enterprises now operate quite differently from the multinationals of the last century, but their risk management processes have not kept pace. Multinational companies typically transplanted themselves as self-contained businesses on foreign shores, but global enterprises splice different pieces of their business operations across different geographies, and network them to each other through voice and data IT

systems and supply chains. That has raised the ante on network disruptions from operational down-time to a “bet the bottom line” risk.

And globalization is creating new strategic risks. The Global Risk Network at the World Economic Forum identifies strategic trends that could create significant economic losses. But are companies connecting the dots between these strategic risks and their own risk-management processes? Resilience requires companies to create innovative approaches to manage threat, risk, and change. What they need is not an improved ability to predict the future, but systems that can better adapt to turbulence and surprise. Resilience requires process innovation: disciplined, systematic, and cross- functional thinking across the organization, including its missions, operations, markets, and technical infrastructure.

When resilience fails, private-sector organizations pay a price. The problem is that their failures have far-reaching consequences for public welfare as well regionally, nationally, and sometimes globally. Traditionally, governments have refrained from intervening in the way that companies manage risk and resilience, understanding that the markets will exact a toll. But the stakes have increased beyond anyone’s expectations.

Countries are not much better prepared. We have just seen the failures in U.S. financial risk management cascade across sectors and trigger a global financial and credit crisis. Trillions of dollars of value in market capitalization has been lost. The entire developed world has been driven into recession, not just a growth slow-down. As a result, the Director General of the International Labor Organization (ILO) reports, world unemployment is likely to increase by 20 million over the coming year. The number of working poor living on under \$1 a day could rise by some 40 million and the number at \$2 a day by more than 100 million.

The Global Situation

While the epicenter of the economic storm was in the developed countries, its fury has quickly spread to developing countries (World Bank, 2008) that are connected to the U.S. and Europe through investment, trade and financial links. Global in scope, the financial crisis works through two main channels: the financial system and the real economy. In many

countries, the severity of the global financial crisis is impacting the balance sheets of financial institutions in terms of low asset growth, inadequate levels of capital, volatility in deposits, high default rates and curtailed funding by investors and lenders.

What has been the immediate impact of the global financial crisis on financial markets? The World Bank Global Monitoring Report (2009) notes the following:

- The failure of important financial institutions in the major financial systems froze inter-bank and credit markets around the world and revised the price of risk upward, triggering a global liquidity shortage.
- The ensuing search for liquidity worldwide prompted, among other things, the sale of equity and debt securities and the withdrawal of capital from emerging markets, destabilizing banking systems.
- Boosts to liquidity and injections of capital in financial institutions by developed country authorities may avert a systemic meltdown of financial markets, but heightened risk aversion and an ongoing deleveraging across the world is causing capital to retreat from developing countries and the cost of financing to rise.
- The countries of the region have found the cost of capital in international markets to skyrocket, threatening their ability to finance development programs and hurting their poverty reduction efforts

The real economy is experiencing a severe drop in manufacturing activities, falling demand, job losses, and lower remittances, shrinking export markets, weakening of commodity prices for the net commodity exporting countries and declining tourism arrivals. Indeed, the interconnectedness of the global economy has allowed for easier and faster transmission of the negative effects of a liquidity and credit crunch and currency dislocations that have followed in the wake of the turbulence that was introduced by failing American sub-prime mortgage markets.

The financial turmoil has created significant challenges not only to developing economies in East and South Asia but even to developed countries such as Japan and South Korea. Some countries are already in recession as output drops and job losses mount. ILO Director General Juan Somavia graphically characterizes the current phenomenon as “not simply a crisis on Wall Street, this is a crisis on all streets.” Estimates of the unemployment that the global financial crisis would eventually generate are staggering.

The ILO Director-General Juan Somavia was quoted as saying that “the ILO’s preliminary estimates indicated that the “number of unemployed could rise from 190 million in 2007 to 210 million in late 2009” and that “the number of working poor living on less than a dollar a day could rise by some 40 million – and those at 2 dollars a day by more than 100 million”. The scenario is a frightening harbinger of a worsening of the poverty situation especially in the affected developing countries. Mr. Somavia also said that the current crisis would hit hardest such sectors as construction, automotive, tourism, finance, services and real estate. He also noted that the new projections “could prove to be underestimates if the effects of the current economic contraction and looming recession are not quickly confronted”

In 2008, the World Bank observed that as of 2008, Japan and Europe are already in recession and the United States is expected to follow soon. All three are expected to contract further in 2009, dampening import demand and resulting in the first decline in world trade volumes in a quarter century. The World Bank (2008) notes that global trade is forecast to shrink in 2009 for the first time since 1982 while foreign investment and short-term credit are drying up. Developing country exports are falling; large amounts of capital have been withdrawn. Many developing countries face sharply tighter credit and higher interest rates. GDP growth in 2009 in developing countries is expected to fall to 4.5 percent from 7.9 percent in 2007. Private capital flows are expected to drop from \$1 trillion in 2007 to \$530 billion in 2009. Remittances that workers send to home countries that provide a lifeline to poverty-stricken areas are projected to decline.

Global Turbulence in India

The turmoil in international financial markets since late July this year and the increased uncertainty that financial markets are currently experiencing have brought issues relating to

financial sector stability to the fore. In some ways, the recent developments are unprecedented in their occurrence and in terms of the emerging magnitude of financial sector losses. The sudden loss of confidence among traditional counterparties reflects extreme information asymmetry arising from the complex layering of risk diffusion and high leveraging; and the breakdown of risk assessment by reputed rating agencies and the like.

The speed of contagion and the extensive involvement of large, reputed and regulated financial institutions are indicative of regulatory shortcomings, which has then necessitated unconventional responses of central banks. All this has raised serious concerns relating to the ability and flexibility of national financial systems to withstand shocks emanating from such unusual developments. It has also spurred some reconsideration on some aspects of monetary policy and of financial regulation, particularly as they relate to the maintenance of financial stability.

India has so far remained relatively insulated from these developments and our impact analyses suggest that our exposure to troubled sub-prime assets and related derivatives is negligible in comparison to many other economies. Whereas this may be regarded by some as fortuitous, it is perhaps our nuanced approach to financial sector reform and development that has served us well; our approach has been marked by conscious gradualism with the implementation of coordinated and sequenced moves on several fronts that are predicated on the preparedness for change of the financial system in particular, and of the economy in general.

It is also built in appropriate safeguards to ensure stability, while taking account of the prevailing governance standards, risk management systems and incentive frameworks in financial institutions in the country. Overall, these progressive but cautious policies have contributed to efficiency of the financial system while sustaining the growth momentum in an environment of macroeconomic and financial stability. Nevertheless, we in the Reserve Bank are maintaining enhanced vigilance to be able to respond appropriately to the prevailing heightened uncertainties in global financial conditions. The policy challenge is to continue to ensure financial stability in India during this period of international financial turbulence, while maintaining the momentum of high growth accompanied by price stability.

Global Turbulence - Indian response

The main 'transmission mechanisms' of the crisis from the place of its origin to the rest of the world, particularly Asia, consisted of the drop in equity markets dependent on international portfolio flows; the freezing up of credit after the failure of globally operating banks and financial institutions; the drop in exports as a result of the contraction of economic activity in the major developed economies; the adverse effect on remittances and tourism receipts; and the cutback in domestic investment and job losses. Of course, the main reason for the rapid spread of the crisis was the absence of a global financial architecture, which led to the integration of the financial markets globally when the going was good but without effective regulation or restraint, which were left to the national economies.

“Banks are global in life,” observed a helpless financial administrator when the downward slide gathered momentum, “and national in death.” Each country, therefore, had to work out its own procedure to contain the contagion and turn the tide. The outcome depended on how vulnerable the country was to external shocks and how resilient its internal structures were. The lessons learned by the (Asian) financial crisis of 1997-98 gave the Asian countries a greater degree of preparedness to bounce back. Policymakers were better oriented to handle crisis management when the deluge came.

Consider the People's Republic of China. Because of its aggressive export-oriented growth it was one of the earliest to be hit and quite badly too. Exports plunged 52.6 per cent from the September 2008 high level – the steepest decline among Asian exports. The Shanghai stock market index tumbled from over 6,000 in October 2007 to 1,700 in November 2008. Inflation became a major issue soon and excess capacity in several manufacturing sectors, especially shipbuilding, will have to be dealt with in the not-too-distant future. More important, China will have to reconsider the feasibility and desirability of its basic strategy of export-led growth piling up paper wealth in other countries of the world. Should China be lending to the U.S. when it stands so much in need to build and strengthen its domestic economy?

The manifestation of the crisis in India and the response to it were somewhat different. It was the financial market that was first affected. In terms of capital flows India's position was different from China's because of the predominance – as high as 67 per cent – of 'mobile

capital' (portfolio investment) in the inflows. When the financial markets in the West started collapsing, there was a sudden flight of capital from the country to safer destinations, which got reflected in the stock markets. There was a fairly quick reversal also, not particularly because of any policy initiative but because investors in the West saw in the situation an opportunity to borrow at close to zero per cent interest at home, buy shares at low prices in the relatively stable Indian market and thus make profits. The volatility that the Indian stock markets experienced in 2008-09 was the result of such activity. India's exposure to the global economy in terms of exports and imports has not been as high or as crucial as China's and so it was not as badly hit by the fall in exports as China was.

There were domestic factors that contributed to India's resilience. Concentrating on increased domestic economic activity was one of them though it did not go as far as it could have gone. The National Rural Employment Guarantee Scheme, which was launched just prior to the crisis, certainly contributed to domestic spending. The waiver of rural debts, too, may have been helpful. The fact that 2009 was an election year must have had that kind of impact also. That probably explains why the formal stimulus package in the final quarter of 2008 and the first quarter of 2009 could be as low as \$40 billion (compared with \$790 billion in the U.S. and \$600 billion in China during the same period). The fact that the nationalised banking sector in India was prevented from entering into speculative activities of the kind that had characterised the global banking and non-bank financial sectors in the earlier years of the decade, and the diligent role played by the Reserve Bank of India also won for India international acclaim in dealing with the crisis

Conclusion

Innovation, and its rapid global diffusion, has made life easier for hundreds of millions of people and driven up productivity rates world-wide. But it has also increased the extent of disruption when the technology networks fail, and has increased the cost to companies. For example, the hourly costs of downtime for U.S. companies were estimated at \$2.8 million for the energy sector, \$2 million for the telecom sector, and \$1.6 million for manufacturing.

Globalization both mitigates risk and creates new ones. So some companies are leveraging geography to disperse risk. Rather than creating static backup sites (which often gather dust

until a disruption occurs), they are creating shadow seats in each of their locations and cross-training employees in different geographies to ensure that critical functions continue in case of an emergency. On the other hand, the diffusion of interconnected operations also increases a company's exposure to infrastructure disruptions in the systems of transportation, communications, and information that otherwise enable the enterprise to operate seamlessly across different geographies.

In the 20th-century, paradigms of security evolved from Maginot lines, to doctrines of containment, to firewalls. Each succumbed in its turn to technology and globalization. At the start of the 21st century, the very notion of security defined in terms of "perimeter defense" or "threat containment" has become all but obsolete. Today's threats are too ubiquitous to be isolated and too nimble to be contained. In such a world, responsible companies and governments are compelled to emphasize accessible actions rather than illusory remedies. In such a world, resilience is no longer an afterthought. It is an imperative.

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Evaluating the Effectiveness of Mobile Value Added Services (VAS) with special reference to SMS Marketing

Dr. Krishna Murari¹

1. Assistant Professor, Department of Management, Sikkim University.

ABSTRACT

Mobility and virtualization are two trends that are changing the way people can access information while on the move. Mobile phones today have moved beyond their fundamental role of communications and have graduated to become an extension of the persona of the user. We are witnessing an era when users buy mobile phones not just to be in touch, but to express themselves, their attitude, feelings & interests through the use of various value added services. Customers continuously want more from their phone. Thus, there exists a vast world beyond voice that needs to be explored and tapped and the entire mobile industry is heading towards it to provide innovative options to their customers. The increased importance of VAS has also made content developers burn the midnight oil to come up with better and newer concepts and services. SMS is used by majority of mobile users for various purposes. This article explores the various types of mobile VAS accessed by Indian consumers and the effectiveness of SMS VAS as a marketing tool for the companies in Indian consumer market.

Keywords: Telecom Industry, Mobile Value added Services, SMS VAS, SMS marketing, Effectiveness,

Introduction

Invention of mobile technologies and its evolution is the biggest boon to mankind. Telecommunication industry is growing at a rapid rate. There are 3.3 billion mobile subscribers worldwide, out of which around 375 million mobile subscribers are Indian. Over 350 billion text messages are exchanged across the world every month.

Ever since mobile world came into existence, there has been continuous innovation around mobile services. Today, mobile phones have moved beyond their primary role of voice communications and have graduated to become an essential entertaining device for mobile users. We are in an era where users purchase mobile phones not just to be in touch with people, but use it to express their

thoughts, for social networking, to show their interests, send photos, download images, play games, read news, surf on the Internet, listen to music, chat instantly with friends & families and even check their bank balances.

A mobile value-added service (m-VAS) is the ability for mobile operators and service providers to charge a premium price for the services (beyond voice conversation) they offer to their subscribers (mobile users). Some of the services include: SMS (text messages), MMS (multimedia messages), USSD (interactive menu based services), CRBT (caller ring back tone), video streaming, mobile advertisements, participation in polls and contests, location based services, m-Commerce (financial transactions), Instant messaging, Infotainment services (news, weather reports, songs, recipes), content downloads (wallpapers, screen savers, games, ring tones), down loadable mobile applications.

All the value added services address some need of the end consumer whether it is psychological, monetary or convenience. Based on the need fulfillment of the end user, we have grouped Mobile VAS into three broad categories.

1.1 Entertainment VAS

The key differentiating factor of Entertainment VAS is the mass appeal it generates. These provide entertainment for leisure time usage. These not only generate heavy volume (owing to its mass appeal) but also heavy usage. An example of these kinds of services is Jokes, Bollywood Ringtones, CRBT (Caller Ring Back Tone) and games. These services continue to be popular and have been key revenue generators for the Indian mobile VAS market. This is a high value MVAS and will continue to show growth.

1.2 Info VAS

These services are characterized by the useful information it provides to the end user. Apart from mobile, alternate modes are available to access Information VAS like Newspaper, TV, and Internet. E.g. of Info VAS is information on movie tickets, news, banking account etc. They also include user request for information on other product categories like real-estate, education, stock updates, etc. Information VAS needs to target the right person at the right time with the right content.

1.3 Communication VAS

The communication VAS includes those differentiated services which provide the users to set connectivity with his/her peer group. For example- SMS, checking mails on gmail or always on push

mail interface, accessing mobile search engines, instant messaging on blackberry, video calling, facebook etc.,

1.4 m-Commerce VAS

These are the services which involve some transaction using the mobile phone. An example of this kind of service is buying movie tickets using mobile phone or transfer of money from one bank account to the other. These can broadly be classified into 2 types - Mobile banking and Mobile payments. A big boost to m-commerce has come from the RBI which recently came out with some guidelines. M-Commerce penetration continues to be small but awareness is increasing. Operators are betting on technologies like USSD to make the service handset agnostic. The current marketing focus is primarily on mobile bill payment and m-banking. Industry is betting on tripling number of m-Commerce users within this year.

In developed countries, mobile marketing is highly cost effective tool of marketing. Even in developing countries like Bangladesh, which is amongst the poorest countries in the world, with 50 percent of people living in poverty with gross national income (GNI) per capita of \$470, the mobile communications sector is growing rapidly and is cited as the fastest growing industry there (Scharl, Dickinger, Haghirian & Murphy, 2005). This article explores the various types of mobile VAS accessed by Indian consumers and the effectiveness of SMS VAS as a marketing tool for the companies in Indian consumer market.

2. Objectives of the study

This study is carried out keeping in mind the following objectives-

- To identify pattern of usage of mobile value added services among the demographic characteristics of the respondents.
- To evaluate the scope & effectiveness of SMS VAS marketing in Indian consumers.
- To assess associated challenges to mobile VAS in potential rural India.

3. Research approach

Our study focuses on urban India and it covers 100 respondents across 7 cities of Delhi, Mumbai, Hyderabad, Bangalore, Chennai, Pune and Kolkata. The survey focuses on 30 VAS services across Entertainment, Information, Communication and m-Commerce. The study and the subsequent analysis of primary and secondary information also bring out an understanding of the services of the

future, and the price people are willing to pay. The respondents were spread across different Socio Economic Classes (SEC), age groups, education backgrounds and working status. Thus, it is supposed to give deeper insights into various sections of the urban mobile VAS users.

4. Review of Literature

Mobile VAS marketing process can be defined as “using interactive wireless media to provide customers with time and location sensitive, personalized information that promotes goods, services and ideas, thereby generating value for all stakeholders”. This illustrates provision of value to both the marketing party and also to the consumer (Barnhart and Barnhart, 2000).

Mobile VAS has critically transformed communication industry and in turn significantly rejuvenated the experience of consumers and marketers as well. Consumers can easily receive information of their interest and that gives power to the advertisers in a cost- effective manner to develop and enhance long-term customer relationship. Keeping this benefit in view, the modern advertisers are adopting this important tool and relying on different modes of interactive technology for the promotion and advertising of their products and services (Pavlou and Stewart, 2000).

According to Faulkner and Culwin (2005), SMS VAS service is very effective for communication between one to one friends. But business organizations also think that it could be an important tool for business tasks and communication with customers. It was estimated by market research group Radicati that in 2004, 55 percent of text messaging was for business use, with much further growth to come (Sakhare, 2011). With the growing popularity of SMS marketing, many software services are coming in the market. This makes the entire process of sending and receiving messages easier and simpler. Mobile SMS marketing is considered as vast platform offering multiple avenues like bulk SMS service, two-way SMS exchanges and short code SMS services. With the help of bulk SMS service, multiple messages can be set to thousands of people which exist in the database and that too with a single click of the mouse (The Most Affordable and Ideal Umbrella of SMS Advertising and Marketing, 2011).

SMS usage continues to grow every year with more and more new innovative ways of utilizing its potential coming to the forefront. Indians are using SMS as an extension of their lives more and more every year. On an average an Indian sends 29 SMS per month (TRAI data). It's being used not just to keep in touch with friends and family but to check bank balances, mobile bills, and status of train/flight to name a few.

Indians use SMS for all sorts of reasons from receiving jokes to checking on flight status to enquiring about exam results. It's a very powerful medium for getting in touch with people without soliciting a backlash as seen on phone calls. It's effective for getting the message out to potential customers or retaining existing ones. Some key points of the TRAI report are:

- 1 in 5 urban Indians have used a SMS based VAS service either as a one-off or on subscription basis.
- SMS is an effective marketing tool, showing conversion rates a lot higher than other conventional mediums i.e. TV/Radio etc. 1 in 3 Urban Indian has acted in some manner over the SMS i.e. forwarding to others or enquiring about it.
- SMS, an advertising medium, has an interaction rate of around 5%.
- A quarter of urban Indians have participated in some sort of SMS contest, a valuable tool for getting consumers involved with products/services

5. Findings & Interpretation

5.1 Gender wise Distribution of Mobile VAS Usage

Males are generally more active users of SMS VAS services compared to their counterparts. While males are more interested in getting sports updates females are interested in spiritual and astrology quotes.

Table 1: SMS Usage in India - Gender Difference

SMS VAS Services	Male	Female	Male - Index	Female - Index
SMS VAS Subscribers	52.1%	47.9%	100	100
News	60.7%	39.3%	117	82
Sport	63.4%	36.6%	122	76
Astrology	49.7%	50.3%	95	105
Jokes	52.4%	47.6%	101	99
Stocks/Finance/Business	63.0%	37.0%	121	77
Health tips	54.5%	45.5%	105	95
Chat	57.8%	42.2%	111	88
Movies	53.3%	46.7%	102	97
Jobs	52.8%	47.2%	101	99
Spiritual	47.9%	52.1%	92	109
Love tips/quotes	61.9%	38.1%	119	80

5.2 Age wise Distribution of SMS VAS Usage

On looking at usage of SMS VAS services by age, SMS related to "Stocks/Finance/Business" are most popular among 55 years or older people while Jokes are the most popular SMS VAS service for 18 to 44 years old.

Table 2: SMS VAS Usage in India - Age Matters

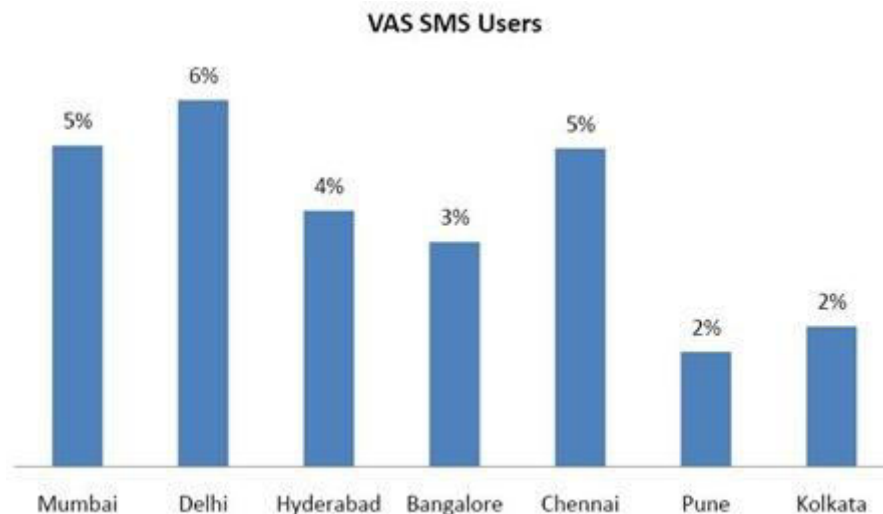
SMS Services	18 to 24 Years	25 to 34 Years	35 to 44 Years	45 to 54 Years	55 Years or More
News alerts	44.7%	35.8%	50.2%	51.9%	46.1%
Sport	43.2%	41.7%	38.2%	42.7%	46.4%
Astrology	42.9%	42.3%	49.4%	62.4%	55.2%
Jokes	56.2%	52.8%	62.7%	43.1%	33.2%
Stocks/Finance/Business	29.0%	35.1%	43.1%	32.7%	56.7%
Health tips	32.5%	32.8%	36.4%	31.9%	33.9%
Chat	31.3%	28.6%	21.6%	24.2%	2.4%
Movies (e.g.bollywood)	31.3%	25.4%	13.6%	10.8%	3.7%
Jobs	46.2%	43.3%	34.4%	41.0%	49.7%
Spiritual	21.6%	24.9%	18.1%	25.5%	26.8%
Love tips/quotes	36.3%	32.3%	18.3%	28.3%	0.5%
Vastu	23.3%	23.3%	17.3%	23.6%	20.5%
TV Guide	16.6%	15.5%	22.8%	23.8%	29.5%

5.3 City wise Distribution of SMS VAS Users

SMS is a popular medium for delivering Value Added Services (VAS); it's a valuable revenue source for service providers, almost 5% of service provider revenue comes from SMS VAS services the highest revenue earning VAS.

Almost 20% of Urban Indians or 1 in 5 have used a SMS VAS service over the quarter in last one year. On looking at the big 7 Indian cities, Delhities are the most avid users of SMS VAS services, accounting for 6% of all SMS VAS users in Urban India followed by Mumbai and Chennai at 5% each.

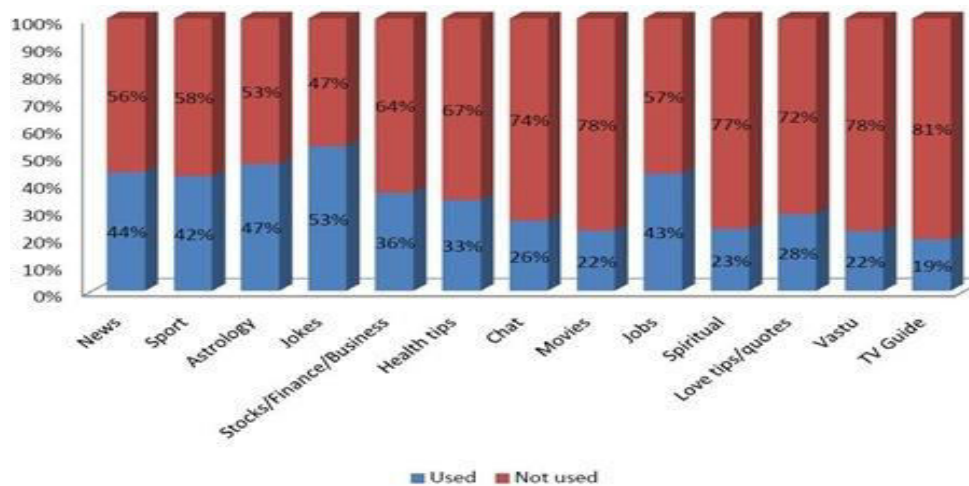
Figure 1: SMS Usage - City wise



5.4 Most Popular SMS VAS Usage

Receiving jokes via SMS on phones is the most popular SMS VAS service, subscribed by 1 in 2 SMS VAS subscribers followed by Astrology (47%), News alerts (44%) and Jobs (43%).

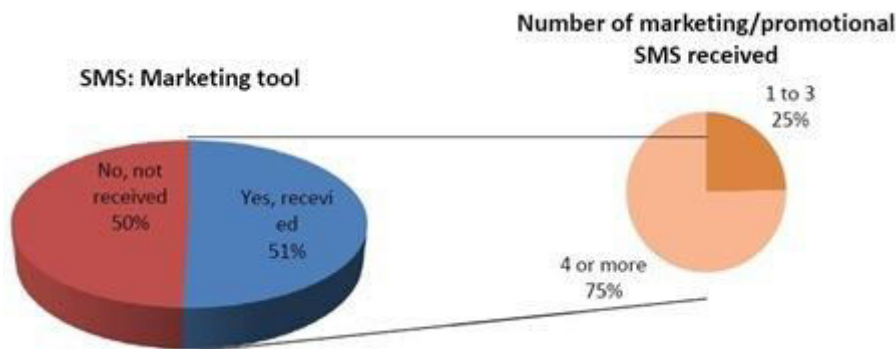
Figure 2: SMS Usage in India - Most Popular Items



5.5 SMS as a Marketing Tool

SMS is increasingly being viewed by India Inc. as a source of getting in touch with their customers. This is evident from the fact that every second urban Indian acknowledged receiving marketing/promotional SMS on their phone in quarter ending May 2009.

Figure 3: SMS as a Marketing Tool in India



The intensity of using SMS for marketing/promotions is quite high with almost 75% receiving a minimum of 4 such SMS.

5.6 SMS Marketing– Services

Companies offering downloads for ring tones/wallpapers/games use SMS as a marketing tool a lot more frequently, 37% of Urban Indians have received a SMS offering such products, followed by entertainment/media companies i.e. movies, music etc, garnering a 36% recall rate.

Table 3: SMS Marketing in India Usage

Product/Services	Urban India
Downloads for ringtones, wallpapers, games	36.9%
Entertainment products like movies, music	36.3%
Financial products like banking, investments, loans	33.6%
Offers to participate in a contest or game	31.1%
Other product(s) and/or service(s)	28.3%
Consumer electronics	21.0%
Travel products like airline tickets, railway tickets, hotels	20.6%
Food service like restaurants, coffee shops, fast food	17.3%
Vehicles like cars, scooters, bikes	14.1%

5.7 Efficiency of SMS as a Marketing Tool

1 in 3 of Urban Indians who receive a marketing/promotional SMS takes some action while 2 out of 3 deleted or ignore the message completely.

Calling up to inquire (if number available) followed by forwarding message to others are the two most commonly cited actions taken on receipt of marketing/promotional SMS. While 11% also indicated they made a purchase on the basis of information received via SMS.

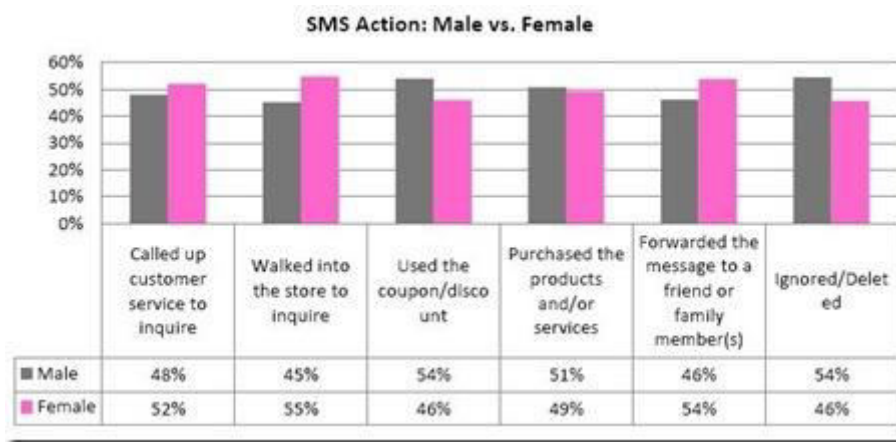
Figure 4: Efficiency of SMS as a Marketing Tool



5.8 SMS Marketing Effectiveness – Gender Effect

Females are less likely to ignore and/or delete the message compared to males and are more likely to enquire further i.e. by calling up customer service or walking into the store. However males are more involved when it comes to using the coupons/discounts offered in SMS.

Figure 5: SMS Marketing Effectiveness- Gender effect



5.9 SMS Marketing Effectiveness –Age Effect

35 to 44 year olds are most likely to purchase a product(s) and/or service(s) based on information received via SMS.

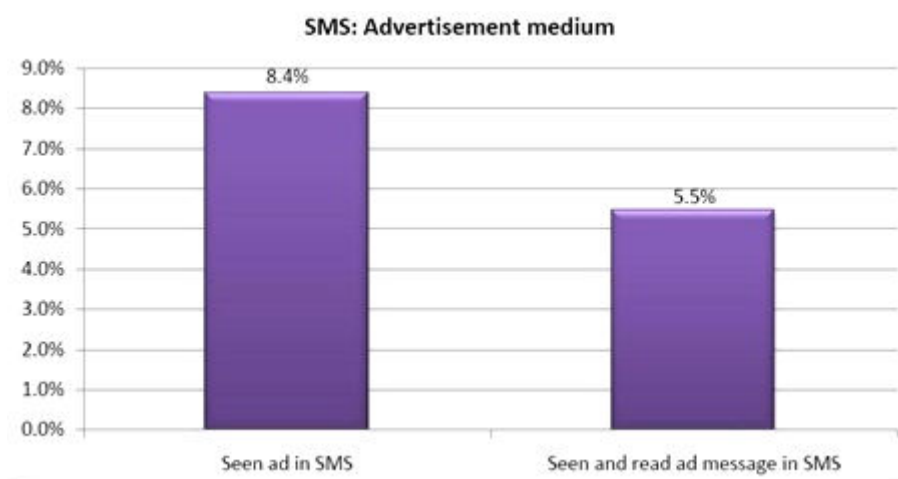
Figure 6: SMS Marketing Effectiveness – Age effect



5.10 SMS as an Advertising medium

SMS is so widely used in India that it’s now becoming a medium for advertising as well. Many companies are using this powerful medium to advertise their offerings. 8% of the urban Indians, approx 22 million have seen an ad in a SMS they have received, while 65% of those who have seen have also read the advertisement message. Such high level of awareness indicates the importance of this medium for advertising.

Figure 7: SMS as an Advertising Medium



5.11 Potential Market from Rural India

For majority of the population in the rural segment, the mobile phone is the first communication device. Rural should not always be interpreted as poor and therefore some categories of MVAS might apply directly to them.

But whether the statement can be extended to MVAS depends on some key factors. One is to clearly identify the need of the rural segment, second is to communicate the services to them i.e. generate awareness and thirdly, to provide an easy and cheap access mode to the rural consumers. All these 3 are quite big challenges and therefore needs to be addressed adequately for MVAS to take off in Rural India.

Apart from the identification of rural consumer needs and development of relevant content, communication of these services to the rural population would be a bigger challenge. One way to do this is to communicate through regional SMS for which a separate SMS gateway needs to be installed. Literacy level of the geographical area will be another limitation. Therefore the better communication option is Voice in regional languages. The challenge with regional voice is not only investment but also blockage of the already scarce spectrum.

Marketing the content in rural market is going to be all the more challenging. This would require right packaging and pricing of MVAS. Providing cheap access mode to end consumer would be another key booster to rural MVAS. Current voice MVAS charges are expensive from a rural consumer perspective therefore that also would need to be addressed for e.g. the 'sachet model' could prove to be successful here.

MVAS is going to address two main needs of rural consumers- connectivity and entertainment mode. Connectivity will provide Information VAS on Agriculture necessary for the farmer's livelihood e.g. *mandi* rates, weather, etc. Health, finance, job opportunities etc are potential areas. Mobile also has the potential to evolve as a key entertainment mode considering lack of other entertainment options in rural areas. The industry has witnessed some type of content being downloaded more in small towns of UP and Bihar rather than in metros like Delhi and Mumbai. Therefore by leveraging on these two aspects MVAS can be a success in rural area.

Mobile interconnected industries are every day coming up with fresh and ground – breaking mobile technologies. Mobile VAS accounts to 10-12% of the total telecom revenues. Over 375 million mobile subscribers in India, out of which 8-10% of the total mobile subscribers are expected to be GPRS (General Packet Radio Services) subscribers as well. At present CRBT download and SMS (A2P) mobile VAS seems most popular amongst mobile users. With the launch of 3G services (faster data speed) in India, games download, video streaming, mCommerce, mobile blogs and mobile chat is expected to grow in future. As per TRAI predictions, mobile VAS revenue growth contributing to telecommunication industry is expected to grow to 30% in next 5-7 years, which is way beyond the current contribution of 10-12%.

6. Conclusion

India has a huge cellular subscribers base which is approximately split in 70:30 between rural and urban users respectively. With falling prices of mobile voice calls and text messages, telecom operators are turning to additional services which are offered to customers; such services are called Mobile Value Added Services or MVAS. With diverse demography, lifestyle and consumer preferences amongst urban, sub-urban and rural consumers across the country, MVAS are destined to generate high returns. Value-added services (VAS) over the mobile are drawing increasing attention from operators and content providers. With its increased popularity in rural India, it can be a largest revenue fetching area to the value added service providers. It is continuously growing at rate of approximately 70% and contributes around 9-12% of mobile operator's revenue. SMS marketing is also very helpful from company's perspective because it is very cost-effective tool of marketing especially in case of reaching mass audience. The study concludes that this tool is here to stay and will grow significantly in upcoming years. In this regard migration to 4G from 3G will be

a big enabler for richer services, and can actually drive higher ARPUs (Average Revenue per User).

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Managing in Rough Water: A Review

DR HOTAM SINGH¹ , RAZA ZAIDI²

1. Faculty, Department of Business Administration Bareilly College, Bareilly U.P.
2. Faculty, Department of Business Administration Bareilly College Bareilly U.P

ABSTRACT

Purpose – The paper aims to explore themes and messages for Managing in current turbulent times. Based on a literature review of both Drucker’s work and contemporary studies in the field of complexity theory the paper’s aim is to explore turbulence as a feature of levels of agreement for objectives and predictability of outcome. Drucker’s concept of management as a social enterprise is seen as central together with his warning that the tools and techniques of management should not obscure its purpose. The review identifies that contemporary complexity theory can be used to Explore Drucker’s work on turbulence. The case study shows how approaches based on dialogue can enable conflicting objectives to be explored and agreed out comes achieved. The paper concludes that in turbulent times Drucker’s concept of management as a social enterprise forms a core framework that can be used within complex situations to agree objectives through dialogue. Complexity theory (the latter being the frame we use here). The lack of evidential precedent is also worrying for practitioners for whom cherished models such as strategic planning seem less relevant – how can you plan in a turbulent environment?

Keywords: Complexity Theory, Social Enterprise, Strategic Planning, Turbulent Environment

Theme1: we should be concerned less about inflation and more about financial stringencies and credit crunch.

When Drucker (1992) looked at the issues facing managers, his primary focus was to generate an understanding of the changes ahead and implications for the economy, people, markets, management and organization in order to create the knowledge the executive needed to manage for tomorrow rather than for yesterday. A quote from nearly 20 years ago provides a powerful insight into the current financial crisis: Only a few short years ago we worried about inflation and about the ascendancy of all kinds of new financial superpowers [. ..] Inflationis, of course, still a danger – and will remain one as long as governments pile up

huge deficits. But executives in the 90's are more likely to be worried by financial stringencies and credit crunches [. . .] The monetary giants of yesterday are everywhere in full retreat and mired in scanda. Some argue that lessons have been learned and government has taken swift corrective action through improving "regulation" and "transparency". Other free market economists disagree: for example, The Institute of Economic Affairs has reviewed comments from leading think tanks on the credit crunch. They quote Barack Obama's remarks on 8 January 2009 that: Economists from across the political spectrum agree that if we don't act swiftly and boldly, we could see a much deeper economic downturn that could lead to double digit unemployment and the American Dream slipping further and further out of reach (in Rosenbleeth, 2009, p. 2). Their challenge is to look beyond "swift and bold actions" at the underlying contributory causes resulting from decades of government intervention in housing and financial markets, combined with loose monetary policy which fuelled an unsustainable asset-price bubble, which finally burst in 2008. However, the risk has long been identified. (Held et al., 1999). So wherever we are it is not the case that we have agreement on our goals or the reasons for the dilemmas that face us. The way multiple goals emerge and the levels of agreement between them are central to understanding management within turbulence.

Theme 2: we need to recognize we are in an age of turbulence and pay attention to peoples' experience of turbulence.

We are now living in a period of unprecedented turbulence with the worst financial crisis since the 1929 crash. Turbulence defines a state of unpredictable change that was not foreseen. Yet as Drucker states: The executive world has been turbulent for as long as I can remember – I started work two years before the 1929 crash (Drucker, 1992, p. viii). Turbulence is not new but with continued globalisation, increased complexity, accelerating speed of information exchange and market volatility we are now facing a reality almost unrecognisable to previous generations. What is clear is that our approach to understanding has failed to keep pace. There are divides between our philosophical stances which have lead to what Rucker terms "agreatdivide". He argues that: . . . at some point between 1965 and 1973, we passed a "great divide" into the next century, leaving behind the creeds, commitments and alignments that had shaped politics for a century or two. At the most profound level, the Enlightenment faith in progress through collective action 'dvaluation by

society” which had been the dominant force of politics since the eighteenth century – was thoroughly dashed. This is not the first such divide.

His view was: . . . the last such divide was crossed a century earlier in 1873. That liberal century, in which the dominant political creed was laissez-faire, began in 1776 with Adam Smith’s *The Wealth of Nations* and ended with the Vienna stock market crash and short lived panics in Paris, London, Frankfurt and New York in 1873 (Drucker, 1992,pp.1-2). As we approach the end of the current decade we are approaching an even greater “divide” as we face the combined impact of the unraveling of the worst crisis in the world’s financial system for at least a century, together with the gatherings of climate change and “peak oil” amongst other macro trends that threaten to converge and impact on our way of life. Outcomes are becoming less predictable. Yet many of the tools we use to understand the world we face are inadequate for the purpose because they assume that there is such a thing as an ordered and objective reality that we can uncover with increasingly sophisticated techniques based on linear cause and effect scenarios. As we advance deeper in the knowledge economy, the basic assumptions underlying much of what is taught and practiced in the name of management are hopelessly out of date [. . .] Most of the assumptions about business, technology and organization are at least 50 years old. They have outlived their time (Drucker, 1998, p. 162). Yet if, as Drucker argued, management and business is a social enterprise i.e. to serve the wider needs of society, then the critical determiner is relationships. However, if our purpose is to understand turbulence then we are dealing with the non-linear relationships that characterize complex human systems (Lane and Corrie, 2006). Within this changing context we cannot assume that the future will continue to be a projection of the past or that the structured step by step management procedures and processes of the past will address the needs of a world of constant change, risk taking and ambiguity, where confidence in the conventional wisdom results in an inadequate response to competitive pressures. We are dealing with unpredictable outcomes, in what Stacey (2007) calls complex responsive processes.

Theme 3: The presentation of the story is bigger than reality.

As with previous “divides”, past assumptions dominate thinking and obscure people’s vision of what is about to unfold, often with disastrous consequences. In the 24/7 culture that we

have become the needs of the moment are often so pressing that it leaves little time to think about how events are unfolding. The British Prime Minister Gordon Brown referred to this recently in acknowledging that he found it hard to focus on strategy, “as you have to deal with immediate events, like if a bank’s going to go under” (Viner, based on an interview for the Guardian, 20 June 2009) This would come as no surprise to Drucker, who described people’s reactions to turbulence: Most of what we assume axiomatically no longer fits our reality, lending a surreal air to our work and lives. The world seems to have dissolved into a series of media events that appear either bigger than reality or totally formless. This is especially true in political life, where we have entered “terraincognita”(Drucker,1992,p.1). If people’s experience of life was described as a “series of media events “in 1991 it has now become a virtual reality show as people seek to interact with a world that no longer fits with established norms that bind together communities and cultures. Is it surprising that this has paved the road to a “whatever” culture, where identity and meaning are increasingly defined by people’s immediate space, place and peers, driving out a sense of higher purpose and connectors with the wider “we”? As with previous “divides”, past assumptions dominate people’s thinking and obscure their vision about what is about to unfold, often with disastrous consequences.

Management as a social enterprise requires senior executives to create a safe space for others to have their voice to harvest the wisdom of different and contrary perspectives to better anticipate what is unforeseen. “The presence of diverse viewpoints has been shown to significantly increase a team’s creativity” (Hackman et al., 2007, p. 83), which has implications for both team selection and hiring decisions. Although many agree with the potential benefits of building diverse teams, “Too many leaders make the mistake of using a highly diverse mix of players as their core decision making team without preparing either the team or the members to use their differences effectively” (Hackman et al., 2007, p. 83). “The reality for leaders is that although many agree constructive conflict can improve the quality of decision making, achieving this can be a task for which they feel ill-prepared” (Down, 2007). People in an organisation have by position and experience different levels of access to and understanding of the evolving and changing external context of which they are part, but not all have equal access to sharing their perspective with senior decision makers. Uhl-Bien et al. (2007) in their paper on complexity leadership theory make the distinction between

“administrative leadership”, which is grounded in traditional notions of hierarchy, alignment and control; ‘enabling leadership”, which creates the right conditions to optimise learning, exploration of different perspectives and problem solving and “adaptive (or generative) leadership”, which is an emergent and interactive dynamic that actively seeks different perspectives to deliver adaptive outcomes. In the cases quoted above the reported evidence of “CEOs that removed executives that disagreed with them” and “cultures indisposed to challenge” suggests a dominance of administrative leadership at the expense of balancing this with an “enabling” and “adaptive” Leadership style, which only increased risk exposure in a context of volatility and change. Complexity theory provides a means to explore such volatility. It is concerned with appreciating how sudden and unpredictable changes occur after a period of stability identifying that there are no pre-fixed destinations rather instead there are potentials (Wheatley, 1999).

Problems are tough because they are complex in three ways: They are dynamically complex, which means that cause and effect are far apart in space and time [.] they are generatively complex which means they are unfolding in unfamiliar and unpredictable ways [.. .]They are socially complex which means that the people involved see things very differently and so problems become polarized and stuck.

Kahane argues that as a result we cannot work from fixed positions of “telling” but rather have to embrace values of transparency, creativity and collaborative dialogue. Effective knowledge management requires a commitment to transparency, which needs to be embedded in a set of values. In a study of 100 p companies in 22 countries, Marchand et al. (2001) demonstrate that transparent knowledge management generates better staff engagement and results for the business. The importance of effective knowledge management was evidenced in case studies of organisations growing rapidly.(Lane, 1994) For example, the importance of information flows from and to customers was cited by the software firm Sage as critical to their success. The critical challenge for leadership arising out of the current financial crisis is how we can become better prepared to anticipate the unpredictable and vulnerability of unforeseen risks – i.e.the Black Swan factor (Taleb, 2007) – and overcome the blindness that comes when our dominant focus is so absorbed by the immediacy of the moment. There is increasing evidence that new challenges can no longer be readily solved within the conventional leadership paradigm. In the past many traditional narratives about

leadership were based on the “heroic visionary leader”, whose role is to drive the organisation forward towards a predefined vision or goal in the relentless quest to drive shareholder value. This paradigm fits well with a future that is predictable, where the past can be used to project the future but less helpful in managing on the edge of chaos. In the future leadership will be much more about balancing the art of leading uncertainty with certainty and adapting the style of approach to address both. We need to both understand the impact of the stories we tell in unpredictable contexts as well as tell better stories.

Theme 4: if this is the turbulent world we are in where do we turn?

If there are key questions over the levels of agreement about what we can do, varying levels of predictability on achievement of outcomes and a central role played by the types of story we tell each other with some attracting more attention/energy than others where might we turn for ideas? One possibility is complexity theory. Given that we are members of complex networks and in our interactions with others we co-evolve a jointly constructed reality we are dealing with radically self-organising processes. This unpredictability also creates the possibilities for highly creative potentials to emerge in any system which though encouraging the participation of as many voices as possible allows stories to emerge. Some stories will gain adherents and lead to yet newer ways to organize complex systems as well as how to generate useful outcomes from that creative potential. Complexity theorists such as Stacey (1996) have shown how areas of relative stability emerge within unstable systems through powerful conversations in which possibilities emerge, which gain credence and stimulate further stories. Stacey argues (2007) that many attempts to understand organizations are based on a rational sounding language which promotes the illusion that someone is in control. While the management discourse is coached in terms of “markets”, “resources”, “visionary leaders”, what is missing is the voice of ordinary people. From the perspective of complex responsive processes, those people are present and organizations are seen as patterns of interaction between people that are simultaneously cooperative-consensual and conflictual competitive. Through these patterns of relating, people construct their future together in the present. We agree the stories we are going to author and enact. In complexity terms management can only be seen as a social enterprise. We argue that there are three critical insights that link the themes above to emerging theories regarding the leadership of turbulence:

(1) The level of agreement on purpose – ensuring “purpose” focuses on the higher end purpose of meeting the wider needs of society. We cannot assume agreement, we have to create conditions for it to emerge.(2) The predictability of outcomes in pursuing goals to achieve that purpose, i.e. thinking with the “end in mind” and ensuring the management tools do not obscure the aims. Organisations in their markets consist of people who are interdependent. This is inherently turbulent and therefore unpredictable in anything other than limited circumstances and short timescales.

(3) The narratives or stories that people tell that direct people’s focus on the end purpose rather than the means to achieve it. Where narratives emerge that gain adherents they can form stories in which people understand the characters involved and the plot that will guide action. They then act within that plot with strategic intent but because of the interdependency do not know what will happen at any one point, but trust each other sufficiently to work to get the job done. The interest in purpose, predictability of outcomes and narrative then enables us to focus on how stories emerge from complex and turbulent contexts which lead to agreements around a new purpose. We provide two examples of such emergence. South Africa: the transition from apartheid. Adam Kahane (2007) describes how leaders from different national constituencies participated in workshops at the Mont Fleur Conference Centre near Cape Town to explore the birth of the new South Africa. The Mont Fleur process engaged participants in a process of dialogue, which involved mapping scenarios based on what might happen. He describes how “simple problems, with low complexity, can be solved perfectly well – efficiently and effectively – using processes that are piecemeal, backward looking and authoritarian. By contrast highly complex problems [. . .] [which in the Stacey model are defined as having a low level of agreement and certainty] can only be solved using processes that are ‘systemic, emergent and participatory’” (Kahane, 2007 p. 32).

Complex problems require a different way of listening and engaging with others to shift entrenched positions, which lead to problems getting stuck. This means listening openly and reflectively to different perspectives in order to be open to new possibilities and the emergence of an agreed purpose. They were confronted with much hype and self-promotion by those entering this market, a degree of infighting between professional bodies seeking to regulate the field and very few objective voices of authority or sources of information,

guidance or advice upon which they could rely. Thus we had no agreement on purpose, an unpredictable context and competing stories about what was the best form of practice. Out of this fairly chaotic situation conversations started to emerge. The idea that a convention be held to bring together different parties across the globe gradually took hold. The traditional linear thinking for such a convention would be to find a group of experts to present papers, and attendees would be able to listen and engage in conversations. However, in recognising both the turbulent state of this market and the possibilities of working with the framework of complexity, the idea was proposed that rather than adopt that approach we would meet together for five days of dialogue, with no presenters, hierarchy of experts or predefined outcomes. Rather we would see what emerged from a self-organizing space.

The structured story works from the top down and operates in the chaotic space. Consequently, he argues that rather than an organization seeking its own unique strategy it should rather develop its managers to handle a variety of strategies. This is in contrast to some organizations, particularly in the finance sector, which started the decade telling their managers that they had to move from being risk-averse and develop an entrepreneurial mindset and are now telling them to go back to a risk-averse mindset. This is a classic error of trying to force a chaotic space to operate as if it were a rational space. We attempt to deal with the anxiety by trying to control or eliminate it rather than, as is more appropriate, using it creatively. If we see the future as essentially predictable then we may infer that leadership is more about a “dictate and control” mode as we drive the organization and its people to a predefined goal. If we see the future as being essentially unpredictable then we may infer that leadership is more about dialogue and learning. If we see the future as a combination of both, with the short term being more predictable and the medium to longer term more unpredictable, then it raises a further question about the leadership that that is required to achieve a balance.

The agreement/certainty matrix helps us to recognize the space we are in and consider how we might best operate in those spaces. We are now in the world of turbulence that Drucker spoke about. In the events leading up to the current financial crisis leadership was strong and effective in delivering “individual” and locally defined growth objectives for the major banks but was heading in the wrong direction in delivering its higher purpose of meeting the wider needs of an increasingly interconnected global economy, through delivering a robust and stable global financial system a framework for defining the leadership approach.

In the future this needs to be balanced with a greater focus on the leadership of complexity, uncertainty and ambiguity as well as certainty, which typically focuses on short-term goals. We can use the idea of different spaces to consider the type of conversations that happen, the ways in which leaders respond and the type of management that best fits the space. However, it is important to recognize that these spaces are all emergent properties of a complex system. We cannot organize them or tell our people to work as if they were in a designated space – now we will do strategic planning (a response to a rational space) now we will do creativity (a response to a space on the edge of chaos). These are not organized management events. The management of relationships and process of dialogue is becoming more critical in managing uncertainty. The complexity zone at the edge of chaos in Stacey’s model is not an easy place to be. It can be a place of anxiety and frustration, which in itself creates a crucible for new thinking. The leader’s role is less about driving performance against a predetermined vision and more about creating a process for sharing the wisdom of many different and contrary perspectives. It requires the leader to be skilful in handling issues associated with power, conflict and blame, which can get a grip as people struggle with their own ability to deal with ambiguity. How leaders contend with uncertainty in the external world is partly a function of how they deal with uncertainty within themselves. This has fundamental implications for the leadership coach. Traditional skill-based and performance coaching focusing on specific skills or performance gaps are more appropriate to the area of certainty. The leadership of uncertainty requires the coach to take a systemic and transformative approach to support the linked needs of the person, their key relationships, the organization, the customer and the external environment, recognizing they are all interconnected. Most developmental psychologists agree what differentiates leaders is not so much their philosophy of leadership, their personality, or their style of management. Rather it’s their internal “action logic”- how they interpret their surroundings and react when power or safety is challenged”(Torbert,2004). Power and safety are often challenged the closer to chaos, where conventional wisdom no longer applies. Torbert’s action inquiry model (Torbert, 2004) provides a developmental framework to learn different action logics. The framework defines seven developmental action logics:

(1) opportunist;

(2) diplomat;

(3) expert;

(4) achiever;

(5) individualist;**(6) strategist; and****(7) alchemist.**

Traditionally most management development has focused on the first four action logics, which fit well with conventional approaches to leadership. In the future it will be increasingly important to develop leaders in the last three action logics, which are a better fit with the management of uncertainty. There are a number of emerging management tools and techniques that support systemic thinking and transformative dialogue, which support the leadership of uncertainty, for example “appreciative enquiry” “world cafe”, open space technology, scenario planning, deep democracy, etc.

However, If we are to heed Drucker’s warning we need to ensure that tools serve the end purpose in meeting society’s needs, which are becoming more pressing as we face climate change, peak oil and other challenges associated with the degradation of the earth’s assets. There is a key role for leadership in acting as custodians as well as consumers of the world’s assets in order to leave a better legacy for future generations. Are we ready to take on this form of leadership?

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Demographic factors and Employee Attrition Intentions creating Balance and Imbalance: A Study with special reference to management colleges in Uttarakhand.

SUPREET KAUR¹ Dr. Chandraprakash²

1. *Research Scholar, Kumaun University*
2. *Asso. Prof., SBS College, Rudrapur, Uttarakhand*

ABSTRACT

The success of each and every organization depends upon their human resources and their knowledge, skills, abilities, talent and commitment of people at work. The purpose of this research article is to find out which factors attract more or less employee attrition intentions (**Pull factors of Attrition:** Salary, Respect and values, Freedom/autonomy, work life balance, job security, other Organization's location and Reputation perceived and attractive alternatives and career advancement) and their association with **Demographic factors of teaching personnel** (Age and Level of Education). For this purpose such a hypothesis is designed to shed light on the impact of various pull factors on the individual's decision to quit the organization. Factors associated with attrition were identified and were statistically tested by taking a sample of 367 respondents.

Keywords: Employee attrition intentions, Pull factors, Demographic factors, Management colleges

INTRODUCTION

Due to the globalization, workforce demands in India have changed drastically. **Employees today are ready to give their 100 per cent to their work but in return expect better compensation, learning, recognition and welfare on the whole.** They actually want to feel valued by their employers. And if their demands are not considered they think of leaving or quitting their present job or think of switching. This is called Employee Attrition. Attrition is well known HR issue which is found in every organization. According to Webster's New American Dictionary (1995) 'Attrition is the reduction of number through resignation,

retirement or death. Due to changing working environment, conditions and diversity people seek for new and challenging jobs and good growth opportunities in job place and make number of transitions between jobs during their working lives.

OBJECTIVES OF THE STUDY:

1. To find out the factors responsible more employee attrition intentions.
2. To identify significant employee attrition factors associated with demographic factors.

LITERATURE REVIEW:

The reasons for employee turnover may vary from external environmental factors such as economy, Organizational variables such as type of industry, Organization size, payment, work environment, benefits, promotions and individual working and nonworking variables like demographic , family related variables (**Pettman 1975; Mobley 1982, Schervish 1983; Terborg and Lee, 1984; Arthur 2001**).

Many researchers have attempted to answer the question of what determines people's intention to quit (**Bluedorn, 1982; Kalliath and Beck, 2001**). They found that lack of opportunities to learn and self development in the workplace can be the key for employee dissatisfaction which leads to attrition. Many researchers and scholars have tried to understand the high teacher turnover rate among beginning teachers by investigating the reasons and causes behind both teacher retention and teacher attrition (**Connolly 2000; Ingersoll 2003; Ingersoll & Smith 2003; Howard 2003; Inman & Marlow 2004; Heller 2004; Stockard & Lehman 2004**).

According to (**Arnold & Feldman 1982; Kirschenbaum & Weisberg 1990**) demographic variables like age, gender, organizational tenure, job tenure, educational level, marital status and job status affects employee attrition. The most studied and the most consistent in its relationship to turnover is the employee's age. Similar views were given by **Randhawa, Gurpreet (2007)** that there are significant correlations between turnover intention and demographic variables such as age, qualification, designation and found that age, designation and experience are negatively correlated with turnover intentions.

A meta-analysis by **Borman and Dowling (2008)** in their study on teacher attrition and retention, they indicated that those who are 51 years of age or older are nearly 2.5 times more

likely to quit teaching than teachers who are 50 or younger. Research on teacher attrition has generally found females more likely to leave teaching than male teachers (Adams 1996; Gritz & Theobald 1996; Ingersoll 2001). Weisberg & Krischenbaum (1993) studied the impact of gender on turnover intentions and actual job changes. Arnold and Feldman (1982) and Brief and Aldag (1980) stated that education is positively related to employee turnover. Wong et al. (1999) found that individuals with higher education levels are better informed of the alternative opportunities available in the external labour market. Poor salary is probably one of the most common causes of high teacher turnover (VSO 2002).

Galetta, Maura (2011) found that having the opportunity of responsibility and freedom to develop own activities can encourage the sense of identification and attachment to work environment that in turn can reduce the turnover intention. Margaret Deery (2008), examined the literature relating to the work-life balance (WLB) issues. Ramay (2008) conducted study on “Measuring Turnover Intention: IT Professionals and found perceived alternative job opportunities had significant positive correlation with turnover intentions. Harter et al., (2002) have suggested that employee development is inversely related to turnover but several researchers cited poor individual development and career development as a key driver for turnover.

RESEARCH METHODOLOGY:

Research methodology includes the target population, the research design, sampling design, data collection, statistical methods employed in the study. This study employed a descriptive research design and sampling technique used is multi stage sampling and size of the sample works out to be 367. Teaching personnel representing the respondent form as the sampling element and the data collection method is primary keeping in mind the nature of the study.

Hypothesis generated are:

Hypothesis H₀₁: Null: There is no association between Pull factors and Age of the respondents.

Hypothesis H₀₂: Null: There is no association between Pull Factors and Level of education.

Variables considered for the study: The following variables were taken:

Demographic factors: Age of the respondents and Level of Education and Pull factors: Level of salary vs. skill set and experience; Respected and valued by institution; Institution provides

support and authority to make decisions; Stressed due to work – place relation; Satisfied with job security; Other institution location and reputation also attracts; Job flexibility and freedom; Other Job alternatives attraction; Institution provides support in developing skills and knowledge; research environment and facilities to enhance academic career; Job realize aspirations, ambitious and experience; Able to achieve good balance b/w work and personal life. Pull factors (12 Variables) were measured using 5 Point Likert’s scale rating.

Statistical Tools:

The statistical tools used for the analysis of data are mean, Chi square and Analysis of Variance (ANOVA) using SPSS package.

The reliability of the scale was determined using Chronbach Alpha method which was found to be **0.75** suggesting these scales are moderately reliable.

RESULTS AND DISCUSSION:

AGE GROUP: Results show respondent's age group. 47.1% (173) respondents were below 25 years, 38.7 % (142) respondents belong to an age group that ranges from 26 yrs to 35 years and 52 respondents (14.2%) were above 36 years.

- Hypothesis 1: Null: There is no association between Pull factors and Age of the respondents.

The results of Pearson Chi Square (table 2) indicate that all the p values of Pearson Chi square for all the variables (Level of salary vs. skill set and experience 4.485 (.344); Respected and valued by institution 2.299 (.681); Institution provides support and authority to make decisions 5.373 (.251); Stressed due to work – place relation 4.851 (.303) ; Satisfied with job security 3.726 (.444); Other institution location and reputation also attracts 3.125 (.537) ; Job flexibility and freedom 3.928 (.416); Other Job alternatives attraction 3.125 (.537); Institution provides support in developing skills and knowledge **10.213 (.037)** ; research environment and facilities to enhance academic career 4.783 (.310) ; Job realize aspirations, ambitious and experience 2.961 (.564) ; Able to achieve good balance between work and personal life **10.213 (.037)** are higher than 0.05 (except 2 variables- Institution provides support in developing skills and knowledge **10.213 (.037)** and **10.213 (.037)**) hence at 95% level of confidence, the null hypothesis of no association of *pull factors vs Age* is failed to be rejected. In case of “Institution provides support in developing skills and knowledge” and “Able to achieve good balance b/w work and personal life” the p values of Chi Square is less

than 0.05 that is (.037) followed by high statistic. Hence null hypothesis of no association stands rejected.

The Anova test is also applied to test the difference between *pull factors vs age* in terms of *pull factors*. The f statistic in all the variables is low followed by high p-values hence at 95% level of confidence, the null hypothesis of no difference gets failed to be rejected.

Table- 1

PULL FACTORS						Pearson Chi Square Statistic (p-value)	f-statistic (p-value)
Variables	Age Group (Total)	Mean	Agree (%)	Uncertain (%)	Disagree (%)		
Institution provides support in developing skills and knowledge	Below 25 Yrs (173)	1.89	52(30.1%)	88 (50.9%)	33 (19.1%)	10.213 (.037)	.267 (.766)
	26-35 Yrs (142)	1.89	50 (35.2%)	58 (40.8%)	34 (23.9%)		
	Above 35 Yrs (52)	1.81	24 (46.2%)	14 (26.9%)	14 (26.9%)		
Able to achieve good balance b/w work and personal life	Below 25 Yrs (173)	1.24	142 (82.1%)	20 (11.6%)	11 (6.4%)	10.213 (.037)	.090 (.914)
	26-35 Yrs (142)	1.27	114 (80.3%)	18 (12.7%)	10 (7.0%)		
	Above 35 Yrs (52)	1.27	41(78.8%)	8 (15.4%)	3 (5.8%)		

2 LEVEL OF EDUCATION: So far as the level of education is concerned, Table 2 below shows Diploma holders were 38(10.4%), Masters Degree holders were 191(51.0%) and Ph D/MS/ Phil were 138(37.6%).

- Hypothesis 2: Null: There is no association between Pull Factors and Level of education.

The Pearson Chi Square test (table 2) is applied to analyze the association between *pull factors vs Level of Education*. The results shown below in Table 2 indicate that all the p values of Pearson Chi square (Level of salary vs. skill set and experience 8.064 (.089); Respected and valued by institution 8.565 (.073); Institution provides support and authority to make decisions 1.608 (.807); Stressed due to work – place relation **12.913 (.012)** ; Satisfied

with job security 6.152 (.188) ; Other institution location and reputation also attracts 2.193 (.700) ; Job flexibility and freedom 3.087 (.543); Other Job alternatives attraction 9.292 (.054); Institution provides support in developing skills and knowledge .709 (.950); research environment and facilities to enhance academic career **14.487 (.006)** ; Job realize aspirations, ambitious and experience 5.525 (.238) ; Able to achieve good balance between work and personal life 3.297 (.509) are higher than 0.05 except 2 variables- **Stressed due to work – place relation and Research environment and facilities to enhance academic career**) are higher than 0.05, hence at 95% level of confidence, the null hypothesis of no association of push factors vs Level of Education is failed to be rejected. In case of **‘Stressed due to work – place relation, ‘research environment and facilities to enhance academic career’** null hypothesis stands rejected.

The Anova test is applied to test the difference between *pull factors vs Level of Education* in terms of *pull factors*. It is noticed that the f statistic in all the cases is low followed by high p-values except in one variable. Hence at 95% confidence level there is no statistically significant difference between pull factors vs Level of Education in terms of pull factors. The null hypothesis of no difference gets failed to be rejected. But in case of **‘research environment and facilities to enhance academic career’** the null hypothesis of statistically no significant difference stands rejected.

Table 2

PULL FACTORS						Pearson Chi Square Statistic (p-value)	f-statistic (p-value)
Variables	Level of Education Group (Total)	Mean	Agree (%)	Uncertain (%)	Disagree (%)		
Research environment and facilities to enhance academic career	Diploma (38)	1.68	19 (50.0%)	12 (31.6%)	7 (18.4%)	14.487 (.006)	3.274 (.039)
	Masters Degree (191)	1.50	104(54.5%)	78 (40.8%)	9 (4.7%)		
	Ph D/M S/M. Phil (138)	1.41	89(64.5%)	42 (30.4%)	7 (5.1%)		

FINDINGS:

1. Individual with all age groups are working in management colleges.

2. Nearly 50 % of the teachers have Master Degree followed by highest degree of education in Management Colleges.
3. It is found that out of 8 selected pull factors of employee attrition, two factors namely **work life balance and career advancement** (self development in the workplace) can be the key for employee dissatisfaction which leads to attrition.
4. Out of the 8 variables of pull factors of attrition, the Chi square p values of two variables namely “**Institution provides support in developing skills and knowledge(0.037)**” and “**Able to achieve good balance b/w work and personal life(0.037)**” is found to be less than 0.05 significant levels. Thus all age groups are positively skewed towards **these two variables of pull factors.** (Table 3)
5. The One-way ANOVA test results in Table 3 indicate that there is no statistically significant difference among between age groups (below 25 Yrs, 26-35 Yrs & above 35 Yrs) with respect to variables of pull factors.
6. Out of the 8 variables of pull factors of attrition, the Chi square value of two dimensions namely “**Stressed due to work – place relation (0.012)**” and “**Research environment and facilities to enhance academic career (0.006)**” is found to be less than 0.05 significant levels. Hence these two variables form positive association with **Level of Education.**(Table 5)
7. The One-way ANOVA test results in Table 5 indicate that there is no statistically significant difference among between Levels of education with respect to variables of pull factors.

CONCLUSION:

Chi-square test revealed a positive association between one or two variables of pull factor and selected two demographic factors. Thus, some pull factors are strongly associated to different demographic factors age and level of education).Further, it can be concluded that not all variables of pull factors show same association among different age groups. From the findings it can be concluded that two variables of pull factors (**work life balance and career advancement**) have shown positive association with different age groups. So age of the individuals is found to be significant variable that influences the decision to leave, as younger individuals are more eager to leave. This result is supported by the studies of **Ahuja et al (2007)**, found that age has a modest but significant effect on attrition intention. Also **Drafke**

and Kossen (2002) maintained that employee turnover typically increases with age. Similarly from the findings it can be concluded that two variables of pull factors (**work life balance and career advancement**) have shown positive association with different levels of education. This result is supported by the studies of **Arnold and Feldman (1982)** and **Brief and Aldag (1980)**, stated that education is positively related to employee attrition. Thus from the findings, the two pull factors of attrition found to be more effective in individuals attrition intentions.(several researchers cited poor individual development and career development as a key driver for employee attrition).

Suggestions:

Faculty development programs can help them to keep update with the latest in their field and can encourage them to stay on and management should support and provide some initiatives in balancing work with personal life. In terms of future research directions it provides the base for the other researchers to extend the study to determine the impact of the other demographic factors and other pull factors on the academic staff attrition intentions.

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