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**An Empirical Study on Effectiveness of Logos in the Digital World**

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**Book Review**

**The 5 Gs of Family Business**

*Mr. Sandeep R. Deshmukh*



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## From the Editor's Desk.....

Dear Readers,

### Greetings from the IMER family!

We are pleased to present the **Sixteenth** volume of "Tatva" to you. "Tatva" is a peer reviewed journal published annually by the Research Centre of the institute. "Tatva" is a platform for scholars, researchers and practitioners to share their knowledge and experience in the field of management. This issue contains scholarly research articles, case studies and book review and we are sure that it will be of great value to you. Now TATVA is available online on [www.imertatva.com](http://www.imertatva.com).

The first research article is on "**An Empirical Study on Effectiveness of Logos in the Digital World**". This study can be of use to marketers who wish to design a logo for products that are gender sensitive and also for organisations who may wish to study the risks involved before redesigning the logo. The study also highlights the mediating impact of logos in engendering positive emotions to influence consumer behavior.

The second research article is on "**A Study on TQM Practices in Small and Medium Enterprises of North Karnataka**". The paper proposes need to have a structured approach towards TQM for sustainability and growth of small and medium enterprises on a continuous basis.

The third research article is on "**A Study on Customer Satisfaction of Retail Stores in Belagavi**". This study attempts to identify the expectation and satisfaction of customer towards retail stores. The results show that perceived quality had the greatest impact on the customer satisfaction for satisfied and dissatisfied customers.

The fourth research article is on "**Teaching & Learning - Digital vs. Traditional Pedagogy**". This paper gives an empirical view into the prospects of classroom teaching in future, based on discussions and feedback analysis of educationists from institutions of Higher Education both from Engineering and Non-engineering stream in Mysuru city, Karnataka State.

The fifth research paper is on "**Skill Development in India Challenges and Way Forward**". This paper presents the models of skill development in different countries and highlights the challenges for skill development in India and provide possible solutions.

The sixth research paper is on "**A Case Study of Belagavi Foundry Cluster**". The article highlights the status of foundry industry operating in Belagavi. The study covers issues and challenges faced by the foundry industry.

The Sixteenth volume of TATVA also contains a book review of the book titled "**The 5 Gs of Family Business**", authored by Mr. Walter Vieria and Dr. Mita Dixit. The book is published by SAGE publication. 5 Gs captures the essence of the five core elements needed to start, manage and perpetuate a family business successfully. The 5Gs are Genesis, Growth, Gen-Next, Governance and Giving Back. This book is an amalgamation of management theories and practices. The book provides a framework that provides tools and approaches for building long lasting system of a family business. The 5Gs of Family Business is an inspiring book for families owning business, entrepreneurs, inheritors, promoters and family members with an urge to grow at 5G speed in this VUCA world.

We are thankful to all the members of our editorial board, reviewers for all their constant support and guidance in our journey towards continuous improvement. We thank all the authors for contributing research articles, case studies and book reviews. We thank all our readers for their patronage, encouragement and invaluable feedback. We take this opportunity to invite contributions from you and your colleagues through research articles, case studies and book reviews.

**We wish you and your family a very happy and prosperous New Year.**

**Dr. Poornima M. Charantimath**



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## An Empirical Study on Effectiveness of Logos in the Digital World

Dr. Venkataraman Ramakrishnan \*  
Mr. Venkatesh Ganapathy \*\*

### Abstract

*Logos have played an important role in brand building efforts. Thus, the primary research problem in this effort is to understand the effectiveness of logos in the digital business ecosystem today and if they are effective, how do they manifest in influencing consumer behaviour? Logos offer several benefits that need articulation. Logos strengthen the brand image and are an integral part of an organisation's communication protocols. Factors crucial in designing a logo need an understanding considering that firms often make massive investments to develop a logo. Changing a logo is a sensitive issue and firms have to approach attempts to change the logo with abundant tact and caution. This study has deployed a causal research design to address the research question and empirical evidence was collected. The results of the study, while interesting, have addressed the need for a more comprehensive study in the future. This study can be of use to marketers who wish to design a logo for products that are gender sensitive and also for organisations who may wish to study the risks involved before redesigning the logo. The study also highlights the mediating impact of logos in engendering positive emotions to influence consumer behaviour.*

**Keywords:** Logos, Brand image, Brand Reputation, Brand Awareness, Colors, Emotions, Buyer Behavior.

### Introduction

In a crowded market space, every organisation strives to carve out its own niche. Since time immemorial brand equity has played an influential role in motivating customers to buy a product or service. A brand is the sum total of several attributes that represents what an organisation stands for. Products with a strong brand image have a greater consumer appeal. Brand image, logo, slogan, color, mascot are the many influences on buyer behavior. Organizations are now striving hard to create a distinctive, competitive edge in the market using advanced technologies and sophisticated communication platforms to market and sell their products. Mention of a brand leads us to vital components like logo and mascot. Logos have a strategic association with the company as they represent the values and beliefs of the firm.

A review of literature has revealed that there have been diverse studies to study the effectiveness of logos – however most research studies have focused on either understanding the benefits of logos or selection of the right design for a logo; however only a few research efforts have made attempts to study the effectiveness of logos in today's digital marketing ecosystem.

Digital technologies have led to brands vying for attracting mind share of customers through various means. Digital marketing techniques have evolved in the last few years. It will be of interest to know if logos still play an important role in influencing buyer behavior amidst all the digital clutter that customers are exposed to.

Before studying the effectiveness of logos, it is imperative to study its definition so that there is a common ground and greater understanding about what a logo actually constitutes. Further the benefits of a logo in terms of its impact on brand personality needs articulation. Businesses will also need to know the criteria for selection of the right logo design.

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The paper is organised as follows. We begin by documenting a review of literature to arrive at definitions of logos as arrived at by academic researchers. This is followed by analyzing the benefits that logo offer an organization. This is followed by reviewing the criteria for selecting the right design for a logo. This is followed by providing the framework of research by stating the research methodology and formulation of hypotheses. This is followed by analysis of primary data based on which findings and suggestions are presented and conclusions are drawn.

## Review of Literature

A logo represents the personality of the organisation and the values that the organization represents to its stakeholders (Bernstein, 1986) (Balmer, 2008) (Cian et al, 2014). Logo influences the company reputation (Bernstein, 1986) (Foroudi & Montes, 2017) (Girard et al, 2013) and is part of corporate visual identity (Balmer, 2001) (Ashworth & Kavartzis, 2010) Schechter (1993). Name, logo and slogan together represent a brand's identity (Kohli & Suri, 2002). A logo also represents the distinctive manner in which an organisation's name is recollected (Balmer, 2008).

Thus, the **operational definition of logos** can be arrived as:

***A logo is defined as a corporate visual identity of an organisation, representing its personality, values, image and reputation and something that enables the organisation to distinguish itself from other market players by influencing and shaping consumers' attitudes and aligning buying behaviors.***

Logo represents a brand's personality and acts as a visual cue (Cian, Krishna & Elder, 2014) and provides an assurance to a customer (Kay, 2006). A logo can be considered a strategic tool to manage brand reputation and enhance a brand's visibility to consumers (Grund, 1996).

Color, typeface, name and design are the various elements of a logo that make products and services visible to customers. Logos also enable an organisation to differentiate its products and services from customers (Alessandri, 2001) (Girard et al, 2013).

Logos make a company's products more prominent in the market place giving them a distinct competitive edge (Stuart, 1998) (Brachel & Earles, 1999) (Henderson & Cote, 1998) and also establish an emotional connect with consumers (Alessandri, 2001). This sets the tone for meaningful relationships between an organisation and its customers (Bhattacharya & Sen, 2003). In the digital world, spontaneous purchase decisions are driven more by a positive association with the brand and logo than just with the product.

A logo helps an organisation to build and maintain communication links with external and internal stakeholders (Balmer, 1998) (Van den Bosch et al, 2006). Consumers can have emotional connections with a logo (Alessandri, 2001) and this can set the tone for fostering meaningful relations with them (Bhattacharya & Sen, 2003). Consumer's buying decisions can often be influenced by logos and brand; this makes logos influential tools to succeed and sustain in the market. This is the reason why logos must be chosen and designed to attain specific marketing objectives (Kohli, 2002).

Logo is the building block of a company's corporate identity, supports the organisation's communication agenda and appeals to its stakeholders (Ashworth & Kavartzis, 2010) (Van den Bosch et al, 2006) (Balmer, 1998) (Gyambrah & Hammond, 2017).

Well-designed logos have a greater consumer recall as the design assists in brand recognition influencing purchasing decisions (Govers, 2013). Research has revealed that consumers spend less than 15 seconds to arrive at a decision to buy. Logos expedite the consumer's decision making process by stimulating the memory of a brand.

Design of a logo must consider developing a design that stands out in the market (Krishna, 2013) and take into account specific marketing objectives (Kohli, 2002). Logos should use characters, graphs, signals and colors so that consumers can readily identify with them (Li, Chen, Su et al, 2014). The characteristics of a brand coupled with a logo's dynamism play a crucial role in designing a logo (Cian, Krishna & Elder, 2014). A logo should create a distinct image from competitors (Singla & Aggarwal, 2016).

Designing of a logo is a process that is time consuming and resource intensive. There is a risk that a logo may not be liked by consumers or it may evoke a negative emotion or it may simply fail to connect with the consumers (Jabbar, 2014).



Designing a logo need not be an expensive affair considering the crowd sourcing approach adopted by organisations. Twitter incurred an expense of \$ 15 for its logo while Nike paid \$ 35 for its logo.

Logos should be created keeping in mind specific marketing communication objectives. Marketers often test slogans as part of advertising campaigns. But the testing of logos is seldom given the importance that it deserves. Consumer inputs can add value to the efforts of designers who design a logo.

Henderson and Cote (1998) argued that there are four aspects that make a logo appear good – recognizability, familiarity, meaning and affect. Shape of logos also provides customers information about characteristics of the company. The round shape was a design dimension that affected consumer response to logos. Dimensions like elaborateness, naturalness and harmony impacted consumers' affective responses. In addition to shape, content and style were other vital elements. Content refers to text and graphic while style refers to how these elements are presented. All these elements and dimensions make people search for meaning in logos (Kohli & Suri, 2002).

All elements of brand identity have to be consistent so that brand image is strengthened. Let us take the example of oil company Exxon (that was earlier called as Standard Oil Company). The company introduced tiger as a symbol to send a strong message that the brand symbolized power. The initial slogan was – “Put a tiger in your tank”. A cartoon version of the logo was launched in 1962. Standard Oil Company became Exxon in 1972. Though the name of the company was changed, the tiger logo helped ensure continuity and consistency during this transition. The slogan read – “We have changed our name, but not our stripes”. In the 1990s, the slogan became – “Rely on the tiger”. The logo gave a suggestion about how Exxon had enriched the lives of customers. Logo and slogan complemented the brand name.

### Selection of the Right Color for a Logo

Colors have a physiological and psychological impact on consumers and their preferences and can enliven the customer experience (Singla & Aggarwal, 2016) (Hynes, 2009). Color enables a logo to convey a message to a consumer in a spontaneous fashion. Colors in logos lead to emotional attachment of the consumer with the brand (Singla & Aggarwal, 2016). Emotional traits associated with different colors of a logo can influence consumer perceptions. Companies like Airtel, Hero Moto Corp, Microsoft and Google have carefully used colors in their brand communication strategy.

Selection of color relies on organizational culture, marketing and communication strategies of the organisation and the extent to which the organisation's customer relationship management strategy is embedded within the overall business strategy. Decisions about color in a logo need a higher degree of involvement from designers and top management (Foroudi et al, 2014) (Grossman & Wisenblit, 1999) (Aslam, 2006). The table below shows how each colour has a different meaning. Thus, while selecting the design of a logo, choice of the right color is important. The color chosen must match the brand attributes.

Colour	Meaning
Blue	Protective, stability, prestigious, secure, reliable.
Purple	Passionate, playful, visionary, truth, justice, exciting
Orange	Fun, playful, Happiness
Red	Passionate, Exciting, Dynamic
Yellow	Fun, Energetic, Cheerful, Imaginative
Green	Stability, Contemplative, Healthy
Pink	Truth, Justice, Homely, Protective
Brown	Earthly, Nature, Warm, Dependable

Source: Hynes (2009); Clarke & Costall (2008)



## Research Methodology

### The proposed research questions for the study are

1. How do logos influence consumer behavior?
2. How can a logo impact brand personality of organizations?
3. What are the factors that influence the choice of a logo?
4. How do logos enable communication of an organization's corporate identity to its clients?

### The research objectives are delineated below:

- (1) To examine the factors influencing the choice of Logo/symbols.
- (2) To find out how logo communicates the corporate identity of the organization to clients.
- (3) To determine the influences of logo on brand image of an organization.
- (4) To identify the impact of logos on brand awareness and brand reputation.

To address the research questions and test the hypothesis, causal type of research design was adopted. Questionnaire was prepared and it was pre-tested with 25 sample respondents; based on the feedback, the questions were fine tuned. Convenience sampling method was used to draw responses from the survey. All questions used in the questionnaire are adapted from various studies discussed in the literature review. Most of the items representing the constructs and their sub components were generated from existing literature.

Of the 150 responses solicited, 147 responses were received. Three of these responses were incomplete and had to be rejected. Thus, the survey elicited responses from 144 respondents. Of these, 65 respondents were female and 79 respondents were male. The data so collected was fed into SPSS package to conduct statistical analysis. The results are presented under the Data analysis and interpretation section.

## Formulation of Hypotheses

Null Hypothesis 1: Factors that attract an individual to a logo (logo features) are gender neutral.

Null Hypothesis 2: Preferences for shape in a logo are gender neutral.

Null Hypothesis 3: Preferences for color in a logo are gender neutral.

## Analysis of Data

The scale reliability of the questionnaire was measured using SPSS. It was found to be 0.794 (Refer Table 1) and this indicated good scale reliability. If the Cronbach alpha value is greater than 0.7 then this is considered good enough (Hair, 2015). It indicates that the strength of association is good. The gender wise analysis of attributes is revealed in Table 2. Majority of respondents (63%) have assigned a higher rank to Quality of the products and services that they buy.

Respondents were asked to identify the logo that shows a man slightly bending forwards and eager to help with the tagline "A friend you can bank upon". The logo and the tag line belonged to that of Vijaya Bank, a leading PSU bank in India. 84% males and 94 % females were able to identify the logo of Vijaya Bank correctly. The recall value of Apple logo was 100%. 97% males and 95% females were able to recall the Nike swoosh correctly. The logo of fast food chain Mc Donald's also had a high recall value with 100% respondents correctly identifying it. These results highlight the importance of devoting enough time to arrive at the right logo design.

Respondents were asked a question – "What attracts you to a logo?" (Table 3). An equal number of male and female respondents replied that all the three attributes namely color, design and content was what attracted them to a logo. While 11% females said that it was color that attracted them to a logo, only 3% males expressed a similar opinion. Males have given greater weightage to design of logo than females. Thus, if we look at individual attributes, the preferences of male and female respondents vastly differ.

When reading table 5, we are interested in the results of the "**Pearson Chi-Square**" row. We can see here that Chi Square value is 6.975 and  $p = .073$ . This tells us that there is a statistically significant association between Gender and features in a logo; that is, both Males and Females have different preferences when they see a logo. Phi and Cramer's V



are both tests of the strength of association. We can see that the strength of association between the variables (Gender and features in a logo) is quite strong (Refer Table 6). **This forms the basis for rejecting the null hypothesis 1.**

Respondents were asked a question pertaining to the shape that they desired in a logo. The overall response is displayed in Table 7. The SPSS output shows that almost 60% respondents have expressed their opinion that shape of the logo is not important. Approximately an equal number of respondents (10% each) preferred the shapes curve and circle while 7% respondents preferred a triangular shape in the logo.

54% of males believed that shape of logo was not important; an equal number of respondents (roughly 13%) preferred triangle, curve and circle (Refer Table 8).

As can be seen from Table 9, the triangle shape was not preferred by a single female respondent. This means marketers selling products or services specific to women should desist from using a triangular shape in the logo. 70% of females believed that shape of logo was not important. The curve and circle shapes garnered almost a similar response among the females. It is clear from the SPSS output above that among all the shapes, curve and circle are more preferred shapes in the logo for female consumers. The preferences of shape in a logo are thus gender sensitive. **This forms the basis for rejecting the null hypothesis 2.**

To calculate a summary rank ordering, the attribute with the first rank was given the lowest number (1) and the most preferred attribute was given the highest number (4). The summarized rank order obtained is given in Table 22. The total highest score indicates the first preference ranking. Thus the rank ordering is:

1. Quality
2. Price
3. Brand
4. Logo

This means that logo occupies a role only after quality, price and brand when it comes to a consumer's buying decision.

Table 23 gives cross tabulation of gender versus color. From Chart 4 and tables 24-27, it is clear that the differences are only by chance and they are not statistically significant. Therefore color preferences are gender neutral at 5% significance. However, if we increase the significance level to 10% then it is clear that color preferences become gender sensitive. Since the visual charts clearly indicate a perceptible difference in color preferences between males and females, it will be safe to assume a 10% significance level and conclude that the differences in color preferences are not only by chance and that these are statistically significant. **This forms the basis for rejecting the null hypothesis 3.**

Refer to Tables 28 and 29. A factor analysis was carried out using Principal Component Analysis method of extraction. Two tests that indicate the suitability of data for structure detection are the Kaiser-Meyer-Olkin(KMO) measure of sampling adequacy. The KMO value indicates the proportion of variance in variables that might be caused by underlying factors. The KMO value is greater than 0.5 and this gives assurance that factor analysis can lead to useful results. Bartlett's test of sphericity tests the hypothesis that correlation matrix is an identity matrix which would indicate that variables are unrelated and unsuitable for structure detection. As the p-value is 0, it is an indication that factor analysis is useful with the data collected.

From 21 items, 7 components were extracted using Factor analysis. (Refer Chart 5 for Scree Plot). These factors could explain 62.12% of variance in consumer behavior. All these factors have an Eigen value greater than 1.

- Factor 1: Items 1, 6, 10 (Buyer Behavior)
- Factor 2: Items 4, 14, 20 (Brand Reputation)
- Factor 3: Items 18, 19, 21 (Colours)
- Factor 4: Items 2, 3, 7 (Brand Recall)
- Factor 5: Items 5, 8 (Brand Image)
- Factor 6: Items 15, 16 (Positive emotions towards brand)
- Factor 7: Item 9 (Culture)



These 7 components were used to develop a multiple regression model and the results show that purchasing decisions can be influenced when logos are effective in strengthening brand image and creating positive emotions that motivate a buyer to buy the product or service.

Let us refer to tables 30-33:

The estimated multiple regression model is

$$\text{Decision to buy} = 0.723 + 0.069 (\text{Brand Reputation}) - 0.008(\text{Colors}) + 0.099(\text{Brand Recall}) + 0.299 (\text{Brand Image}) + 0.278 (\text{Positive Emotions}) + 0.023 (\text{Culture}).$$

Of these, the p-values of Brand Image and Positive emotions are lower and this indicates that these two variables have a significant impact on decision to buy.

The regression equation makes use of unstandardized regression coefficients. Results indicate that excepting for color, all other variables have a positive influence on consumer behavior. The  $R^2$  value is 0.183 and this indicates that 18.3% of the variations in buyer behavior are explained by the brand image and positive emotions towards the logo.

If we observe standardized coefficients Beta in Table, then Brand image has the highest value of 0.246 followed by positive emotions with a value of 0.214. The brand image thus has the highest influence on buyer behavior followed by positive emotions engendered by the logo.

## Findings

The purchasing behavior is primarily influenced by the quality of products and services followed by price, brand value and logo. This indicates that logos do play a role in influencing buyer behavior. Attributes like price, brand and quality are not gender sensitive i.e. preferences for males and females towards these attributes are the same.

Both male and female respondents gave highest importance to quality (63%).

The recall value of logos was generally high indicating that logo has to be designed in such a way that recall value is high. However, the recall value of logo of foreign brands (McDonalds, Apple and Nike) was higher than that of Vijaya Bank, a PSU bank in India. This shows that Indian companies have to make stringent efforts to make consumers aware about the logo. More than 50% respondents opined that color, design and content – all these three attributes attract them to a logo together.

There is correlation between gender and different features in a logo that can attract the buyers. Features in a logo that can attract customers are gender sensitive. Color, design and content are three attributes that attract customers to a logo. Females are attracted to color and content while male members favor an attractive logo design. Marketers may find this information useful while offering products exclusively for women.

More than 60% respondents did not consider the shape of the logo as important in their buying decision. Among the rest, triangle, curve and circle were shapes that males favored while curve and circle were the shapes favored by females. Attributes like price, brand and quality are not gender sensitive i.e. preferences for males and females towards these attributes are the same.

However, the study has revealed that logo designs are gender sensitive. Interestingly, when a consumer decides to purchase a product or service, logo has a dominant influence on buyer behavior only after quality, price and brand (strictly in that order). At 10% significance level, the Phi value and Cramer's value for the association between gender and color is 0.329 and this indicates a strong association between gender and color. Excepting for color, all other variables have a positive influence on consumer behavior. Surprisingly, despite copious research on the importance of colors, the regression model has failed to give insights about the influence of color on buyer behavior. This needs further investigation in future research so that evidence can be more conclusive. We can also analyse if these results are specific to Indian audiences.

18.3% of the variations in buyer behavior are explained by the brand image and positive emotions towards the logo.

Results clearly indicate that logos strengthen the brand image and influence buyer behavior and therefore marketers must ensure that there is synergy between the logo and the brand image. As the logos enable an emotional connect with the audience, it is imperative that this fact is duly given consideration while designing the logo.



## Suggestions

Buyer behavior is primarily influenced by the quality of products followed by price and brand equity. Logo comes next in this pecking order. Yet, the importance of logo cannot be undermined. Having the right design for the logo will greatly aid brand recall and influence the purchasing decision. The factors that attract an individual to a logo are gender dependent. Color, design and content in the logo are primary attractions. Though most respondents do not give much importance to shape, it is clear that even the shape of the logo has to be designed carefully by keeping in mind the functional utility of the product. Females have a greater preference for circular and curvy shapes while males are inclined towards shapes like triangle, curve and circle. Marketers must keep these factors in mind while designing gender specific products. In a likewise manner, the preferences for color in a logo are different for males and females.

Brand image is a critical determinant of buyer behavior but positive emotions associated with the brand can breed customer loyalty. This is where logos can play an important role in strengthening the brand image and establishing an emotional connect with the customers. A well designed logo can trigger positive emotions in consumers. Marketers must therefore invest sufficient time and resources to design a logo that is effective in influencing buyer behavior.

## Conclusions

The most critical factor for choosing a logo is the design of the logo. Recognizability, familiarity, meaning and affect are all vital factors to be considered while choosing a logo. The logo must strengthen the brand and its positioning. The right color in the logo also plays a role. Substantial time must be invested in designing the logo. The logo must be well aligned with the marketing objectives of the organisation and must form an integral component of an organization's communication protocol.

A company's logo is the complete embodiment of everything the company stands for. The best logos are easily recognizable and memorable. Sometimes a logo needs change. A brand needs reinvigoration. Companies evolve. Marketing approaches change. Having the right strategy, the right culture and the right story to tell consumers is important. This is the main reason why a company should change its logo if there is a need to do so.

Understanding the impact of logo change on the loyal customer base is a pre requisite for engineering changes in logo design. Pre-testing and trials will give organisations the confidence to proceed with the change. Gap had changed its logo but a consumer backlash online (on Facebook and Twitter) led to the company reverting to its original logo.

The results of the study demonstrate that a logo strengthens the corporate identity and has a profound influence on the brand image. Logos also facilitate awareness about a brand enhancing its reputation. Any decision to change the logo must be made after careful consideration.

Logos thus will continue to play an important role in the digital world today. Businesses must strive to design logos that are effective in terms of supporting the organisation's marketing and communication agenda. Design of the logo must be concomitant with the overall brand strategy.

## Directions for further Research

The sample size of 147 respondents is quite limited and with a higher sample size, responses could have been even more meaningful. The regression model explains 18% of the variation in consumer behavior that can be caused by the impact of logos. A future study with a higher sample size and more items/ variables extracted from literature can confirm that this model is robust and fit for purpose. Among the respondents, the number of participants from industry was limited. So, future research can look at further enhancing the representativeness of the sample. Additionally, focus group discussion can be conducted with a bevy of experts in brand management to further add value to the discussion. It would be also interesting to understand the correlation between sales turnover and a change in the company's logo. The impact of digital technology on the effectiveness of logos will also be an exciting avenue for further research. This research has led to mixed opinions regarding the impact of color in logos on buyer behavior. Literature is replete with examples that explain how color plays an important role. This aspect of color as a dimension in influencing buyer behavior is worth investigating further as it will give vital clues to marketers.



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**Annexure**

**List of Tables & Charts**

**Table 1. Reliability Statistics**

Cronbach's Alpha	N of Items
.794	21

**Table 2. Gender wise analysis of attributes**

% analysis - Gender wise analysis of attributes				
Sex	Quality	Price	Brand	Logo
M	63%	15%	6%	15%
F	63%	12%	5%	20%

**Table 3. What attracts you to a Logo?**

	Color	Design	Content	All the above
Females	11%	24%	9%	56%
Males	3%	35%	4%	58%

**Chart 1. Attraction to a Logo**

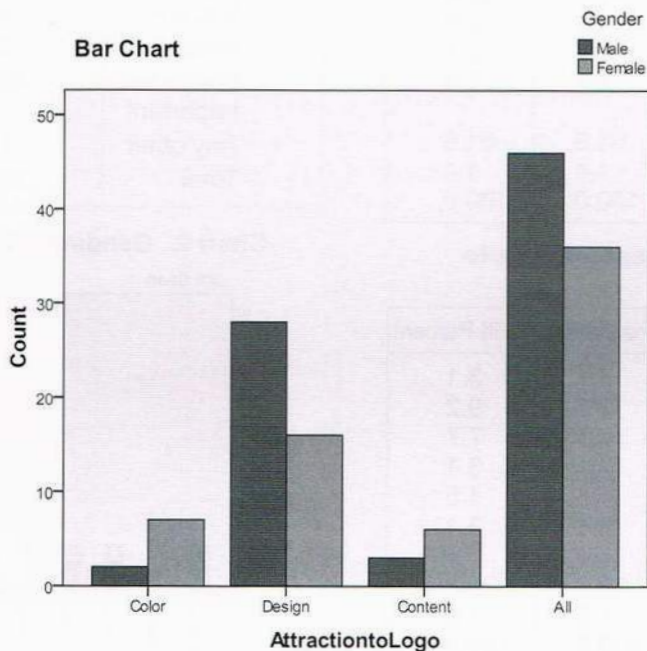




Table 4. Gender \* Attraction to Logo Cross tabulation

		Attraction to Logo				Total
		Color	Design	Content	All	
Gender Male	Count	2	28	3	46	79
	% within Gender	2.5%	35.4%	3.8%	58.2%	100.0%
	% within Attraction to Logo	22.2%	63.6%	33.3%	56.1%	54.9%
	% of Total	1.4%	19.4%	2.1%	31.9%	54.9%
Female	Count	7	16	6	36	65
	% within Gender	10.8%	24.6%	9.2%	55.4%	100.0%
	% within Attraction to Logo	77.8%	36.4%	66.7%	43.9%	45.1%
	% of Total	4.9%	11.1%	4.2%	25.0%	45.1%
Total	Count	9	44	9	82	144
	% within Gender	6.3%	30.6%	6.3%	56.9%	100.0%
	% within Attraction to Logo	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	6.3%	30.6%	6.3%	56.9%	100.0%

Table 5. Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.975 <sup>a</sup>	3	.073
Likelihood Ratio	7.135	3	.068
Linear-by-Linear Association	.231	1	.631
N of Valid Cases	144		

Table 6. Symmetric Measures

		Value	Approx. Sig.
Nominal by Phi		.220	.073
Nominal Cramer's V		.220	.073
N of Valid Cases		144	

Table 7. Preferences of respondents to shape in a logo

	Frequency	Percent	Valid Percent
Valid Triangle	10	6.9	6.9
Rectangle	3	2.1	2.1
Curve	16	11.1	11.1
Circle	15	10.4	10.4
Square	4	2.8	2.8
Hexagon	3	2.1	2.1
Angular	2	1.4	1.4
Shape Not Important	89	61.8	61.8
Any other	2	1.4	1.4
Total	144	100.0	100.0

Table 8. Preferences of male respondents towards shape of logo

	Frequency	Percent	Valid Percent
Valid Triangle	10	12.7	12.7
Rectangle	1	1.3	1.3
Curve	10	12.7	12.7
Circle	10	12.7	12.7
Square	2	2.5	2.5
Hexagon	2	2.5	2.5
Shape Not Important	43	54.4	54.4
Any other	1	1.3	1.3
Total	79	100.0	100.0

Table 9. Preferences of female respondents to shape in a logo

	Frequency	Percent	Valid Percent
Valid Rectangle	2	3.1	3.1
Curve	6	9.2	9.2
Circle	5	7.7	7.7
Square	2	3.1	3.1
Hexagon	1	1.5	1.5
Angular	2	3.1	3.1
Shape Not Important	46	70.8	70.8
Any other	1	1.5	1.5
Total	65	100.0	100.0

Chart 2. Gender wise preferences for shapes

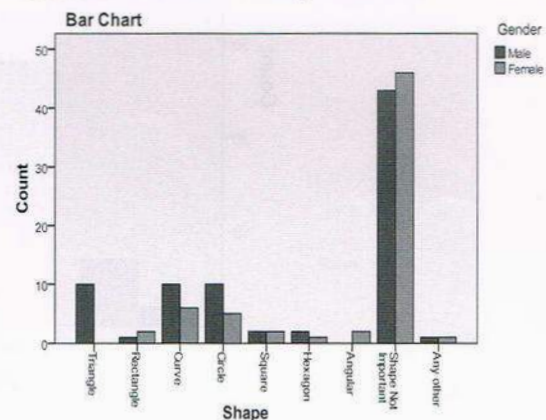




Table 10. Gender \* Shape Cross Tabulation

		Shape									Total
		Triangle	Rectangle	Curve	Circle	Square	Hexagon	Angular	Shape Not Important	Any other	
Gender	Male	10	1	10	10	2	2	0	43	1	79
	Female	0	2	6	5	2	1	2	46	1	65
Total		10	3	16	15	4	3	2	89	2	144

Table 11. Symmetric Measures

		Value	Approx. Sig.
Nominal	by Phi	.314	.077
Nominal	Cramer's V	.314	.077
N of Valid Cases		144	

Table 12. Gender versus Price

		Price				Total
		1.00	2.00	3.00	4.00	
Gender	Male	16	21	30	12	79
	Female	10	15	32	8	65
Total		26	36	62	20	144

Table 13. Symmetric Measures : Gender versus Price

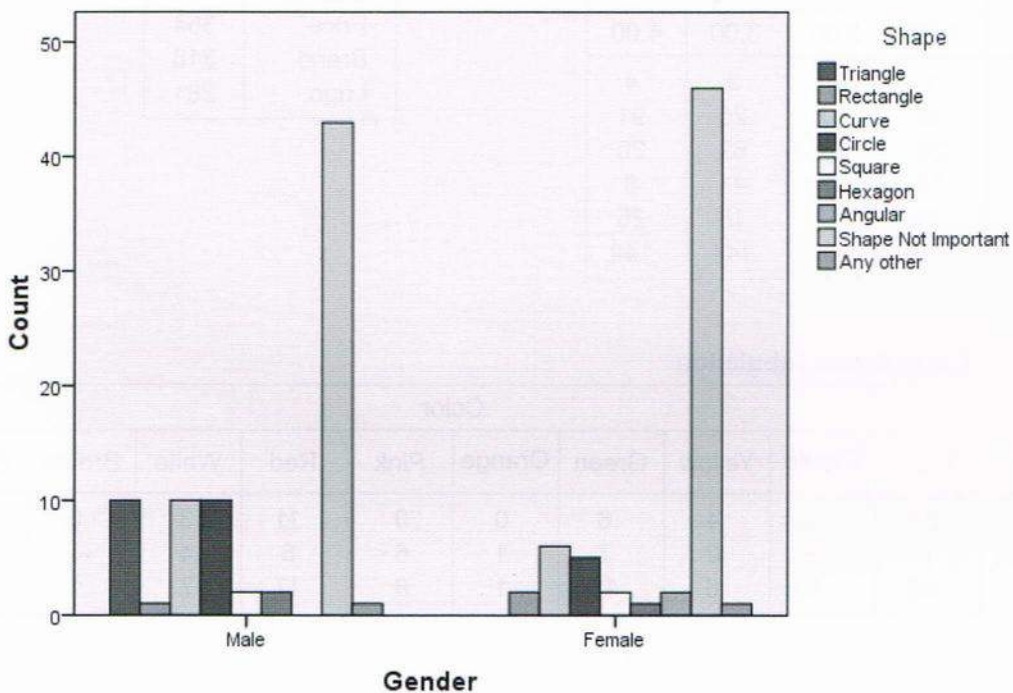
		Value	Approx. Sig.
Nominal	by Phi	.115	.592
Nominal	Cramer's V	.115	.592
N of Valid Cases		144	

Table 14. Gender versus Brand

		Brand				Total
		1.00	2.00	3.00	4.00	
Gender	Male	17	32	25	5	79
	Female	10	36	16	3	65
Total		27	68	41	8	144

Chart 3. Gender based differences for shapes

Bar Chart





**Table 15. Symmetric Measures : Gender versus Brand**

	Value	Approx. Sig.
Nominal by Phi	.149	.363
Nominal Cramer's V	.149	.363
N of Valid Cases	144	

**Table 16. Crosstab : Gender versus Logo**

		Logo				Total
		1.00	2.00	3.00	4.00	
Gender	Male	34	21	12	12	79
	Female	39	9	4	13	65
Total		73	30	16	25	144

**Table 17. Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.896 <sup>a</sup>	3	.048
Likelihood Ratio	8.142	3	.043
Linear-by-Linear Association	.725	1	.395
N of Valid Cases	144		

**Table 18. Symmetric Measures : Gender versus Logo**

	Value	Approx. Sig.
Nominal by Phi	.234	.048
Nominal Cramer's V	.234	.048
N of Valid Cases	144	

**Table 19. Cross tab Gender versus Quality**

		Quality				Total
		1.00	2.00	3.00	4.00	
Gender	Male	12	5	12	50	79
	Female	6	5	13	41	65
Total		18	10	25	91	144

**Table 20. Symmetric Measures : Gender versus Quality**

	Value	Approx. Sig.
Nominal by Phi	.105	.663
Nominal Cramer's V	.105	.663
N of Valid Cases	144	

**Table 21. Calculating Rank Order**

	Rank			
	1.00	2.00	3.00	4.00
Attribute	1	2	3	4
Quality	18	10	25	91
Price	26	36	62	20
Brand	27	68	41	8
Logo	73	30	16	25
Total	144	144	144	144

**Table 22. Rank Order Scores**

Quality	477
Price	364
Brand	318
Logo	281

**Table 23. Gender \* Color Cross Tabulation**

		Color									Total	
		Blue	Purple	Yellow	Green	Orange	Pink	Red	White	Brown		Black
Gender	Male	31	5	4	6	0	0	11	3	0	19	79
	Female	14	5	2	7	1	6	6	4	1	19	65
Total		45	10	6	13	1	6	17	7	1	38	144



Table 24. Preferences for Color

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Blue	45	31.3	31.3	31.3
Purple	10	6.9	6.9	38.2
Yellow	6	4.2	4.2	42.4
Green	13	9.0	9.0	51.4
Orange	1	.7	.7	52.1
Pink	6	4.2	4.2	56.3
Red	17	11.8	11.8	68.1
White	7	4.9	4.9	72.9
Brown	1	.7	.7	73.6
Black	38	26.4	26.4	100.0
Total	144	100.0	100.0	

Table 25. Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Gender	144	1.00	2.00	1.4514	.197	.202	-1.989	.401
Color	144	1.00	10.00	5.1389	.158	.202	-1.631	.401
Valid N (listwise)	144							

Table 26. Relation between Gender and Colour

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.565 <sup>a</sup>	9	.077
Likelihood Ratio	18.704	9	.028
Linear-by-Linear Association	2.969	1	.085
N of Valid Cases	144		

Table 27. Symmetric Measures

	Value	Approx. Sig.
Nominal by Phi	.329	.077
Nominal Cramer's V	.329	.077
N of Valid Cases	144	

Chart 4. Gender Preferences for Color

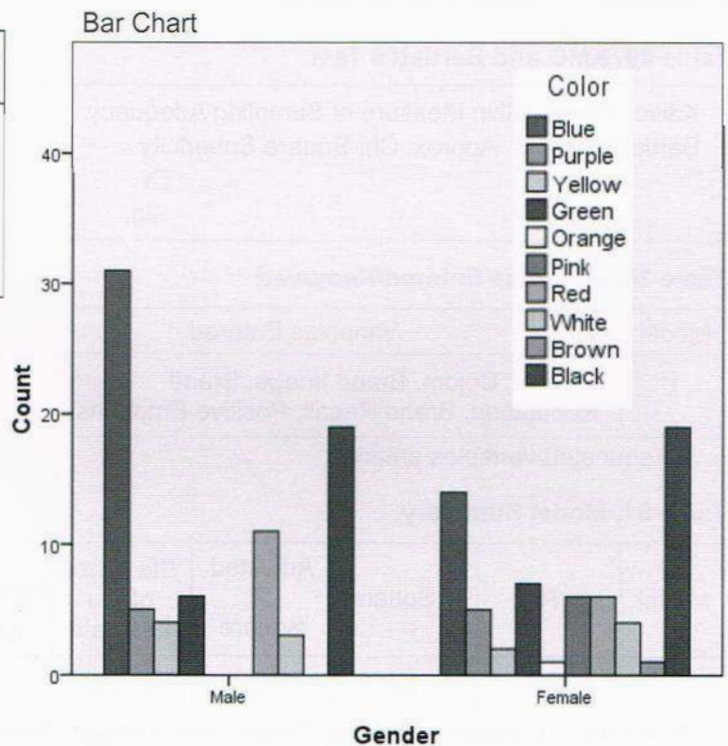




Table 28. Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
Q1	.675						
Q2				.512			
Q3				.661			
Q4		.560					
Q5					.703		
Q6	.820						
Q7				.628			
Q8					.684		
Q9							.840
Q10	.597						
Q11							
Q12							
Q13							
Q14		.646					
Q15						.773	
Q16						.623	
Q18			.642				
Q19			.636				
Q20		.696					
Q21			.745				

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.  
 a. Rotation converged in 30 iterations.

Table 29. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.701
Bartlett's Test of Approx. Chi-Square Sphericity	633.194
Df	190
Sig.	.000

Table 30. Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Culture, Colors, Brand Image, Brand Reputation, Brand Recall, Positive Emotions <sup>a</sup>		Enter

a. All requested variables entered.

Table 31. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.428a	.183	.147	.81638	.183	5.112	6	137	.000

a. Predictors: (Constant), Culture, Colors, Brand Image, Brand Reputation, Brand Recall, Positive Emotions  
 b. Dependent Variable: Decision To Buy



Table 32. ANNOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.443	6	3.407	5.112	.000a
Residual	91.307	137	.666		
Total	111.750	143			

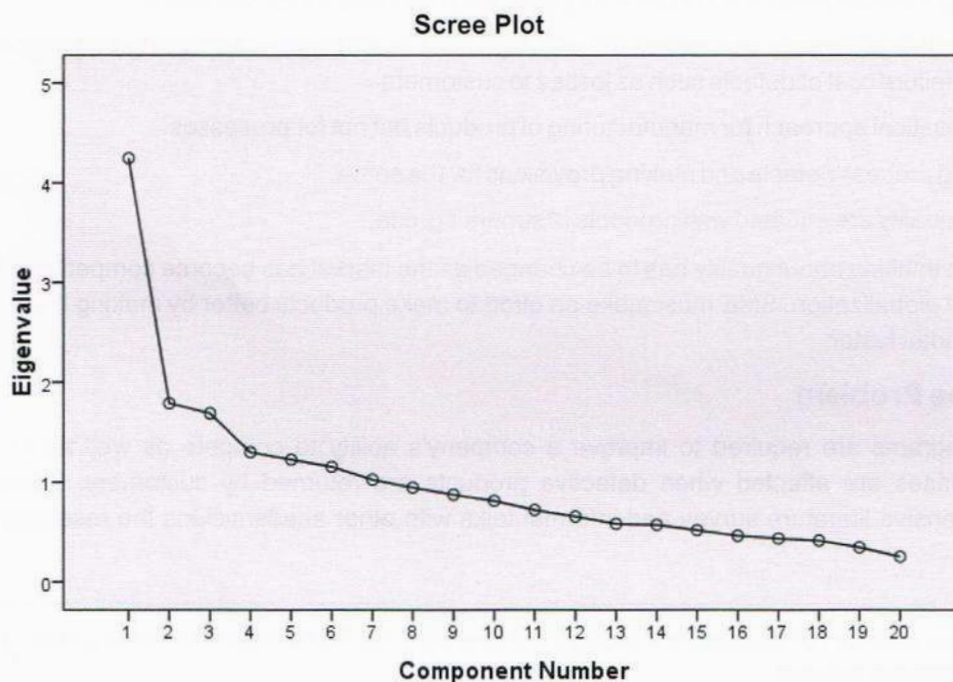
a. Predictors: (Constant), Culture, Colors, Brand Image, Brand Reputation, Brand Recall, Positive Emotions  
 b. Dependent Variable: Decision To Buy

Table 33. Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.723	.393		1.841	.068	-.054	1.500
Brand Reputation	.069	.106	.054	.651	.516	-.140	.278
Color	-.008	.077	-.008	-.100	.920	-.159	.144
Brand Recall	.099	.091	.091	1.079	.283	-.082	.280
Brand Image	.299	.102	.246	2.918	.004	.096	.501
Positive Emotions	.278	.111	.214	2.510	.013	.059	.497
Culture	.023	.073	.026	.322	.748	-.120	.167

a. Dependent Variable: Decision To Buy

CHART 5. SCREE PLOT





## A Study on TQM Practices in Small and Medium Enterprises of North Karnataka

Dr. Mahantesh Halagatti \*

### Abstract

*The prime weapon in a performance oriented market for increasing the customer base and capturing market share for SMEs is 'Quality'. The current tools and methods followed by SMEs for quality practice are becoming outmoded. SMEs must shift from traditional practices and make major changes in their management philosophy. Even though SMEs follow quality practices it is found that it is on ad hoc basis. There is a need to have a structured approach towards TQM for their sustainability and growth on a continuous basis. The role of Fact based decision making is a crucial element for TQM implementation.*

**Keywords:** Small and Medium Enterprises-SME, Total Quality management-TQM, Overall Firm Performance indicators (OFP).

### Introduction

Small and Medium enterprises (SMEs) play a crucial role in the sustainable growth and Socio economic transformation of both emerging and developed economies. SMEs sector is the driving force for long term growth of Indian economy. The balanced regional distribution of growth along with development of local skill and resources are adding advantages to SMEs which are pivotal in grassroots development and social progress. SMEs need to have consistent and continuous effort to have efficiency, innovativeness and quality focus in the processes. SMEs have distinct advantage over large firms in terms of flexibility and cost effectiveness by controlling quality in the products and processes.

A survey done by KPMG clearly shows that our industry has not yet adopted the concept of 'making quality happen'

The survey identified some of the traditional approaches of SME towards quality:

- Accepting a certain probability of delivering defective components to customers.
- Internal costs of defects are traded-off with high cost of inspection. Accepting inspection cost and ignoring external failure cost of defects such as losses to customers.
- Using statistical approach for manufacturing of products but not for processes.
- Accepting process defects and making provisions for the same.
- Costs of quality are equated with products of superior grade.

Such primitive thinking about quality has to be changed as the market has become competitive with the introduction of liberalization and globalization. SME must make an effort to make products better by making them affordable and also bringing them to market faster.

### Statement of the Problem

The TQM programs are required to improve a company's ability to compete as well as its reputation with its customers. Enterprises are affected when defective products are returned by customers. Based on the research objectives, the extensive literature survey and informal talks with other academicians the research problem has been proposed as:

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## “Role of Fact based decision making on TQM Practices of Small and Medium Enterprises of North Karnataka”

### Objectives of the Study

To study the effect of Fact-Based Decision making on Total Quality Management practices of SMEs.

### Hypothesis for the Study

- $H_0$ : There is no significant association between type of enterprise and the respondent's opinion on fact based decisions for developing new processes for old and obsolete ones to achieve quality in end product

### Theoretical Framework

The literature is reviewed with an attempt to understand and interpret the previous work on different aspects related to Total Quality management (TQM), key principles of TQM and Overall Firm Performance indicators (OFP).

After the review of contributions of quality gurus, it has become clear that each has his own distinctive approach towards TQM. The principles and practices proposed by the quality gurus provide the better understanding of the concept of TQM for the researcher. The insights offered by quality gurus provide a solid groundwork for conducting this study. Even though the approaches to TQM proposed by quality gurus are not exactly the same, there are some common points to share:

- The process control, quality system improvement and design of product/service is critical. The emphasis should be on prevention not on correction.
- Each opines that for global competitiveness quality is a must and Quality is not cost but saves money.

**Fact Based Decision Making:** Based on the facts gathered from the shop floor the plant has to be reorganized. The SME have customized products so in many cases need to realign the shop floor to suit the smooth flow of process. The process comprises of machines, tools, methods, materials and employees engaged in production process. Process control and improvement involves a set of methodological and behavioural practices, which have implemented to control and improve processes that produce products (Juran and Gryna, 1993). New processes are to be developed for old and absolute ones, the new advanced processes makes the manufacturing processes without interruptions despite workforce variability (Flynn et al., 1994).

It is very important to keep the firm neat and clean, which can improve process (Ho, 1999). The firm should implement 5S for maximum productivity at the shop floor.

Deming (1986) stated that mass inspection is not the solution for improving product quality. Quality comes from improvement of production process not from inspection. A firm should try to implement effective inspection and testing activities in order to reduce any non-value added activities.

The application of statistical tools and techniques for the measurement and analysing the variation in the process is called as Statistical Quality Control (SQC) (Juran and Gryna, 1993). SQC can be used to achieve process stability, for guiding process improvement by reduction in variation and by providing information to management in decision making process (Dale, 1999).

A number of quality techniques can be used to control and improve processes. These methods include Failure Mode Effect Analysis (FMEA), Computer Aided Designing and Manufacturing (CAD/CAM), Just in Time (JIT) material management (Dale, 1999; Mann, 1992).

Before starting commercial production, new product design should be thoroughly reviewed to avoid production related. ISO states design review as a systematic examination of a design, properly documented to evaluate process capability to fulfil the requirements for problem identification, development of solutions related to quality.

Prototypes have to be developed to reduce the time and the expense needed to develop a new product. This greatly improves the performance of the new product, and lead to the success of new product in market (Zhang, 1998).



For a new product design Quality Function Deployment (QFD) is an effective methods in product design (Daetz et al., 1995). It helps in establishing a relationship between new product attributes and customer needs, which can support market competitiveness (Daetz et al., 1995; Reed et al., 1996; Slack et al., 1995). QFD consists of a series of interlocking matrices that translates customer needs into process and product characteristics (Juran and Gryna, 1993). Thus Fact based Decision making is very crucial element of TQM implementation in a SME.

### Knowledge Gap

Various researchers have done study on TQM application in SME across the globe. When we look at the information generated by all these studies we find some aspects are missing in them. The following have been observed as the research gaps based on the review of literature. These gaps can be categorized as Country specific and industry specific.

- Fact based decision making was treated as a tool to improve business performance. It was not given the core competence view while some companies were successful in reaping the benefits of it.

### Methodology

The empirical data collected through questionnaire survey is used for research methodology.

Independent Variables used in the study: Fact-Based Decision Making

Dependent variables considered are: Financial (Sales, Cost Reduction, Market Share, Exports); Non-Financial (TQM, Productivity)

The research methodology designed for this study follows the guidelines as presented by Parasuraman et al (1988).

### Analysis and Findings

Data analysis serves the purpose of meaningfully inferring and establishing relationship from the data collected. Reliability and validity are mainly used for evaluation of analysis.

Using SPSS reliability analysis procedure, an internal consistency analysis was performed (UCLA). The reliability analysis using Cronbach's Alpha is 0.938 with a standard deviation of 22.76 for 49 items.

Based on KMO and Bartlett's test the factor analysis result shows that components are significant. This is because the data SPSS KMO of sampling is adequate with 0.5487 KMO standard requirement of 0.50 which is therefore appropriate and accepted.

$H_0$ : There is no significant association between type of enterprise and the respondent's opinion on fact based decisions for developing new processes for old and obsolete ones to achieve quality in end product

Chi square is not significant (sig. value is 0.932 > 0.05), no evidence to reject null hypothesis. It means that there is no significant association between type of enterprise and their opinions on fact based decisions for developing new processes for old and obsolete ones to achieve quality in end product. (Table 1)

The strength of association between type of enterprise and their opinions on fact based decisions for developing new processes for old and obsolete ones to achieve quality in end product is 0.075 (Table 2)

The regression table summarizes the model performance through the following statistics. (Table 3)

**R:** represents the multiple correlation coefficients with a range lying between -1 and +1. Since the R value of 0.815 it means thorough review of new product design is carried out before production has a positive relationship with Prototypes are developed and tested before commercial production, Using time study, activity or work sampling and Outsource the parts which are costly to manufacture in house.

**R square:** represents the coefficient of determination and ranges between 0 and 1. Since the R square value is 0.664 it means 66 % of the variation in thorough review of new product design is carried out before production is explained by Prototypes are developed and tested before commercial production, Using time study, activity or work sampling and Outsource the parts which are costly to manufacture in house.



From the ANOVA calculation F value is significant (significant value is less than 0.05) it means dependent variable through review of new product design is carried out before production is more reliable. (Table 4 and 5)

The model coefficient reports the coefficients for Prototypes are developed and tested before commercial production, using time study activity or work sampling and outsource the parts which are costly to manufacture in house along with the significance value. The model coefficients are used in the construction of Regression equation. A low significance value of less than 0.05 for Prototypes are developed and tested before commercial production, using time study and activity or work sampling and Outsource the parts which are costly to manufacture in house are very strong impact on thorough review of new product design is carried out before production. (Table 6). The regression equation is furnished below.

Thorough review of new product design is carried out before production =  $0.413 + 0.125$  (Outsource the parts which are costly to manufacture in house) +  $0.216$  (Using time study, activity or work sampling) +  $0.587$  (Prototypes are developed and tested before commercial production).

## Discussions

Based on the analysis the following points are to be considered for Fact Based Decision Making

### Reorganizing Plant Layout

While improving quality the SMEs need to consider their existing plant layout.

### Developing New Processes for Old and Obsolete

New processes are more efficient and it increases the productivity of the employees thus improving the quality (ASQ).

### Implementing 5S

5S brings in good mood for work, encourages employees to take care of production facilities, and makes them more productive. Good housekeeping allows employees to identify any problems quickly (Feigenbaum, 1991).

### Automatic Inspection and Testing

A system to automatically inspect and test raw materials into production system is to be developed to save manpower and reduce rejection (Slack et al., 1995)

### Statistical Quality Control (SQC)

Statistical quality control use statistical methods to measure and analyse variation in a process. This can be used to judge whether the process are near to the set dimensions. Most of the SME have Computer numerical Control (CNC) machines and data is continuously fed into the statistical packages, which check the process stability.

### Failure Mode & Effect Analysis (FMEA)

FMEA method can be implemented in identifying potential failure modes and the effect of those on external and internal customers. (Automobile Industry Action group, Troy, MI, 1995).

### Using Computer Aided Design and Manufacturing

The use of these tools helps reduce time-to-market, design errors and precious time of designers. These can be used more effectively and inexpensively in SMEs manufacturing customized products.

### Just in Time (JIT) Materials Management

This philosophy is effective in the firms having repetitive, manufacturing batches of standard products in large volumes with a continuous flow of materials. (Vuppalapati, K., Ahire, S.L. and Gupta, T, 1995).



## Outsourcing

If the firm is not having the required resources and if it does not want more capital investment then outsourcing strategy can be considered. (Porter, Michael E, HBR, 1996)

## Using Time study, Activity or Work Sampling

These help in estimating the percentage of employee's time spent in unavoidable delays of repairing finished from an operation or supplying material products to an operation work sampling is also used to set labor standards. These standards can be used for employee rewards, for quality management by setting achievable targets. (B. Mahadevan, 2010).

## Use Quality Control (QC) Circle

The employees improved quality of their work by discussing problems faced at the work centers (Kano and Lillrank, 1989). Proper use of QC circles improves products, processes, working environment. The discussions enhance the knowledge and understanding level of employees regarding difficulties faced by the firm (Dale, 1999; Robson, 1999; Vries and water, 1992).

## Review of New Product Design

Designs for new products have to be thoroughly reviewed before production. Thorough review of new product designs reduces assembly errors and other sources of quality problems during manufacturing. This approach can be effectively applied if the designers are given experience on shop floor to make them better understand the actual conditions of use, and the difficulties encountered in making refurbishing and repairs ( Feigenbaum, 1991).

## Test Prototypes before Commercial Production

Prototypes help in checking the required dimensions so that rejection rate comes down after the final production.

## Conclusion

After reliability analysis, validity analysis and factor analysis had been conducted, it was concluded that the TQM implementation instrument is reliable and valid. The data obtained through this instrument can be used for subsequent data analysis. The tested and validated TQM implementation instrument had 5 scales that consisted of 55 measurement items.

Based on Hypothesis testing it was found that there is a significant association between the type of enterprise and their opinions on Total Quality Management practices. Using ANOVA technique regression model was formulated based on dependent and independent variables.

## Implications of the Study

The practitioners can use these validated instruments for:

- i. Identifying areas where improvements can be done
- ii. Evaluating TQM practices in these firms
- iii. Finding areas where excellence currently exists

## Recommendations

The system should have a proper facts and data collection process. These facts have to be compared on a timeline to check variations. These variations have to be recorded and documented.

## Directions for Further Research

Based on findings and recommendations future research may start from a relatively higher level of knowledge. The research work is exploratory so re-examining the validity of findings can be done using larger sample sizes, more geographical diversification and variety of firm sizes.



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## Study on Customer Satisfaction of Retail Stores in Belagavi

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### Abstract

*In India retail sector is growing at a very fast rate. Customer satisfaction is the key factor for success and which is depends highly on the services provided by the service providers. Customers should be treated as an assets, and that customers vary in their needs, preferences, and buying behavior. This study is undertaken in a retail store to analyze customer satisfaction based on different determinants. 100 customer Respondents were surveyed to find the satisfaction level of customers. This study attempts to identify the expectation and satisfaction of customer towards retail store. The results show that perceived quality had the greatest impact on the customer satisfaction for satisfied and dissatisfied customers.*

**Keywords:** Customer satisfaction, services, determinants.

### Introduction

Usually the success of every organization depends on the satisfaction level of the customers. Whenever a business or organization has to be started, customers and profit both have to balance. To sustain and to remain in the top position companies have to satisfy their customers. Today's business company has known that customer satisfaction is the key component for the success of the business and at the same time it plays a vital role to expand the market value.

During the last four decades, satisfaction has been considered as one of the most important theoretical as well as practical issues for most marketers and customer researchers (Jamal, 2004). Overall Consumer Satisfaction thus reveals "The general evaluation of the actions carried out by a given business in relation to expectations accumulated after various contact between the consumer and business" (Bitner and Hubber, 1994).

Customer satisfaction is influenced by specific product or service features and perceptions of quality. Satisfaction is also influenced by customer's emotional responses, their attributions and their perception of equity (Zeithal & Bitner. 2003, 87-89). Increased customer satisfaction can provide company benefits like customer loyalty, extending the life cycle of a customer expanding the life of merchandise the customer purchase and increases customers positive word of mouth communication. When the customer is satisfied with the product or service of the company, it can make the customer to purchase frequently and to recommend products or services to potential Customers. It is impossible for a business organization to grow up in case the company ignores or disregards the needs of customers (Tao 2014.)

### Objectives of the Study

Study on customer satisfaction was undertaken at a particular retail store in Belagavi city. The following are the objectives listed below.

- 1) To identify the determinants of customer satisfaction in the organized retail stores in the city.
- 2) To identify the attitude and behavior of customers in organized retail stores.
- 3) To study the future prospects of organized retail stores in the city

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## Limitations of the Study

- 1) This project may be subjected to the bias and prejudices of the respondents. Hence 100% accuracy cannot be assured.
- 2) Time period of the study is limited for detail study of all aspect of this topic.
- 4) The customers did not give proper / genuine feedback for the questions asked to them.
- 5) The study has been conducted only during a particular season, festival, or occasion i.e. the December Christmas and New Year.

## Research Methodology

The data needed for the study is collected from the Customers, through a Questionnaire. Statistical tools like graphs, pie charts are used to analyze and interpret the data.

## Research Design

The study was based on survey method. The aim of the study is to find satisfaction levels of the Customers.

## Sample Design

Convenience sampling method is used in selected samples.

## Sample Size

The Sample Size of this study is 100 respondents.

## Data Collection

Both Primary and Secondary data is collected for the study

## Primary Data

During this study, primary data were collected through personal interview using a questionnaire. The questionnaire was administered to 100 Customers.

## Secondary Data

**Secondary data is collected from:**

- 1) Previously published records, Statistics, Research Reports and Documents.
- 2) Books, Periodical and Websites.

## Literature Review

Irani (2011) conducted a study of clothing in Iran and found that variety is a key influencing factor while purchasing fashion clothes. The study also found that price sensitivity is not positively related to hedonic pleasure. Philip Kotler (2013) defines, "customer satisfaction as a Person's feeling of pleasure or disappointment which resulted from comparing a product's perceived performance or outcome against his/her expectations". Although Kotler uses abstract terms like pleasure and disappointment, the definition is by no means ambiguous.

Customer Satisfaction = f (Perceived Performance, Buyer's Expectations)

Here, Customer Satisfaction is a function of Perceived Performance and Expectations.

Perceived performance is the consumer's belief about the product or service experience. Buyer's expectations, on the other hand, are influenced by:

1. Performance of the product in the recent past
2. Word of mouth, recommendations or testimonials



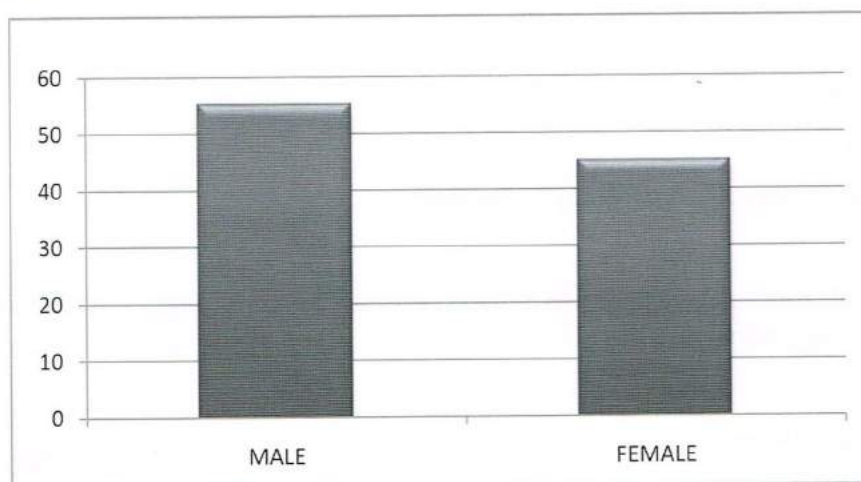
3. Reviews
4. What competitors say about the product or service
5. What its own marketers promise

Gil-Saura (2009) reveals that Marketing is predicated on the institution and maintenance of continuous relations between customer and salesperson as a supply of mutual advantages. Yet, perceptions of the advantages of those relations will vary to an excellent supported the sort of consumer. The aim of this text is to characterize teams of retail customers supported their perceptions of the advantages and prices derived from their relations with retailers. Brent McKenzie (2006) in his paper on "Retail service quality success factors in Estonia: A qualitative Approach", reports that the findings are limited within the potentially confounding effects of other consumer specific shopping variables. There is a need for a greater understanding of retail consumer behavior theory and practice, rather than mere consumer data gathering.

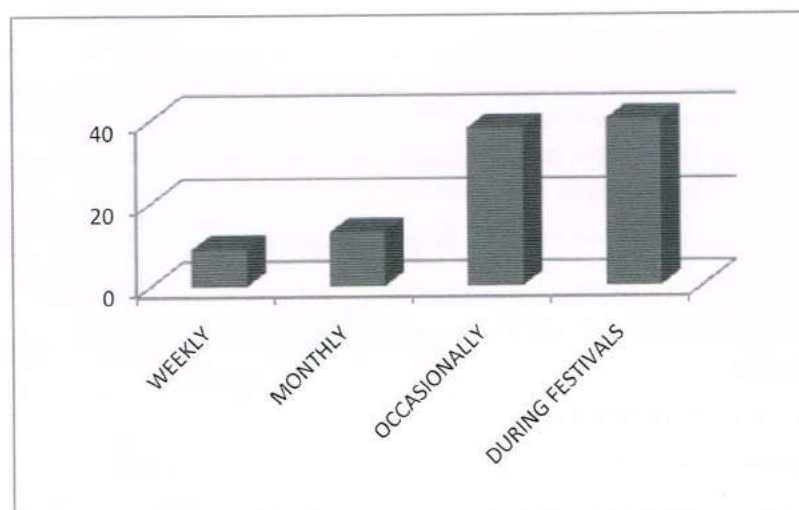
### Data Analysis and Interpretation

From the study, data analysis and interpretation is provided below from figure 1 to figure 13 for various determinants of customer satisfaction.

**Graph 1. Male and Female Customers Visiting to Retail Stores.**

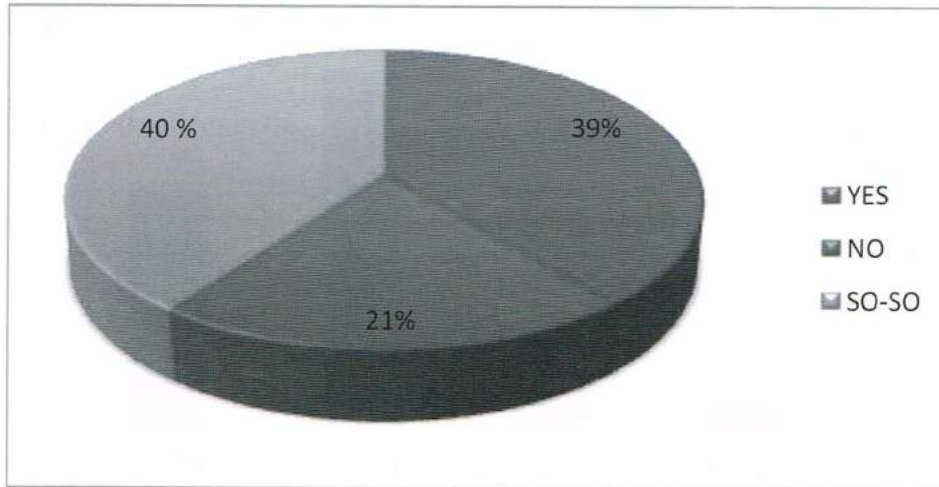


**Graph 2. Frequency of Visit to Retail Stores**

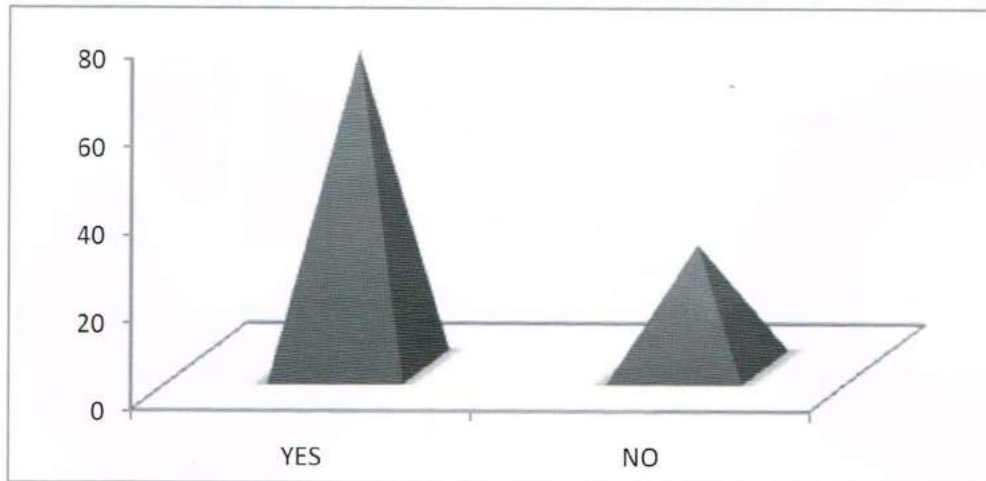




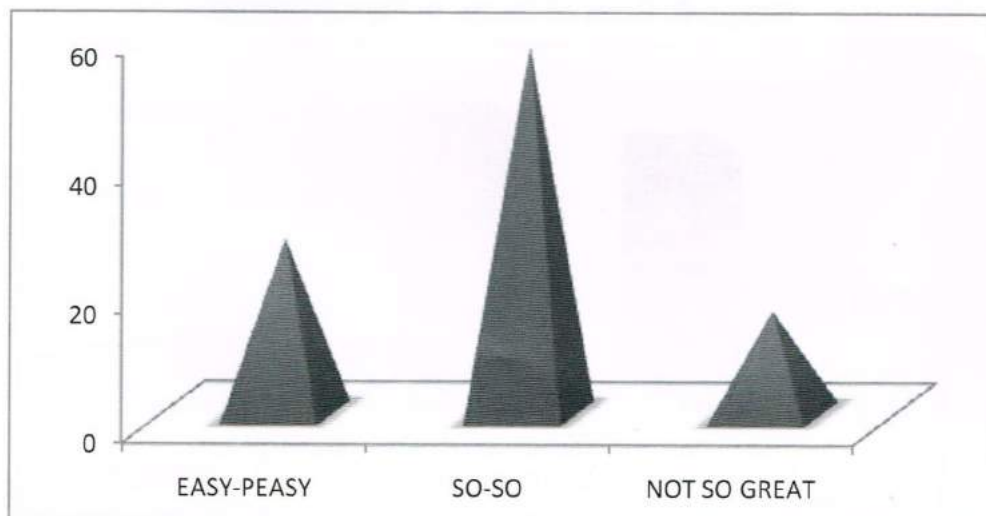
**Graph 3. Employee's Greetings of Customers**



**Graph 4. Employees Friendly and Knowledgeable**

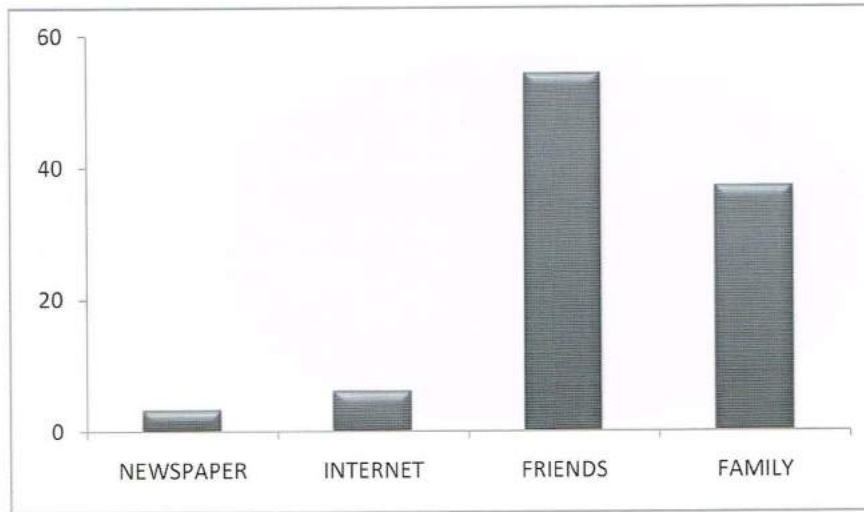


**Graph 5. Easiness in Finding Items in Retail Stores**

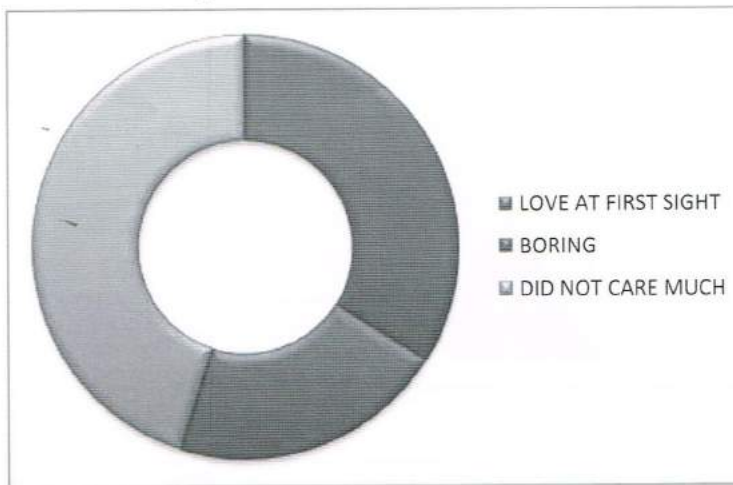




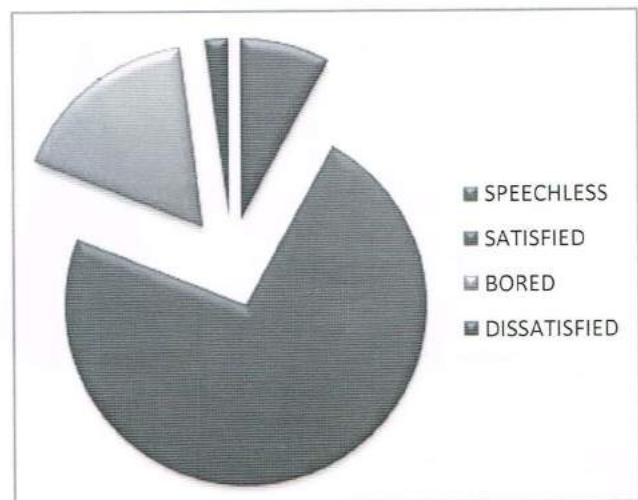
**Graph 6. Source to Identify Retail Stores**



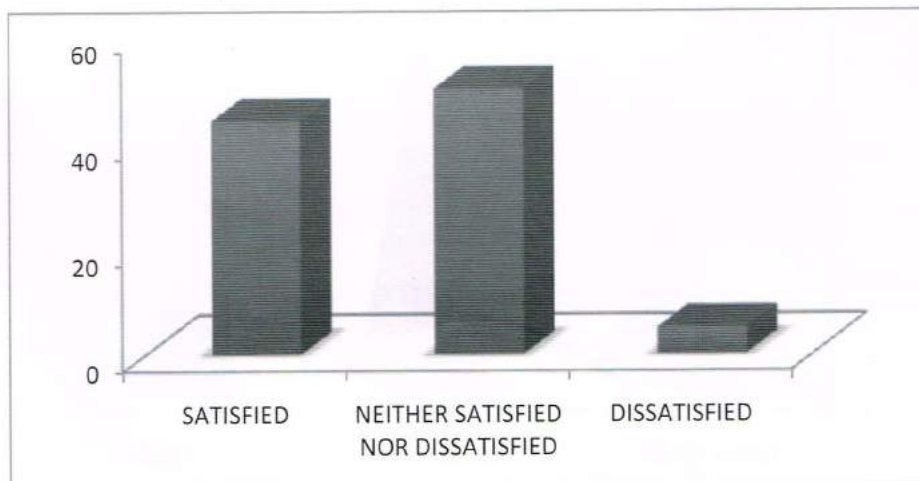
**Graph 7. Look of Retail Stores**



**Graph 8. Variety of Brands in Retail Stores**

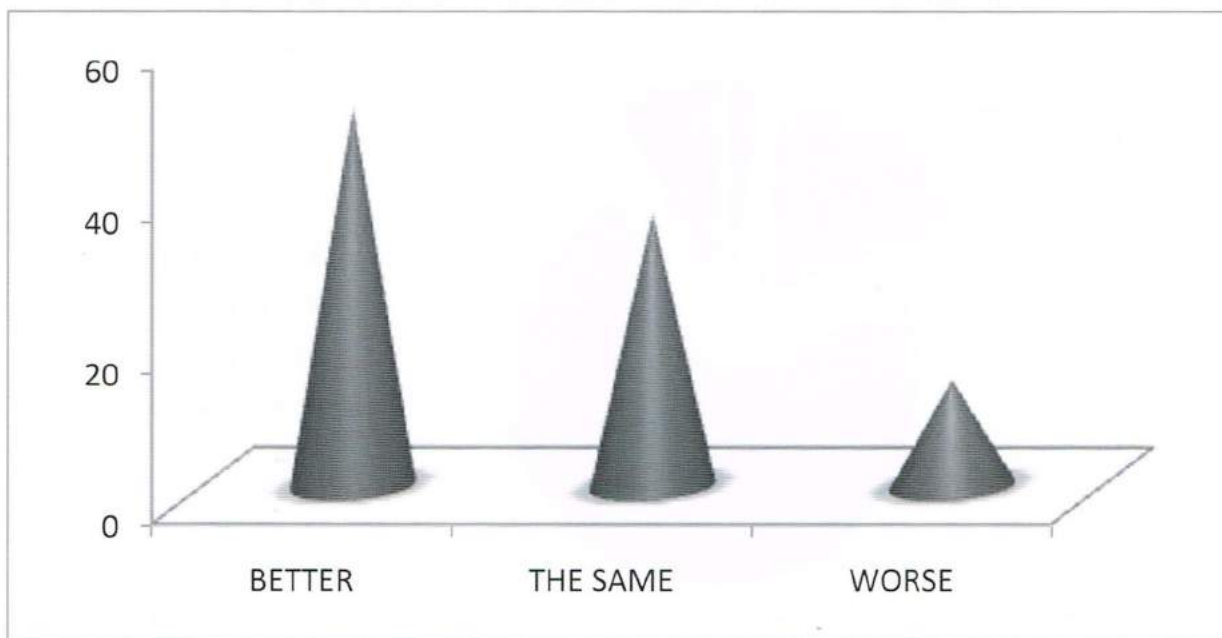


**Graph 9. Cost of Items in Retail Stores**

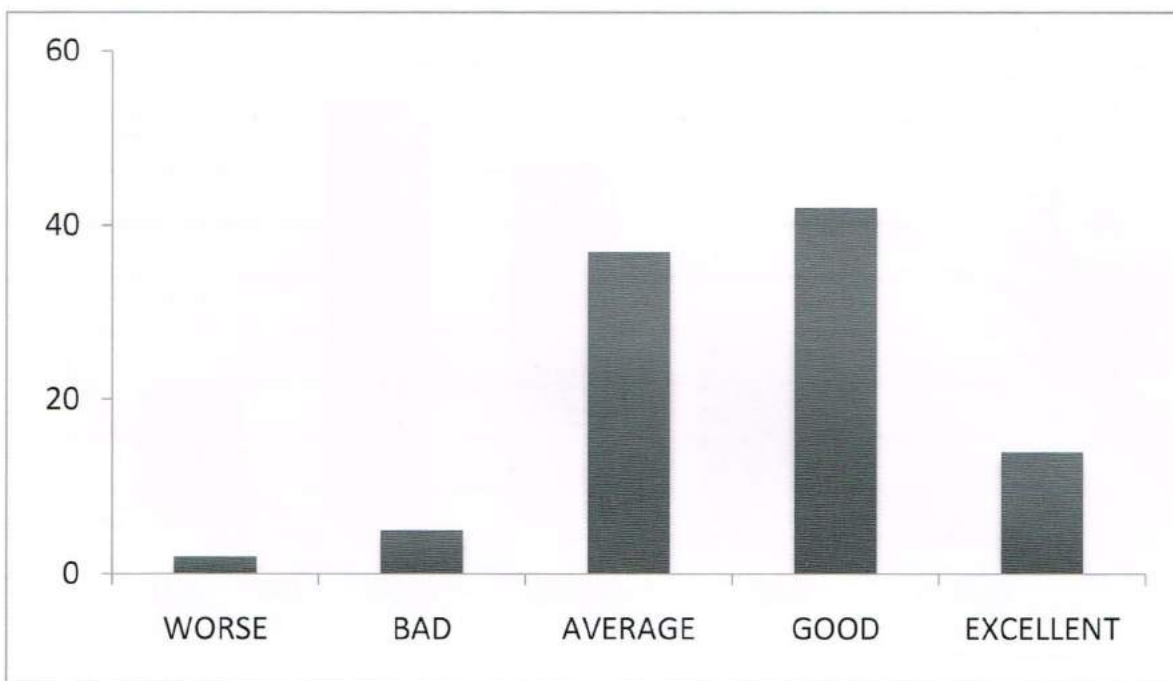




Graph 10. Quality in Comparison to Competitors

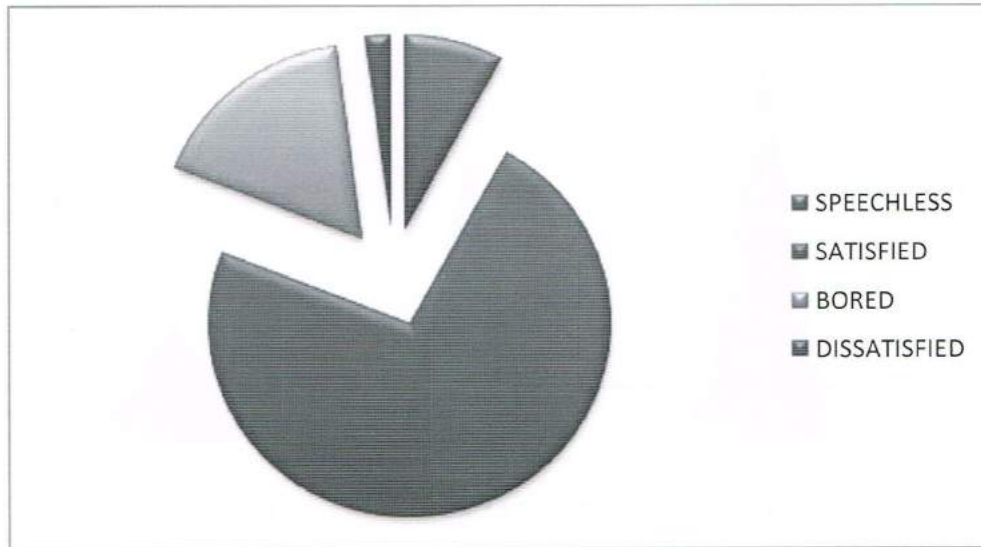


Graph 11. Billing Experience

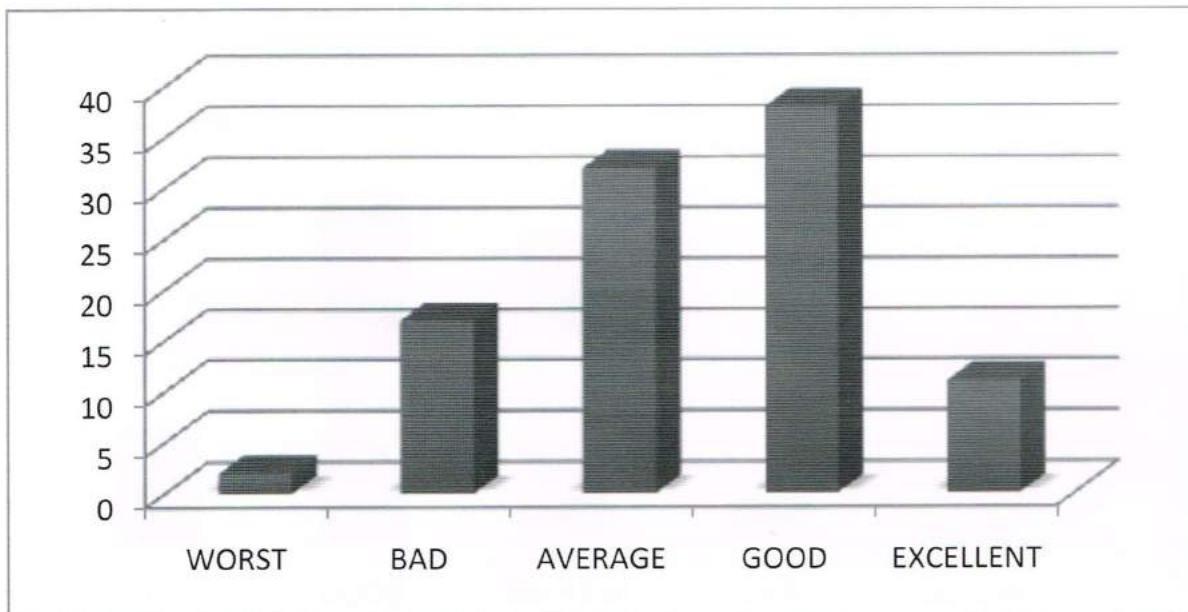




Graph 12. Feeling of Wide Selection between Brands



Graph 13. Overall Services Provided at Retail Stores



## Research Findings

- ❑ Maximum number of college going students and female prefer to visit retail stores. Most of the customers prefer to visit store during occasions and festivals.
- ❑ 21% didn't feel welcomed and pleased. 40% felt So-so (in between welcoming and non-welcoming).
- ❑ Retail stores have few counters, as it causes traffic jam of the customers.
- ❑ It was observed that, the employees use the accessories and clothes in front of the customers. That is not a good sign for a customer's overall satisfaction.
- ❑ Out of the 100 customers, 44% of them are satisfied with the prices. 50% of the customers say that, they are neither satisfied nor dissatisfied by the prices and 6% are dissatisfied.
- ❑ Among 100 customers, half of them say that, the quality of products is better compared to its competitors. While, 36% say that, the quality products are same as compared to the competitors and 14% say that, products are worse.
- ❑ Retail store provides its customers up to 80% discount during the festive seasons and also exiting prices in the off season.
- ❑ The attitude and behavior of the customer is analyzed on the basis of satisfaction of customer regarding different brands offered to customers, sources to identify retail stores, wide selection between brands, quality when compared to competitors etc. Hence maximum customers are satisfied with these determinants.

## Recommendations/ Suggestions

- ❑ The retail stores should take strict actions against the employees who use the apparels before displaying them in the store.
- ❑ There is need to improve gestures to its customers on arrival to store.
- ❑ Employees should genuinely help the customers in finding items required for customers.
- ❑ Retail stores should use modern tools such as internet, social media, newspapers and pamphlets advertisement to attract more customers.
- ❑ Showroom should be designed in attractive and creative way to bring in more customers to retail store.
- ❑ As billing counters are less it creates problem for the customers, so there is need to either increase the billing counter or make the billing fast.
- ❑ They should create a brand identity and loyalty among its customers by giving them more quality clothes.
- ❑ Employees training should be done periodically to enhance the skills need to improve overall behavior of employees towards customers.
- ❑ Half of the customers feel that, products and quality are very better than other stores so it can also cover up the other half and build the Best Brand among all.

## Further Research

This study has some limitations that future research can address. First, we used responses from customers of one retail outlet. Different retail outlets could be targeted instead of only one. Second, survey-based research imposes time limitations as customers are unwilling to spend too much time answering questions. Thus the model tests or quiz may moderate the impact of determinants on customer satisfaction. Third, the variables have been used for customer satisfaction could be increased or changed and worked upon. Fourth, we worked on apparel retail outlet. This survey based study can be applied to different sectors such as retail store, malls etc. at various locations or cities which could give different results based upon the values, norms and culture of every society.



## Conclusion

The study dealt in a detail with the various factors that are linked and affect the customer's satisfaction. All the conclusions are drawn based on the analysis and interpretation of the primary data regarding the customer satisfaction at retail store. Overall there is need to focus on improvement in service provided to the customers. Move over the retail store should develop strategy in increasing sales and development and changes should be brought in display of various products at regular intervals to attract more customers.

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## Teaching & Learning Digital vs. Traditional Pedagogy

Dr. Vasanthi Reena Williams \*

### Abstract

*There are several ongoing debates, discussions and deliberations' on the enduring topic of education and the system of education, all over the world. The influx of technology has garnered newer dimensions towards teaching pedagogy and meeting the challenges of corporate skill requirement. The world is becoming a global village with boundaries disbanding and diffusing. The concept 'net neutrality' of late, which is becoming a buzz word can also influence teaching pedagogy to a great extent, similar to that of MOOC (Massive Open Online Course), which is being clubbed along with the traditional teaching pedagogy, for ensuring effective dissemination of knowledge from the teacher to the student. Recently the University of Mysore, one of the oldest and reputed Universities in India, became the first University in Karnataka to offer MOOC.*

*This paper gives an empirical view into the prospects of classroom teaching in future, based on discussions and feedback analysis of educationists from institutions of Higher Education both from Engineering and Non-engineering stream in Mysuru city, Karnataka State.*

**Keywords:** Teaching pedagogy, Higher Education, Net neutrality, MOOC.

### Introduction

Education in present day terms is not just a necessity but a part of our living system. Unlike in earlier years, education is now considered as a continuous process; till life's very end. Education has hitherto crossed all barriers of region, age and geographical boundaries', thanks to technology. Similarly it has been observed that the Indian higher education system is the third largest, next only to the United States and China. Though the legendary Indian Gurukula system of education has becoming obsolete with the mushrooming of educational institutions equipped with modern paraphernalia; the introduction of distance education system, flexi-learning and the latest being Massive Open Online education (MOOC), all over the world, direct and indicate drastic changes in the education system. It has infact given rise to the question of 'what could be', the best form of teaching-learning. In effect, this has become a debatable topic among all academicians worldwide.

Massive Open Online Education experience can be achieved through open access approaches, through comparatively low cost. MOOC as we all know stands for Massive Open Online Course and a model for delivering learning content online. This system focuses on unlimited participation of the student, at their convenience and with no limit on attendance via the web. It also encourages interactions between the tutor and the student. The concept MOOC is a new researched development for facilitating distance education and was introduced in 2008. It is presently a popular mode of learning. It is believed that a course offered by the Hong Kong University of Science and Technology, through Coursera which commenced in April 2013 is considered as Asia's first MOOC and has registered 17,000 students. MOOC uses video lectures where the traditional system of teaching using new technology is employed. Infact, David Finegold of Rutgers University has defined MOOC as the 'New Textbook'. The University of Mysore, recently became the first University in Karnataka to offer MOOC by adopting SQAYAM- Study Webs of Active-Learning for Young Aspiring Minds. A workshop on Adoption of UGC-MOOCs SWAYAM courses was organized by the CDC-College Development Council and SWAYAM Digital Learning Monitoring Cell on 19th June 2019. This initiative will help post graduate students of the University to choose 44 subjects under the UGC- MOOC SWAYAM platform.

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As per available public notification, Google wishes to power online learning revolution with Mooc.org. The notification states that EdX, the not-for profit learning initiative founded by Harvard and MIT, have entered into a partnership with Google to jointly develop an open-source learning platform called Open EdX.

NET Neutrality concept focuses on free access to consumers on an equal basis, treating all Internet traffic equally. Making use of this principle, those interested in enhancing their skill and knowledge in other courses related or interdisciplinary could have provision of enrolling and graduating in such courses irrespective of their profession, background education and so on, where-in presently, accessibility to certain web contents is the privilege of a particular group of professionals or members.

According to the Indian context, clear guidelines are yet to be identified; however, net neutrality could help educationists in disseminating knowledge quicker and to a wider area. The negativity could be that those signing up for priority delivery may spend more and pass on the increased cost to the customer which in turn could see a higher cost in education. The new dialogue on Net-Neutrality is another connecting subject that can be linked to the teaching-learning process as well.

### Significance of the Study

A study by Anne Mai Walder on the concept of pedagogical innovation in higher education has explored how academicians define their conception of pedagogical innovation. The study highlights that the twenty-first century university is facing pedagogical innovation. We observe changes in teaching pedagogy when compared to the system adopted previously. The uses of Power Point Presentations, Smart Boards seem to be a common practice in a majority of educational institutions, even for the lower level classes. The concept MOOC is playing a major role which blends both the traditional system of teaching-learning and blending technology for enhancing the process. Educationist Thrun has stated that MOOC - 'courses are ' designed to be challenges,' not lectures, and the amount of data generated from these assessments can be evaluated 'massively using machine learning' at work behind the scenes. This approach, he said, dispels 'the medieval set of myths' guiding teacher efficacy and student outcomes, and replaces it with evidence-based, 'modern, data-driven' educational methodologies that may be the instruments responsible for a 'fundamental transformation of education' itself'.

It has been observed that there have been massive enrollments for higher education through online / distance learning and therefore it has been mooted that MOOC's require instructional design that could facilitate large-scale feedback and interaction. Two basic approaches that have been identified are (a) Peer-review and group collaboration and (b) automated feedback through objective online assessments. (Connectivist MOOC's rely on the peer-review and group collaboration while broadcast MOOC's tend to follow the automated feedback approach. Shanna Smith Jaggars through her study compared online-only and face-to-face learning students at Virginia and Washington State and has observed that, in Virginia, 32% of students failed or withdrew from for-credit online courses, compared to 19% of the students who preferred face-to-face learning.

This study tries to analyze and comprehend the concept and teaching pedagogy which may be adopted in future class room teaching- learning process, based on the feedback collected from experienced academicians belonging to engineering and non-engineering streams.

### Objectives

It is observed that technology is influencing every individual and every activity wherein, the educational sector has not been left behind. The traditional system of teaching has given way to modern methods of teaching methods for ensuring better learning among the students. Technological innovations are influencing teaching learning environment all over the world. Emerging technologies are stimulating educators and learners to come out with innovative methods of teaching and learning. Keeping this in view, the objective of this study is;

1. To examine the role of teachers - a decade hence.
2. To forecast the concept of future classroom teaching
3. To examine the influence of technology on improving competency skills among students.



## Hypothesis

$H_0$ : The future of class room teaching pedagogy would be totally technology driven.

## Methodology

This study is empirical in nature as it follows the primary method of collecting data from the identified respondents. Judgmental sampling method was used for identifying respondents for the study. The identified respondents include experienced faculty members from reputed institutions in Mysuru City, both from engineering and non-engineering colleges. The total number of respondents to the study was 135 highly faculties, presently teaching at various institutions of higher education in Mysuru City. Data for the study was collected through Primary and Secondary sources.

**Table 1. Showing the Summary of Research Methodology Adopted**

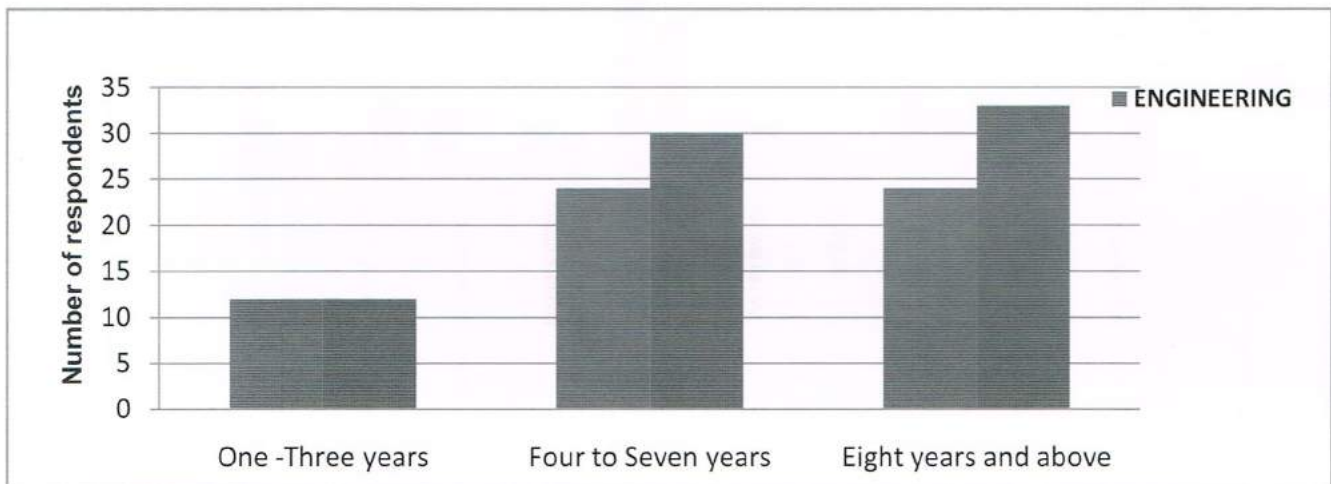
Research design	Exploratory and Descriptive Research
Sampling Technique	Judgmental / Purposive sampling
Sampling Unit	Academicians from Engineering and Non-Engineering Colleges of Higher Education in Mysuru City.
Sample Size	135 Academicians from various colleges imparting higher education in Mysuru City.
Research Instrument	Questionnaire.
Data Collection	Distribution of questionnaire and direct interviews

Source: Survey data

## Analysis and Discussions

The respondents chosen for the study included academicians from Engineering and Non-Engineering institutions in Mysore City. Out of the total of 135 respondents, 60 were from the Engineering Stream while 75 were from the Non-Engineering Stream. This study observes that from the existing respondents, the ratio of male and female faculties in these two streams were inversely proportional. While the numbers of male faculty were less when compared to the female faculty in the engineering stream, the opposite was observed in the non-engineering stream where the number of male faculty were more when compared to their female counterparts.

**Chart 1. Showing Work Experience of Academicians who responded to the Study**



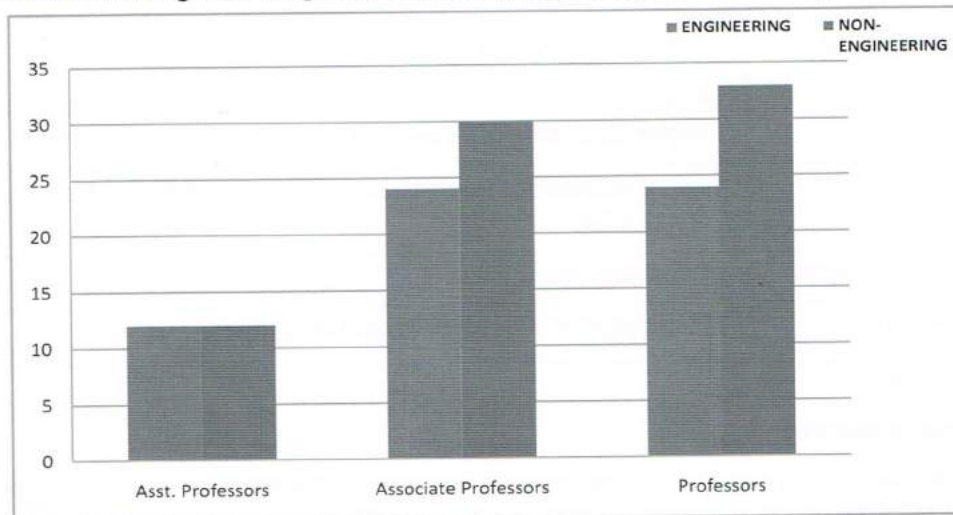
Source: Survey Data



The study focused mainly on collecting responses from faculty who were experienced and were presently teaching in Institutions of Higher Education and Engineering Colleges. The study also focused on analyzing the opinion of Engineering College faculties and the Non-Engineering College faculties in Mysore City. Chart 1 (above) and Chart 2 (below) show the distribution of work experience and the designation of faculties from Engineering and Non-Engineering stream respectively.

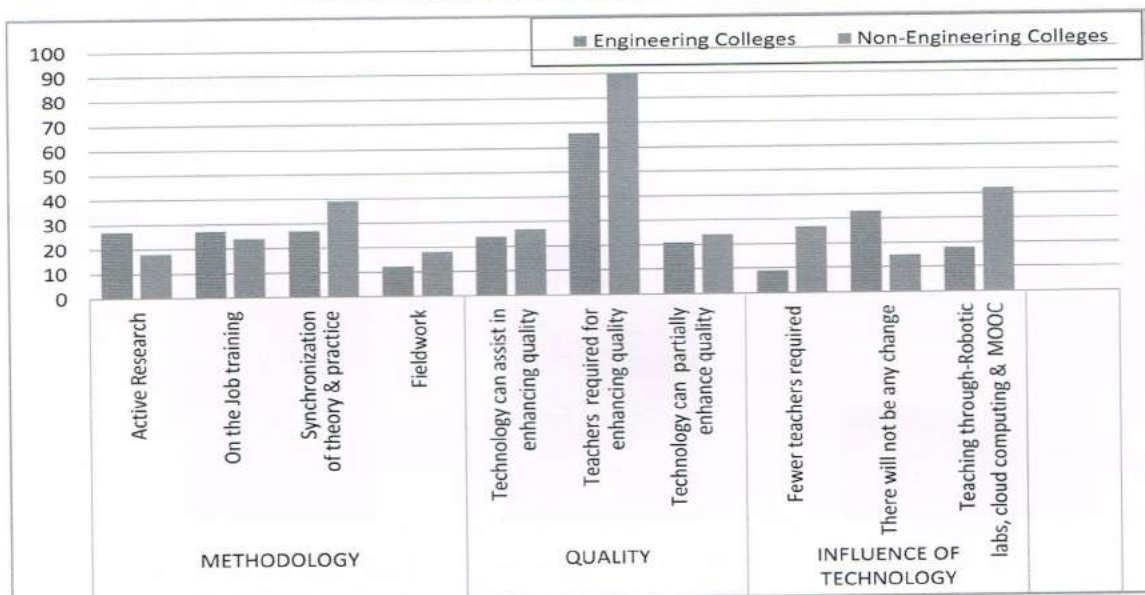
The respondents consisted of academicians from the Engineering and Non-Engineering stream. It also included both male and female faculty members from the two streams. The Engineering stream included 15 male and 45 female faculty members and the Non-Engineering stream included 48 male and 27 female faculty members, totaling 135 respondents in all. It has been observed through the study that in case of engineering college, majority of the faculty was women when compared to the non-engineering counterparts. The explanation found was that the engineering male graduates preferred corporate jobs to teaching while the female faculty preferred teaching profession. However, this was not observed in the case of non-engineering colleges.

**Chart 2 Showing the designation of faculty who responded to the questionnaire**



Source: Survey Data

**Chart 3 Showing the consolidated diagrammatic representation regarding future methodology, quality of education and effect of influence of technology in future education**



Source: Survey Data

### Interpretation

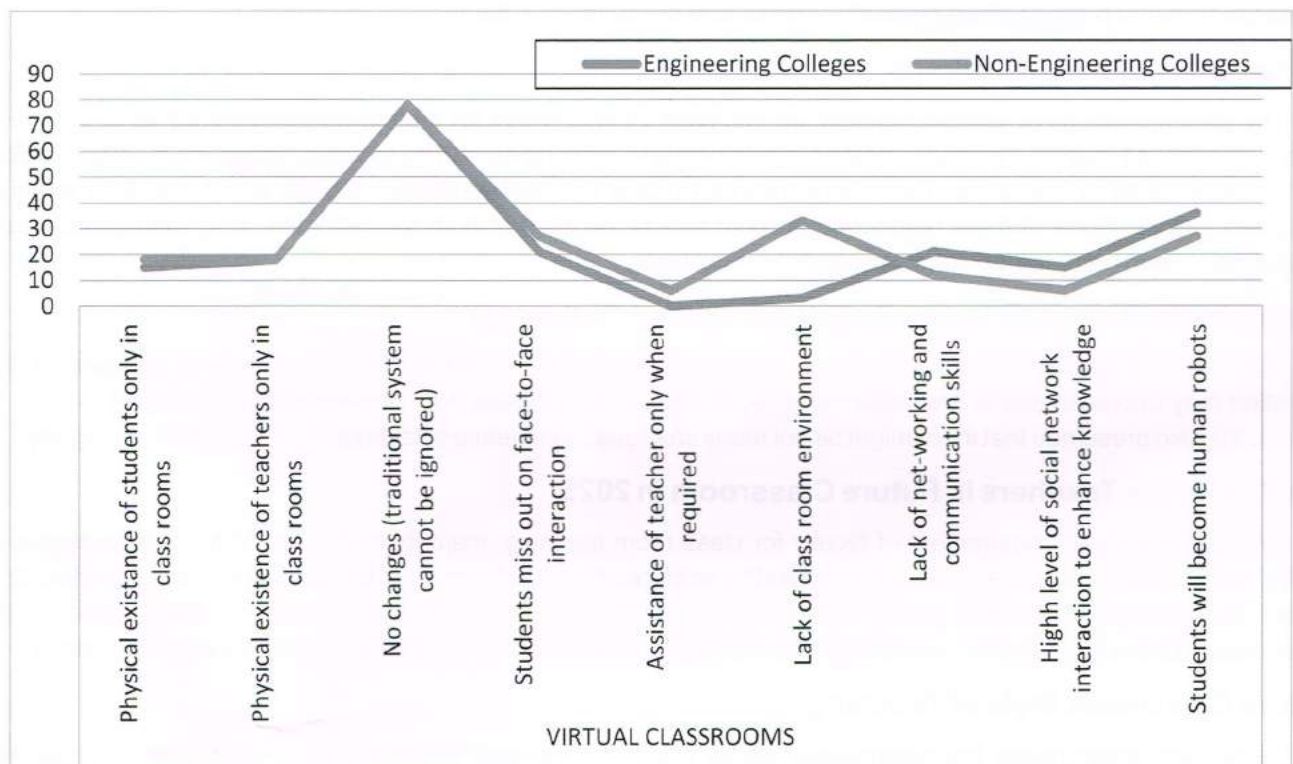
The study observes difference of opinion between engineering college faculties and non-engineering college faculties. The engineering college faculty sensed that there will be more active research oriented teaching along with on-the-job training while focusing on teaching methodology. However the non-engineering faculties mention that there will be more synchronization of theory and practice along with fieldwork which they felt will be the future teaching methodology adopted. Similarly converging on quality of education, the non-engineering faculty felt that teachers would be required for enhancing quality of education as technology by itself would be insufficient. While the majority of the engineering counterparts felt that same, yet a few were of the opinion that teaching could become virtual and there would be need for teachers only for specific course/subjects. They cited YouTube videos as an example where a person having any doubt could get instant clarification from a host of people who have uploaded answers to the same. However both the groups were of the opinion that technology would assist in enhancing teaching-learning experience.

### Future Teaching Methodology

The respondents to the questionnaire gave varied opinion on the kind of methodology that will be followed in teaching pedagogy in future classrooms. We can observe from the above chart that majority of the respondents are of the opinion that the traditional system cannot be ignored. It is also observed that there are differing views regarding teaching methodology in future classrooms by the engineering and non-engineering teaching fraternity. The other opinion shared by the respondents' state that class room teaching will be more interactive with smart boards in every stage of education. Eclectic features will be adopted along with the traditional system of teaching-learning.

On the concept of influence of technology in class room teaching, the respondents from the engineering group felt there would not be any change but the non-engineering group of respondents felt there will be change in the teaching-learning environment. The non-engineering group of respondents also felt that Robotic labs, cloud-computing and MOOC will become order of the day.

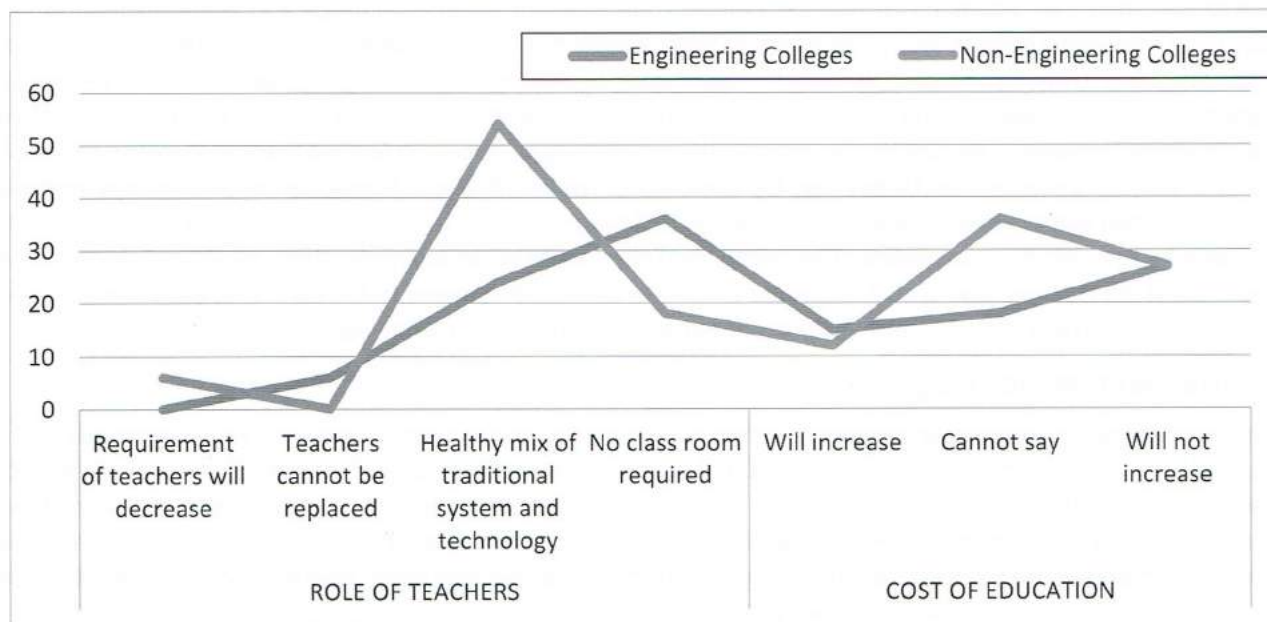
**Chart 4 Showing the results of presumptions of the respondents regarding future class room atmosphere**



Source: Survey Data



**Chart 5 Showing the results of presumptions of the respondents regarding, role of teacher in future classroom and cost of education**



Source: Survey Data

### Cost of Education

Respondents from Engineering and Non-engineering colleges shared similar opinion regarding the future cost of education. Majority were of the opinion that cost of education will not increase as the availability of information has hitherto become very accessible. It is also presumed that technology up-gradation would ensure that cost of getting education would decrease. However it is also observed that the respondents were not sure whether technology could be the reason for either bringing down or would increase cost of education in future.

### Competency Skills in Students

The respondents gave various opinions on influence of technology for increasing competency skills in students. Majority mentioned that the traditional method of teaching and learning cannot be ignored. According to them Traditional method of teaching is important. Technology cannot replace the academicians', though it can assist in enhancing competency skills. None of them responded on both synchronization of both technologies along with some practical aspects required to enhance the competency skills of students.

### Increasing Influence of Technology in Education Pedagogy

The respondents from the engineering stream presume that the need for teaching faculty in colleges of higher education may decrease due to the influence of technology while faculties from non-engineering colleges differ in their opinion. It is also presumed that there might be not many changes by influence of technology in education pedagogy.

### The Role of the Teachers in Future Classroom in 2025

With respect to the requirement of faculty for class room teaching, majority of the respondents (non-engineering faculty) were of the opinion that there will be a healthy mixture of the involvement of technology and the use of traditional system of education. Whereas, faculty from the engineering stream were of the opinion that there would be fewer requirement of class room teaching as technology would take over the role of traditional teaching to a greater extent.

### Future Classroom Style of Teaching

As per the above charts the respondents stated that, the traditional classroom style of teaching will not vanish completely in future though they predict that there will definitely be slight changes in the system of education due to the



influence of technology. Further the study opines that the physical presence of both students and teachers in classrooms may reduce to some extent due to the advent of MOOC, VSAT etc. Similarly the use of chalk, paper and pen may reduce but will not become obsolete. This justifies that the physical presence of a teacher during the teaching-learning process plays a crucial role in knowledge assimilation and dissemination.

### Technology helps in Enhancing the Quality of Education for Students

According to Non-engineering college respondents, technology can help in enhancing the quality and skill in students but according to engineering colleges with the absence of teachers' guidance and support the students cannot enhance their skills only by using technology. Some of the respondents stated that technology can help the students to some extent in enhancing the skills and knowledge but not completely.

### The Classroom Teaching is Totally Virtual, how would it affect the Students

By analyzing the above data we can clearly observe that, classroom teaching is very important and the physical presence of both teacher and students is very important in teaching pedagogy in order to ensure better teaching-learning process. If the classroom are virtual, the students may end up building network through social networks to enhance their knowledge but they may lack practical applicability, face-to face interaction and communication, turning them into human robots.

### Kind of Methodology that can be adopted by the Teachers to make the Teaching – Learning more effective

The outcome from the study shows that the future teaching methodology would include more of active research, on the job training and practical training in teaching pedagogy. This could be achieved through the influence of technology. This was the opinion from both the Engineering and Non Engineering faculty who responded to the study.

### Statistical Test of Hypothesis

H<sub>1</sub>, There is significant relationship between technology and future class room teaching pedagogy

The result of statistical analysis show a positive correlation value at 0.76 at 0.05 level of significance, which reveals that there is a significant relationship between technology and future class room teaching pedagogy. We can also observe this result through the Chart-4 where the responses from both the group of respondents seem to be similar. Hence, we do not reject the null hypothesis as it stands true.

### Conclusions

Based on the responses from the academicians who responded to the study; this pilot study helps us infer that there will be a significant relationship between technology and future classroom teaching pedagogy. Similarly the outcome of knowledge and skill in future class-room teaching will enhance competency skill among students. There would be more use of MOOC in teaching pedagogy simultaneously with the traditional class room system of teaching. Technology would definitely assist in enhancing the teaching-learning process. Though, critics on online teaching mention that

1. Relying on user-generated content can create a chaotic learning environment
2. Digital literacy is necessary to make use of the online materials
3. The time and effort required from participants may exceed what students are willing to commit to a free online course
4. Once the course is released, content will be reshaped and reinterpreted by the massive student body, making the course trajectory difficult for instructors to control
5. Participants must self-regulate and set their own goals

However, the study identifies that technology is here to stay and will definitely bring relevant changes as is already being observed though the whole educational system may not change but there will be systematic and gradual changes in educational system due to the advent of technology not only in the education sector but in all walks of life.



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## Skill Development in India Challenges and Way Forward

Mr. M.B. Risaldar \*  
Dr. Poornima M. Charantimath \*\*

### Abstract

*Skilled workforce is the one of the major element of economic growth and social development of any country. In 21st century it becomes even more important due to increasing pace of globalization and rapid technological changes taking place around the world. India is heading towards becoming a Knowledge economy. It becomes essential for education and training institutes to create and nurture a skill development system. This paper presents skill development models of various countries, where it is implemented successfully. The paper also provides the framework of skill development programmes in India. The government of India had initiated ambitious skill development programme to effectively turn the demographic dividend into a skilled workforce. This paper highlights the challenges for skill development in India through literature review and provide possible solutions.*

**Keywords:** Skill, workforce, demographic dividend, knowledge economy, globalization.

### Introduction

Skill development is important for the overall development of a student. It is necessary to equip workforce with employable skills. In this rapid changing economy, only those will survive who have required skills. Therefore, it is essential to provide required skills to the workforce according to market and industry requirement. This paper provides the skill development models in various countries, where it is successful and also skill development model in India.

India is one of the fastest growing country around the world with having ample resources infrastructure potential, advantages geographic location working population, demographic dividend. In today's competitive business world skilled labours are the most valuable asset. That's the reason government of India has launch an ambitious programme for skill development to efficiently utilize the demographic dividend and to fill the growing industrial demand. The government of India in its National Policy on skills (2009), through its initiatives provides holistic sustenance in the form of infrastructure, financial support, and policy support.

Skill development in India is critical for both economic and demographic point of view. To augment the growth rate a multi faced and highly efficient skill development system is imperative, further India has the potential to become one of the few contributor country to the global workforce. India has a population of 1.25 billion and nearly 65 percent of the population is working age of 15-59 years.

India has the advantage of youngest population with an average working age of 29 years as against to America 45 years, China 37 years (FICCI 2014) globalization has changed the conventional ways of doing business with improved and advanced communication facilities, logistic support, information resources, international bilateral agreements and rapid increasing digital presence offer India a unique position to increase its share further in the international market.

Hence such a scenario entails skill development for the workforce. It is important for skill development programme to review the skill development models of successful countries such as Norway, Finland, Switzerland, Germany and China. It is also important to determine the current skill capacity, major challenges in the way of skill development programme along with their possible solutions.

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Thus, the objectives of the research paper are to study the skill development models of different countries along with Indian skill development programme and to know the challenges and way forwards for the success of skill development initiatives in India.

## Objectives

- 1) To review the skill development system adopted by different countries like Norway, Finland, Switzerland, Germany and China.
- 2) To study the skill development system in India.
- 3) To know the challenges for skill development in India.
- 4) To suggest possible solutions and way forward for skill development in India.

## Literature Review

Rowden (2002) Suggest training plays an important role for job satisfaction as it will increase the performance level of the workers and ultimately leads to appreciation and reward from the top management.

Chenet al (2004) those workers who feel themselves to be unable to perform a task with the standard and expected levels of performance often decide to quit the firm otherwise their stay at firm or sector will not add productivity

Ganon (2005)Switzerland VET has become more important due to escalating intellectual demand and closer link between initial VET and tertiary education.

Hocckel field and grubb (2009) the OECD countries review 2009 concluded that Swiss VET is one of the best in the world and it has many strength

Kaptan (2014) the study revealed the essential role and dearth of skill development and capacity building programme as the main purpose of education. The paper also discussed about the appropriateness of education to meet the prerequisite of industry and labour market and suggested the robust active participation of educational institute to accomplish skill development programme successfully.

Misra (2015) conducted a study a 'skill development a way to leverage the demographic dividend in India' India to reap the benefits of the demographic dividend by providing trained manpower to fulfil the global and domestic need for skilled manpower. Government of India initiated skill development programme however there are lots of challenges in the way of achieving the target, such as quality of training, standardization of curriculum, recognition of course globally.

Shrivastav and Jatav (2017) Conducted study of skilling India. The study discovers the overall situation of skill capacity available, skill requirement, skill gap and measures taken by government of India for skill development, existing skill development policy in India requires an urgent treatment. The institutional structure needs simplification with larger investment in training infrastructure.

Prasad and Purohit (2017) the study suggest that India also requires grey collar knowledge employees which also include ICT skills problem solving, analytical, creative and communication skills.

Singh and Kaur (2018) conducted a study 'Astudy on skill development of paint and coating industry the study identifies the elements for skills shortage and to determine how to deal with it. The study indicate that training has a positive and significant effect on performance of workforce, the results shows that painter lacks formal training they lacks sufficient knowledge and skills results in poor quality work.

Ansari and Khan (2018) conducted a study on role of education and skill development to raise employment rate in India. They suggest that it is a significant tool for reducing poverty, increasing competitiveness and employability.

Deka and Batra (2019) the study revealed how Make in India can create massive job opportunities in Indian market with new industrial skill requirements. The study also indicates skill capacity available and measures taken by Government of India for skill development.

The Human Capital Index ranks 130 countries on ranking of skill development education system in the world. According to Human Capital Report 2017, the global top ten countries on developing their human capital on a scale from 0 to 100 across four parameters: capacity, deployment, development and know how is furnished in Table 1 below.

**Table 1. Global Top Ten on Human Capital Index**

Ranking	Name of the Country
1	Norway
2	Finland
3	Switzerland
4	United state
5	Denmark
6	Germany
7	New Zealand
8	Sweden
9	Slovenia
10	Austria

*Source: Global Human Capital Report 2017, World Economic Forum*

## International Skill Development Models

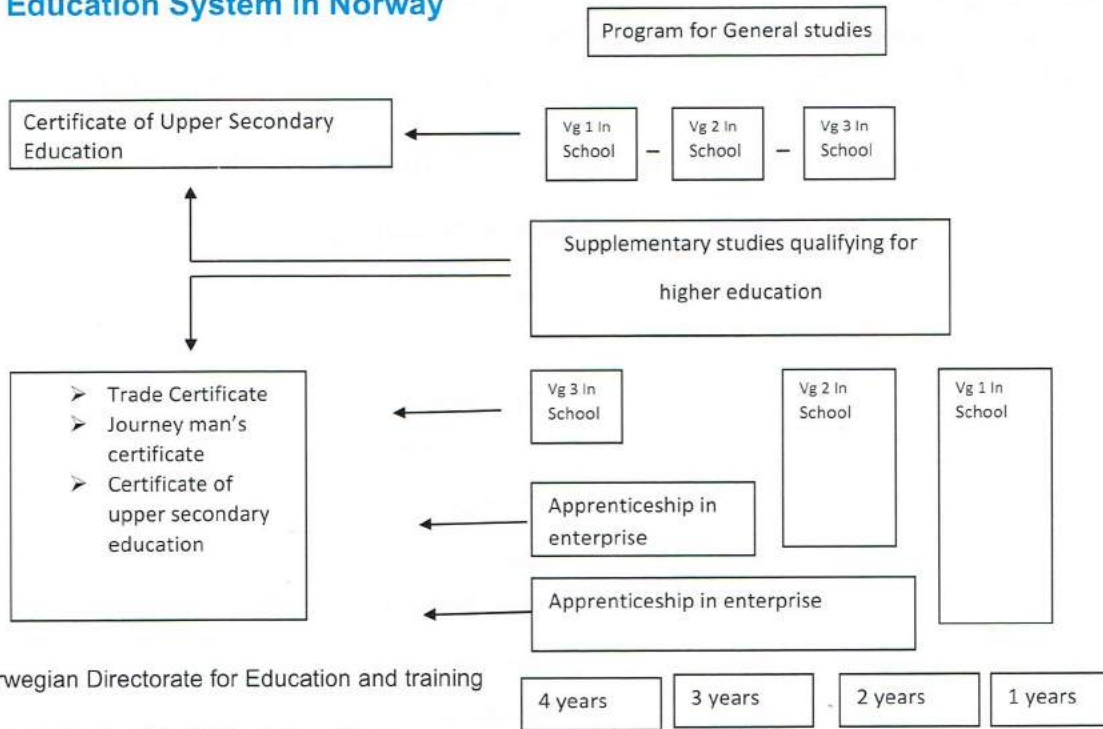
**Norway model:** In Norway education is mandatory for all aged 6-16 year. They have divided school system in three parts elementary, lower secondary and upper secondary school. VET is provided at lower secondary level through elective programme. This enables 8-10th year students to try out different subjects including VET. After completing lower secondary education students can pursue vocational education.

The standard upper secondary level VET model is seldom referred as 2+2 model. After completing first year upper secondary level in one of the nine vocational education programme, students can select specialization in year 12 which lead to further specialization in year 13 when the profession is selected. VET subjects are classified into common core subjects, standard program subjects and in-depth study project.

Upper secondary VET includes two years at institute with practical training in institutes workshop and short placement in industry followed by two-year apprenticeship training in industry. Students may find an apprenticeship placement by himself or get help from the authorities. Adult can obtain formal VET qualification either as adult apprentices or through experience-based trade certificate programme called practice candidate. The adult with occupational skills, that they have developed through work experience of minimum five years have opportunity to register for a theoretical and practical trade examination under practical candidate scheme. Those who pass the trade examination would get same formal qualifications as those who follow the standard route. It reduces the social inequalities and increases employment. The Norway's educational system is furnished in Figure 1.



Figure 1. Education System in Norway



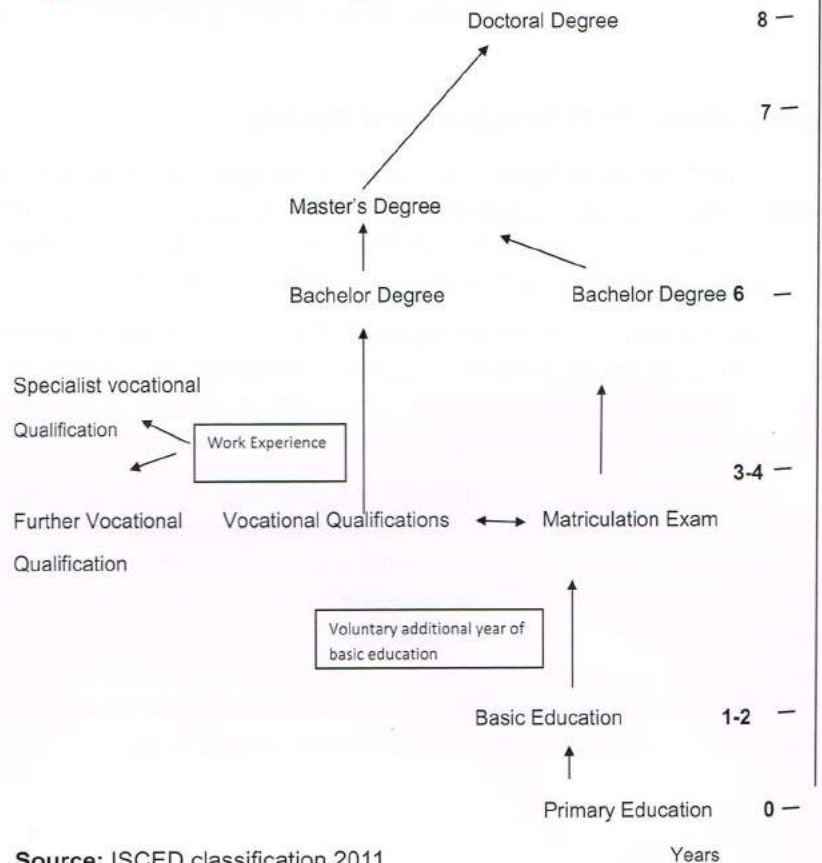
Source: Norwegian Directorate for Education and training

Finland model: Finland's educational model is the one the finest model around the world and is given in Figure 2. They had reformed vocational education in the most extensive way for many decades. Vocational qualifications are no longer specified by the length of curriculum but by the learning outcome. Education in Finland is entirely free both upper secondary school and vocational education they have nine years of elementary education in comprehensive school at the age of 16 students may decide to pursue their secondary education in an academic track or vocational track after getting qualification either from academic track or vocational track students can continue tertiary education.

The tertiary education in Finland further divided into University and Polytechnic university awards licentiate and doctoral level degrees, prior to Bologna process only university graduate could obtain post graduate. Since the implementation of Bologna process all bachelor's degree holder are now eligible for further academic studies.

0 Primary Education, 1 Primary Education, 2-Basic Education 3-4, Matriculation, 6 Bachelor Degree, 7 Master Degree 8 Doctoral Degree.

Figure 2. Education System in Finland



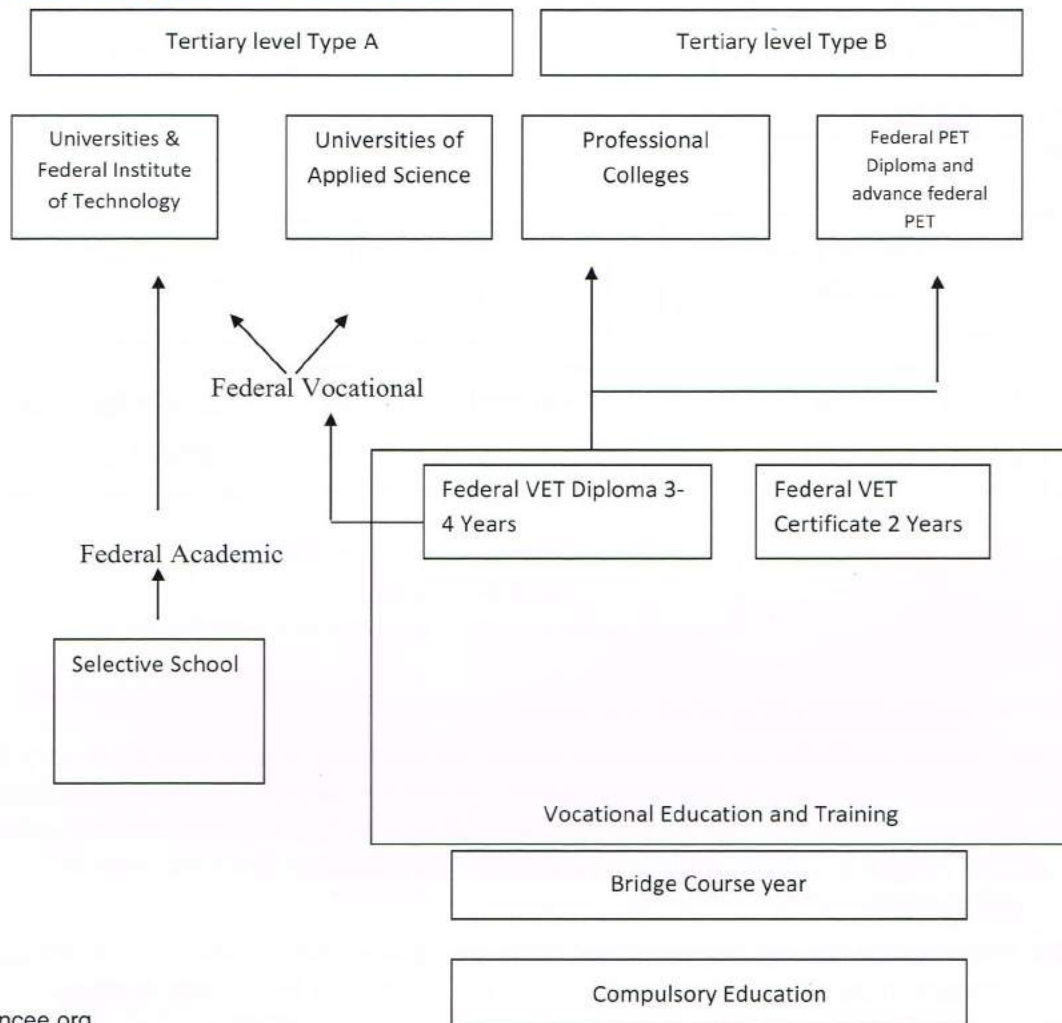
Source: ISCED classification 2011

Education is highly valued in Finland and they believe it is the primary driver for the country's success. Education and training model centrally focus to address the challenges created by globalization. Teaching is the highly valued and respected profession in Finland teacher have more autonomy they have freedom to choose their teaching methods and learning materials in the classroom.

Switzerland Model: The Swiss vocational education and training system is consider as the strongest in the Europe it is one of the best dual- vocational education systems around the world in which students combines learning in school and workplace nearly 70 percent of students join in VET system in Switzerland. Apprenticeship rotates between vocational school, workplace and industry training centres where they learn and develop complementary particle skills. Rotation may be organized in different ways either by allocating entire week to one place or by switching places during week. During the initial period of the apprenticeship programme they spend most of the time in school education and then gradually increase the share of time in industry. They get paid during this programme nearly 70 percent of young Swiss take vocational route and only 25 percent proceeds for academic version of upper secondary education. Two years vocational education and training programme with the federal VET certificate for poor performer adults is available. Switzerland distinguishes between upper secondary level education and professional education and training at tertiary level B. In 2007 half of the population aged 25-64 years had completed VET or PET qualification as their highest level of education.

Vocational education at tertiary level is offered by universities of applied sciences. This pathway allows students to shift from one part of the education system to another. Figure 3 provides the education system in Switzerland.

**Figure 3. Education System in Switzerland**



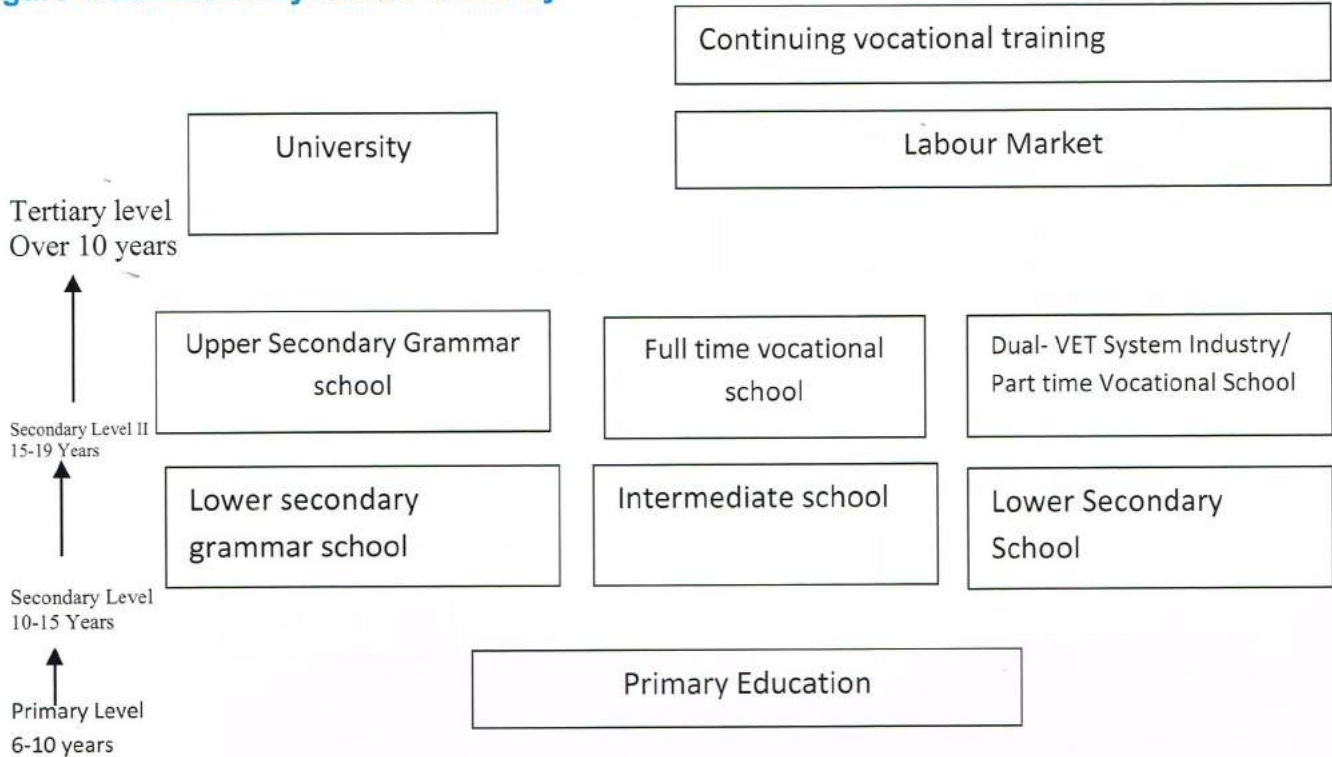
Source: www.ncee.org



**German Model:** In Germany, vocational education is been provided at secondary level (between 15 to 19 years) through the dual vocational education system. The term 'Dual- system 'refers to an institutional framework including legal terms and training arrangements which is determined by the partnership of two learning sites, the firm providing the apprenticeship and the vocational part time school.

The dual-system of vocational training makes allowances for learning to take place in a vocational training school and in an enterprise concurrently. The dual-system promotes the linkage of vocational training to the world of work. Through linking up entry level training with workplaces the dual- training systems have the advantage that they are capable of preparing skills required by the world of works. For the young people of Germany, the dual- system is the main pathway from school to working life. TVET in Germany is guided not only by the requirement of the labour market but also by the need of the individual to acquire technical skills knowledge and competencies which enable them successfully to establish themselves on the labour market. Training programmes are designed on the principle that they must be as broad as possible as specific as necessary, in dual system on the job training is provided by the employers and off- the job training by the training providers (VET providers) this is carried out in coordination between the components of the systems, the state, the employers and the union. After having required qualification trainees may find job in the sectors, they have been trained. Figure 4 provides education system in Germany.

**Figure 4. Education System in Germany**



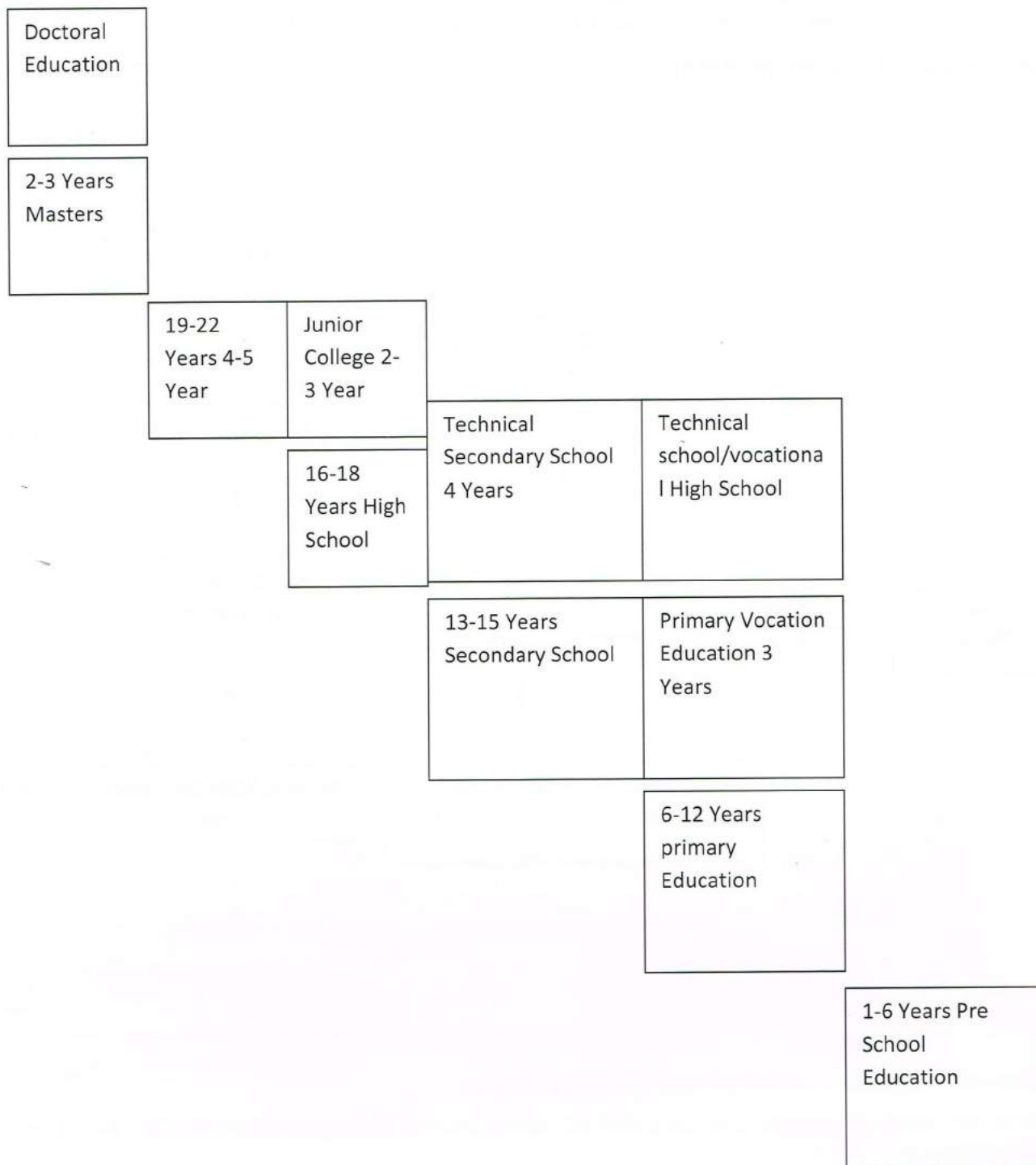
**Source:** Vocational Training Act, Germany; Accreditation and Quality Assurance in VET

**China Model:** China's vocational and technical education has produced a large quantity of shop floor technical workers, low managerial professionals and skilled workers. TVET of china is classified into two institutional setting, one of it focuses on education in schools while other aims at provide vocational training. The vocational education forms a vital part of the educational programs of china. Which mandates through education law 1986, nine years of compulsory education including three years of vocational training.

The law also discusses the role and responsibilities of the local government, industry/private participation and the vocational training institute in skill development in the country. It shows that the country is highly focussed on skill development and makes it mandatory from the school level itself. The industries in china also support the skill

development to a great extent. The occupational standards are clearly mentioned and there is robust integration with the education and economy in china the vocational educational law ensures the optimum participation from the industry in vocational education and training. Figure 5, provides education system in China.

**Figure 5. Education System in China**



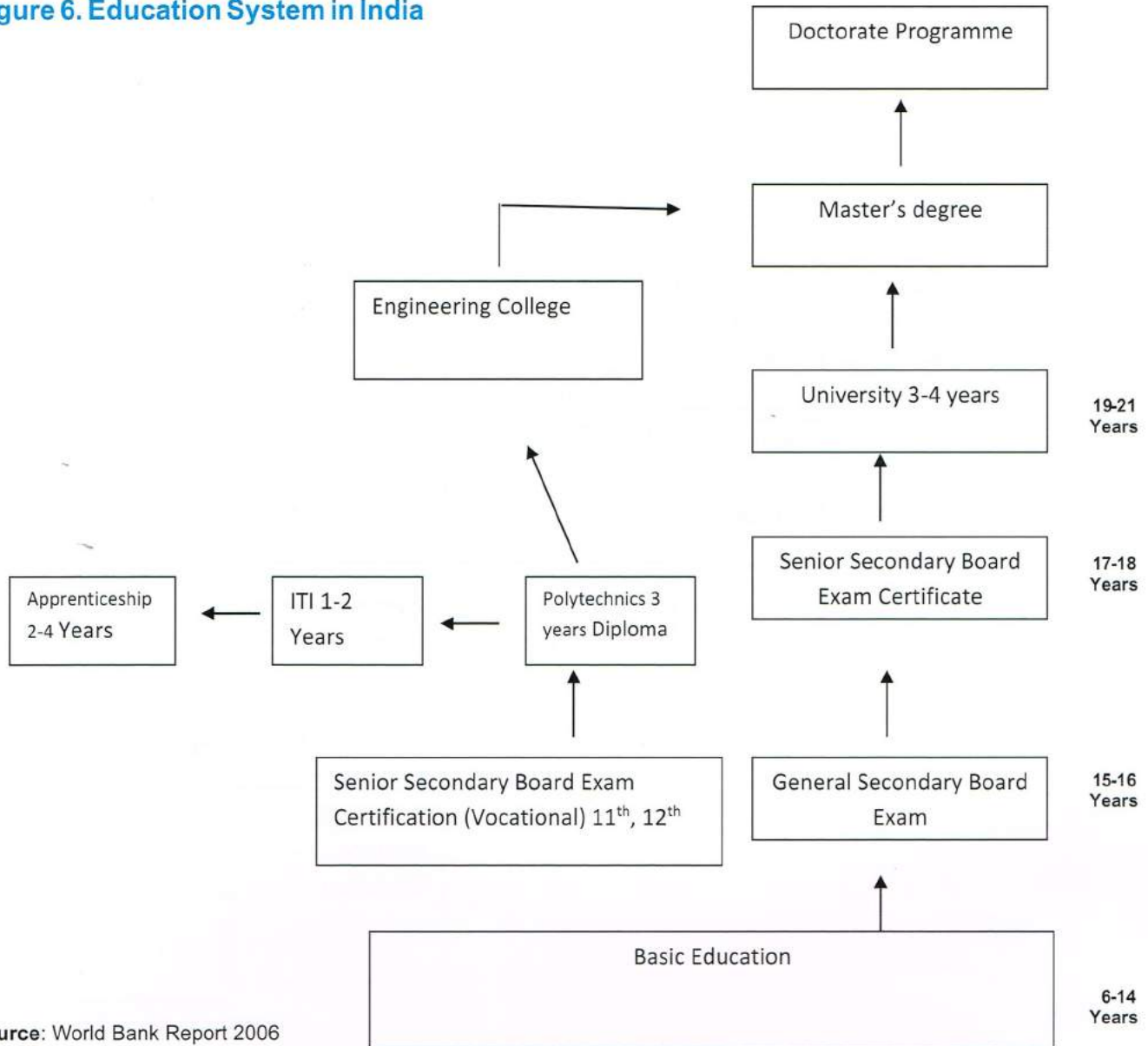
**Source:** Development and reforming trends for Chinese Vocational and Technical Education and Training by CheWeimin, Chinese Service Center.



### Skill Development in India

The skill development in India is divided into two categories. They are skill education and the skill base vocational training. The ministry of Human Resource Development governs the educational and vocational training in India. It also governs the primary, secondary and tertiary education. The University of higher education Centres focuses on college education. The technical education is offered through the engineering colleges, polytechnics and ITIs. All India council for technical education regulates all the technical institute. Figure 6 provides education system in India.

**Figure 6. Education System in India**



Source: World Bank Report 2006

### Challenges to the skill development system in India

From the review of literature, it is found that skill development in India has many challenges few of them are mentioned below:

- 1) Lack of infrastructure and inadequate capital investment from government and private industries for skill development remains a challenge.

- 2) In India still education is based on traditional concept educational institute does not provide skills required for the job, school education needs to be matched with government efforts in the area of skill development is remained a challenging task.
- 3) Enrolment of the students for vocational education and training has become an extremely challenging task because the technical trade positions are associated with low salary, lack of recognition and migration which leads to low mobility towards vocational education
- 4) Only 5 percent of Indian workforce has received skills through formal vocational training nearly 433 million workers are in unorganised sector. It's a major challenge that the organised sector training approaches and pedagogy to easily carry over into the unorganised sector. Research would be needed in several issues such as suitable training, appropriate pedagogy to suit the characteristic of the unorganised sector.
- 5) The private enterprises are not actively participating in training process like in Germany the private enterprises played a vital role in training. Chines government enacted stringent laws for training in industries. Government needs to motivate industry people and bring stringent laws for the private sector to develop a robust training system. Industries are looking for short term profit not long term strategic human resource development, it is a challenging task to motivate them and to bring constitution amendments.

### Way Forward

Despite of implementing skill development programme there is a still a long way to bridge the skill gap. Following are some of the possible solutions.

- 1) Government needs to fund more on creating educational infrastructure projects.
- 2) Institute needs to update the curriculum on regular basis as per the industrial requirements.
- 3) India needs to introduce a standardised National assessment of apprentice's like Norway model
- 4) Like Finland, India can provide education policy based on values, quality and learning outcome.
- 5) Trainer's training on regular basis is imperative like in China model as they depute trainer to industries so that they can learn and understand the latest skill set required in the industry.
- 6) We can develop a dual education system like the German model where the theoretical knowledge is imparted in institute and industries provided the practical training and institutes and industries works together for the success of the dual vocational education model.
- 7) To get the funding government must motivate the industry people because they are the final beneficiaries of skilled workers joint funding on education and training allows the model to be feasible.
- 8) Indian VET system should provide more autonomy for teachers like Switzerland's VET model. So that teacher can apply their innovative methods of teaching.

### Conclusion

In this paper successful skill development models from countries such as: Norway, Finland, Switzerland, Germany and China are studied. The present skill development model in India is also studied. The limitations of skill development model and various challenges faced in implementation of skill development model in India is analysed by literature review. Suggestions are given to embrace the best practices from skill development model from other countries in India.

India is the fastest growing economy with having huge population of 1.25 billion and has got the demographic dividend and it is important and challenging task to transform this demographic dividend into skilled workforce for this government of India has launched ambitious skill development programme. It is facing some challenges like lack of infrastructure, funding, poorly trained trainers, lack of awareness of vocational education etc. The skill development programme needs some initiatives to deal with these challenges and to make this programme successful.



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## A Case Study of Belagavi Foundry Cluster

Mrs. Shailaja G. Hiremath \*

Dr. Praveen M. Kulkarni \*\*

### Abstract

*Growth of foundry industry is considered to be a sign of growing economy in India, as many major industries like automotive, agriculture, power etc., depend on casting supply. India is the third largest manufacturer of casting in the world. The article highlights the status of foundry industry operating in Belagavi. The study also covers issues and challenges faced by the foundry industry. It is found that foundry industry in Belagavi is facing operational issues such as professional management, increasing cost of production, availability of skilled manpower to meet changing technology and many more. Authors have compiled the data using primary source as well as from secondary sources such as industry specific reports, magazines, and relevant websites and presented it in the form of research article. This research article provides readers, overview of foundry cluster in Belagavi and may also be used for further research work.*

**Keywords:** Foundry, Foundry Industry, Foundry Cluster, Castings, Skilled manpower.

### Introduction

India is known for metal castings from the time of Harappa Civilization (S. Ramnarayan, 1995). Foundry industry across the globe is considered as mother industry as most of the industries use components made out of metal castings in various forms. Foundry industry caters to sectors like Automobiles, Auto Components, Railways, Power, Tractor, Earth Moving Equipment, Pumps, and many other light and heavy engineering industries. Corresponding growth in foundry industry is vital to sustain growth in auto and other engineering sector. Foundry industry has huge potential to generate employment in India in coming years. Currently, the total direct employment in foundry industry is approximately five lakhs. Foundry industry, like other sectors has issues and challenges. Presently, the foundry industry is going through a tough time because of slowdown in manufacturing sector as reported by Financial Express. Belagavi is one of the major foundry hub in India and operating from more than 35 years. This paper highlights overall scenario of Indian foundry industry with special focus on foundries in Belagavi city.

### Objectives of the Study

- To study foundry industry in India
- To study the profile of foundries in Belagavi
- To understand the issues and challenges faced by Belagavi foundries

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## Literature Review

The research paper authored by Ramnarayan S (1995) discusses the history of Indian foundries. Author had conducted detailed study of 25 foundries to understand the functioning of foundries and hurdles faced by them in upgrading technology, which hold true even today.

Oudhia S. P, Metallurgist & Foundry Technologist has extensively written about foundry industry in Metal World magazines highlighting the state of Indian foundries and future ahead. His articles have provided factual information as well as analysis regarding business scenario for foundries.

The news articles from The Hindu, Financial express, and Business Standard have been referred to present the latest information regarding the industry. Industry specific reports such as

## Indian Foundry Industry

According to Foundry Informatics Centre (FIC), there are approximately 5000 foundries operating in India, out of which more than 90% are classified under micro, small and medium enterprises. Rest of the foundries are large units. India is the third largest casting manufacturer in the world after China and USA. Nearly ten million tons of components are produced annually by the industry. Foundries are categorised in to two types ferrous and nonferrous. Annual turnover of the industry is about \$19 billion as per FIC including exports amounting to \$3 billion.

There are about 19 major foundry clusters in India, located in, Agra, Batala, Jalandhar, Ludhiana, Pune, Kolhapur, Sholapur, Rajkot, Mumbai, Ahmedabad, Belagavi, Coimbatore, Chennai, Hyderabad, Howrah, Kolkata, Indore, Faridabad, and Gurgaon. Clusters are known for the production of castings for typical end use markets such as auto components, mining, tractors, or pumps and valves.

## Belgaum Foundry Cluster (BFC)

Belagavi is a major centre for foundry industry in Karnataka for the production of ferrous castings which, cater to the sectors like Pumps & Valves, Tractors, Automobiles, Machine tools etc. There are more than 150 foundries operating in Belagavi, which are classified under the category of Small, medium and large units. 1.6 Lakh tons of casting is produced per annum, worth INR 700 Cr. The foundry units at Belgaum are distributed by variety of end-use applications such as automotive/oil engines (31 %), Pumps/Valves (21%), Electric Motors (10%), Tractors/Agricultural implements (7%), Food processing 5% and others (26 %).

Belgaum Foundry Cluster (BFC) was formed in the Year 2004 with the support of Government of India, under the aegis leadership of Mr Ram Bhandare and other prominent foundry men from Belagavi. The Belgaum foundry cluster provides common facilities & eco-system to promote foundries in Belgaum. Vision of BFC is "To make Belgaum Foundry a global sourcing hub for casting and machine components" as stated in the brochure.

## Objectives of Belagavi Foundry Cluster

- To support foundries in Belagavi and nearby areas to enhance effectiveness and competitiveness
- To achieve excellence through world class infrastructure for the growth of foundry units
- To make foundries internationally competitive
- To promote clean and green environment by facilitating to install Energy Efficient Pollution Control Equipment
- To provide training for developing skilled labour for foundries.
- To develop latest technology & common ERP and Simulation Software for the cluster

## Important Features of Belagavi Foundry Cluster

- BFC ranks number one in the production of castings in Karnataka state.
- Among the top ten highest casting producers in India

- Export target of INR 350 Crores (on an average) achieved per annum
- Facility for Sand reclamation upto ten thousand tonnes per month

### Major Facilities Provided by Belagavi Foundry Cluster

- Optical Emission Spectrometer for analysing chemical components in Metal casting
- 3D Co-ordinate measuring machine for inspection of casting with high accuracy measuring system
- Vertical machining centre
- Common Effluent Treatment Plant
- Training programme on Foundry Technology under skill development scheme for workers and supervisors in association with Gogte Institute of Technology, Belagavi
- Facilitating road construction in industrial areas

### Issues and Challenges

The respondents expressed the following as some of the critical issues and challenges faced by foundries especially referring to small and medium scale units. These issues listed below, are also supported by the literature review carried out for the study.

- Lack of infrastructure
- Outdated technology in many small scale foundries
- Issues related to management of waste
- Increase in manpower expenses
- Challenges related to attracting and retaining skilled manpower
- Lack of availability of advanced foundry related training institutions for skill development
- Increased competition from global market and growing customer expectations
- Demand uncertainties due to slowdown in economy
- Issues related to productivity, quality and capacity utilization
- Lack of professionalism in management of foundries.

### Sample Design

All foundries from Belagavi city were considered as population for the survey. To study the general profile of foundries, sampling frame of 155 foundries was prepared using the data provided by Belgaum Foundry Cluster, The Institute of Indian Foundry men (IIF)-Belagavi Chapter and data available on State Government agency websites to draw the sample. Since the defined population for survey is finite in nature, the sample size was calculated using the formula developed by Hogg and Tanis (Hogg R. V, Tanis E. A, 2009). Sample size considered for the study was 100 units. The persons responsible for managing the units and in some cases senior supervisors were the respondents who provided the required information.

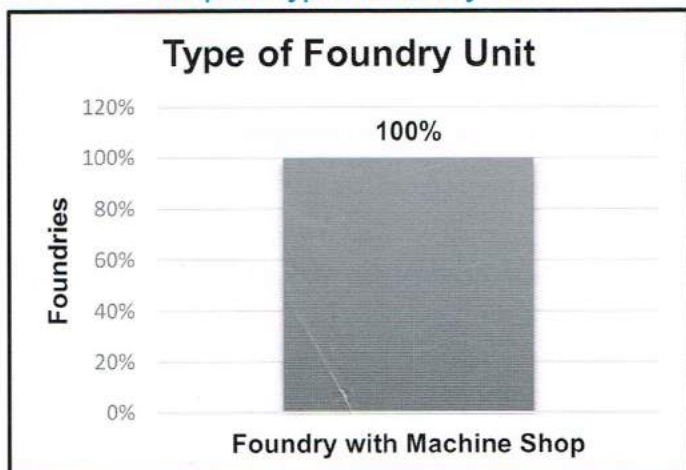
### Data Collection

Primary data was collected to understand profile of foundries in Belagavi in terms of type of foundry, classification of foundry by size, age of the foundries, employee strength, production of castings per annum, about quality certification etc. Field visits to foundries and discussion with few eminent foundry owners from Belagavi, which is one of the major foundry cluster in India, has provided critical information and understanding to authors regarding the industry scenario. The secondary data was collected from various sources like industry related magazines, reports and websites.



Data Analysis and Findings

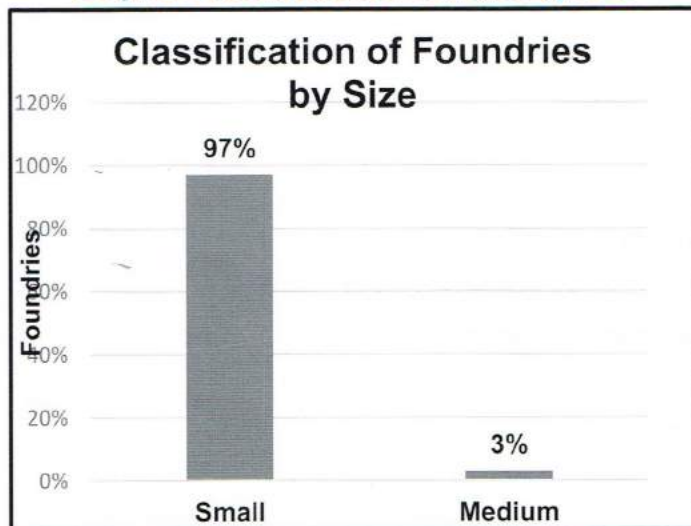
Graph 1. Type of Foundry Unit



Finding 1

All 100 foundry units, considered for the study have their Machine Shops to supply machined castings/components to their customers as per their specifications as shown in Graph 1

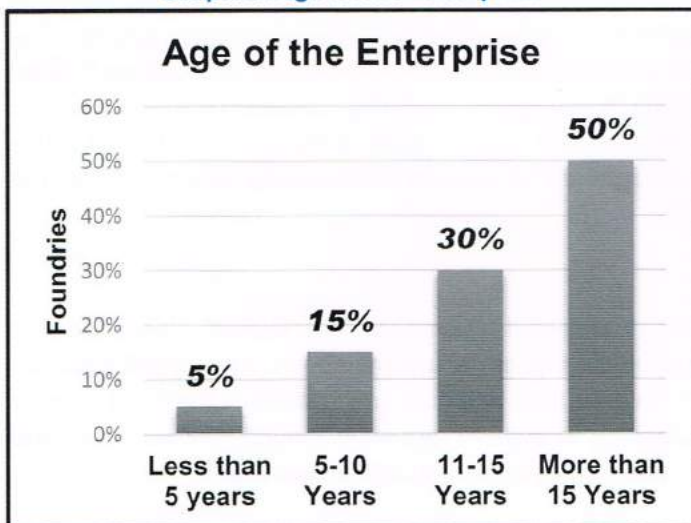
Graph 2. Classification of Foundries by Size



Finding 2

Out of 100 foundry units, 97% are Small scale and 3% are medium scale as shown in Graph 2

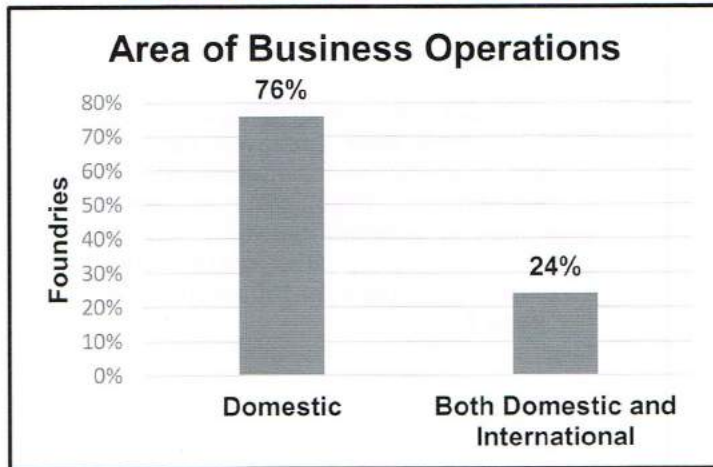
Graph 3. Age of the Enterprise



Finding 3

It is found that 50% of the foundries under study are operating for more than 15 years. 30% units are operating since 11 to 15 years, 15% between 5 to 10 years and 5 % units are less than 5 years old as shown in Graph 3

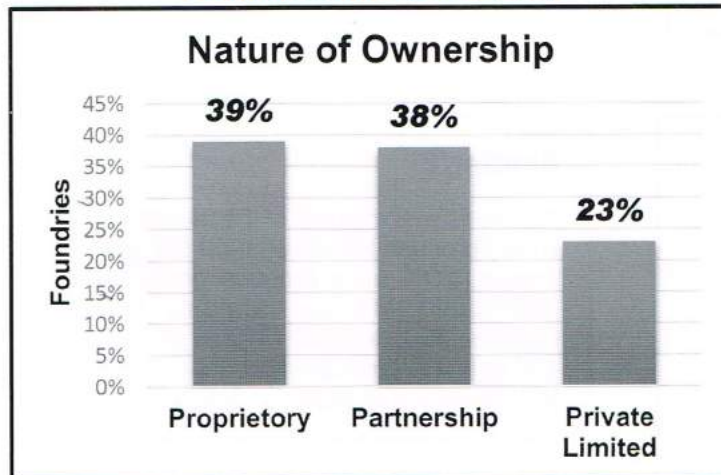
Graph 4. Area of Business Operations



**Finding 4**

It is found that 76% of the foundries under study are operating in domestic market and 24% operate both in domestic and international market. Belagavi foundries, which operate in international market, export components to the USA, Germany, WestAsia etc., as shown in Graph 4

Graph 5. Nature of Ownership



**Finding 5**

It is found that 39% of the foundries come under Proprietary Ownership, 38% are partnership units and 23% are registered as Private limited as shown in Graph 5

Graph 6. Foundries with Quality Certification

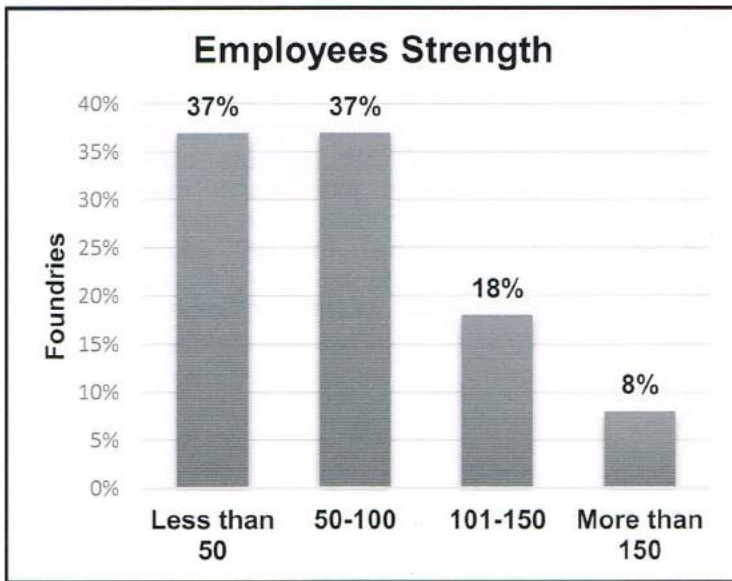


**Finding 6**

It is found that 100% of the foundries under study have quality certifications namely, ISO 9001:2015, ISO 9001-2008 and other relevant certifications as per their business requirement as shown in Graph 6



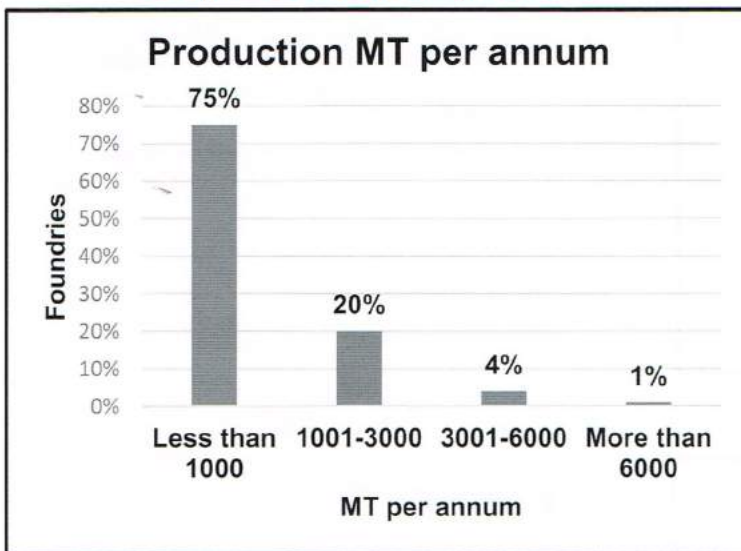
Graph 7. Employees Strength



**Finding 7**

It is found that majority of the foundries (37%) have their employee strength less than 50 and between 50-100 respectively. 18% foundries have employee strength between 101 to 150, and only 8% units have employees more than 150 as shown in Graph 7

Graph 8. Production MT per annum



**Finding 8**

It is found that majority of the foundries (75%) produce less than 1000 MT per annum. 20% units produce between 1001-3000 MT per annum, 4% between 3001 to 6000 MT per annum and only 1% produce more than 6000 MT per annum as shown in Graph 8

**Limitations of the Study**

The study covers only small and medium scale foundries. Around nine large scale foundries in Belagavi are not included in this study.

**Suggestions & Conclusion**

The study indicates that all the foundries surveyed have machine shops along with casting production. According to the survey participants for having in-house machine shop is to improve overall workflow, reduction of wastage, to avoid recasting and to increase productivity. Majority of the foundries are small scale units and half of the surveyed foundries are more than 15 years old. Castings are exported from 24 foundries out of 100 units studied, to different countries namely, the USA, Germany, and few European countries as told by the respondents. All 100 foundries have quality certification and it is a good indicator of quality consciousness, which is most essential to cater to global market. The study concluded that

Belagavi is contributing significantly Indian Foundry industry and Belgaum Foundry Cluster is actively contributing towards the present needs of the foundries in and around Belagavi in terms of skill development and providing advanced technology assistance.

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11. We together can make a difference in the market. <http://bfcindia.co.in/>





## The 5 Gs of Family Business

Mr. Sandeep R. Deshmukh \*

### About the Book

The 5Gs of Family Business is a 205 paged book on family business. The book thoroughly describes the practices that business families need to embrace to achieve long-term family enterprise success and sustainability. The book is published by SAGE publications bearing ISBN 978-93-528-0865-6, copy right Walter Vieira and Mita Dixit, 2019.

The foreword for the book is written by Philip Kotler, S C Johnson Distinguished Professor of International Marketing, Kellogg School of management, Northwestern University, Chicago, Illinois.

### About the Authors

Walter Vieri is a well-known author and management consultant. He is also the former chairman of International Council of Management Consulting Institutes. He has worked with many multinationals and Indian corporates for a span of over 40 years. He is the recipient of the Lifetime Achievement Award for Consulting by IMC India in 2005 and for Marketing by Indys India in 2009.

**Dr. Mita Dixit** is a family business advisor, researcher, educator and co-founder of Equations Advisors Pvt. Ltd., a family business advisory firm in Mumbai. She is a certified management consultant (CMC), a corporate director and a visiting faculty at renowned management institutes offering family business programmes. The media often takes her views on contemporary issues in family businesses.

### Overview of the Book

5G denotes high speed and more efficient fifth generation of wireless technology. Family businesses need efficiency and high speed today to survive, succeed and sustain in a volatile, uncertain, complex and ambiguous (VUCA) world. The book provides a framework that provides tools and approaches for building long lasting system of a family business.

5Gs captures the essence of the five core elements needed to start, manage and perpetuate a family business successfully. The 5Gs are Genesis, Growth, Gen-Next, Governance and Giving Back. This book is an amalgamation of management theories and practices, and anecdotes and stories encompassing five dimensions essential for the success and sustainability of any family business: Genesis, Growth, Gen-next, Governance and Giving back.

### To Whom

The 5Gs of Family Business is an inspiring book for families owning business, entrepreneurs, inheritors, promoters and family members with an urge to grow at 5G speed in this VUCA world. Family business founders and successors must increase their cumulative knowledge and deepen their understanding of the complexities of managing a family business to enable their progress from SMEs to large enterprises, and for large enterprises to stay relevant and benefit not just the family but also the community and nation.

### Review of the Book

The 5Gs of Family Business is a practical guide book for family business leaders aspiring for the continued prosperity and growth of their enterprise across generations. The book provides examples of successful family businesses, revealing the importance of five factors: Genesis, Growth, Gen-next, Governance and Giving back to ensure long-term family and business success. The insightful stories and the nuggets of wisdom shared by prominent family business

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\* Student, KLS' IMER, Belagavi



owners, this book is likely to inspire not only current and future leaders of family firms but also professionals serving these enterprises. The book comprises of five chapters earmarked for each G of 5Gs.

### **Genesis: The Origin – Look Back to Look Forward**

Genesis is the first G of 5G success framework. Genesis is the bedrock of core values, ethos and entrepreneurship in family business. It symbolizes learning from the past for progress in the future. Family business resembles the genetic concept. The culture of family business evolves from values, ethos and core beliefs of the founder and the founding generation. Values are the source codes embedded in the culture of the organization. Family businesses despite VUCA forces will not be outdated if their genesis, the foundation is strong. But there is a danger that the spirit of entrepreneurship may get outdated if entrepreneurs and innovators stop learning from the past to anticipate the future. Many successful entrepreneurs combine foresight to shape the future with insight and learn from hindsight.

### **Growth: The Never Ending Journey**

Growth is the second G of 5G success framework. Growth is not a choice, it is obligatory, being a crucial element of the 5G success framework for family businesses. The growth of a family business depends on how the family has learned from past experiences, how the organization has handled environmental jolts, how they have created the culture and encouraged innovation in succeeding generations, and how they have ensured that the money and power do not spoil the progeny. The Growth of family business is ensured by nurturing passion and professionalism.

Researchers Leenders and Waarts (2003) studies competitiveness and performance management of different types of family businesses. They made a distinction between a company's family orientation and business orientation. The companies with strong family as well as business orientation are the ones that show a strong performance drive and also harmonious family relationship and are called as Family Money Machine. The companies with high business orientation compared to family orientation are called House of Business. The companies having strong family orientation compared to business orientation are called Family Life tradition. Family running businesses with low business orientation and family orientation are called Hobby Salon.

### **Gen-Next: The Relay Race?**

Gen-next is the third G of the 5G success framework. Next generation engagement and passing on the legacy is a vital element of the 5G success framework for family businesses. The founders can groom their children and can create a culture of pride for the business among family members. They can also mentor next generation and prepare them gradually take on the mantle, and can slip out with a hope that next generation will do much better than they did. A successor groomed from a young age would be more involved and passionate about the business than a successor joining the business as a career option. There are three keys for an effective succession planning for business families aspiring to handover the baton to the next generation. They are: start early, capacity building and align family and business interest.

### **Governance: Enhancing Value**

Governance is the fourth G of the 5G success framework. Governance is a critical element for the longevity and success of family businesses. It ensures that family values and business goals are synchronized. When governance is the code of conduct for shareholder families, not only do the customers and employees get benefited but also the other stakeholders and society at large. Such family businesses build their legacies for generations. Governance is the key to build and sustain a robust and respectable ownership model for families.

Tagiuri and Davis (1996) developed a three-circle model of family business three independent yet overlapping systems: Ownership system, Family System and Business system, which create seven distinct sectors. Any individual in a family business can be placed in one of the seven sectors. A well designed governance mechanism ensures that individuals in these seven sectors interact and support each other to keep family business effective and productive. Family constitution is a mechanism to develop good governance practices in business owning families. Family constitution is a document that addresses policies, practices and procedures. It is a way to connect and infuse the values of the family into how the business is operated.



## Giving Back: To Move Forward

Giving back is the fifth G of the 5G success framework. Giving back as a purpose for family businesses has several rewards. It can build the respect and reputation of the family in its community and business in its segment. The purpose gives clarity and direction to employees and boosts their morale. Trust and respect are the outcomes when the business has a purpose, a sense of giving back to the society. According to the Companies Act, 2013, corporates of certain size and constitution have to mandatorily get engaged in enlisted projects and programmes related to social welfare and improvement. The concept of CSR assumes significance as it permits companies to conduct philanthropic activities in a planned, structures and strategic manner by setting up CSR divisions and foundations. A family foundation is established to meet specific philanthropic goals with the hope that their legacy of charity will be carried forward by future generations.

## Key Takeaways from the Book

- Family business will continue to be the bedrock of economic activity in every nation of the world. India's family business domain continues to be the biggest contributor to GDP, the biggest segment of international trade, the biggest employer, and with largest number of units, the biggest asset creator.
- Family business has the advantages of greater commitment and of continuity, which can be seldom replicated in a non-family business. The successful family business have been able to master and manage five pivotal variables: control, careers, capital, conflict and culture.
- Family business will be the foundation of the economic pyramid that we need to build in India and also in different parts of the globe.
- The 5Gs are Genesis, Growth, Gen-Next, Governance and Giving Back, which capture the essence of the five core elements needed to start, manage and perpetuate a family business successfully.
- Genesis is the first G of the 5G success framework for family business supported by the other four Gs: Growth, Gen-next, Governance and Giving back.



## Guidelines and Code of Ethics to Check Malpractices and Plagiarism in Research

### Preamble

The set of guidelines are framed in order to maintain the morality of research done by the MBA and PhD Research students of the college as well as research papers published by the faculties in TATVA the Journal of Management Scholars, published by the Research Centre of the Institute. These suggestions can be followed by the researchers for publishing research papers in other journals also. These guidelines will help the researcher to avoid intended/unintended misconducts while presenting their research report in thesis/dissertation/journals/books etc.

Research misconduct means fabrication, falsification or plagiarism in proposing, performing or reviewing research, or in reporting research results. Fabrication is making up data or results and recording or reporting them.

Falsification is manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.

Plagiarism is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit.

Research misconduct does not include honest error or differences of opinion.

### Matters of Ethical Concern in Research

- I) Plagiarism: It is the most alarming threat towards integrity of research. Plagiarism is an act of fraud. It involves both stealing someone else's work and lying about it afterwards. It means the use of material, ideas, figures, code or data without appropriate acknowledgement or permission (in some cases) of the original source. This may involve the following:
  - a) Reproducing, in whole or part, text/sentences, from a report, book, thesis, publication or the internet.
  - b) Reproducing one's own previously published data, illustrations, figures, images, or someone else's data etc.
  - c) Taking material from class-notes or downloading material from internet sites, and incorporating it in one's class reports, presentations, manuscripts or thesis without citing the original source.
  - d) Self-plagiarism which constitutes copy exactly from one's own earlier published work in a journal or conference proceedings without appropriate citations.
- II) Self-citation: In citing one's own published work, an author must be careful not to provide the status of a manuscript. A paper should not be listed as submitted unless the Author has written proof from the publisher of the book or editor of a journal that the paper has been accepted for publication.
- III) Duplicate Publication: Researchers should not publish same article in two different places. The same is applicable for abstracts. Unexplained duplication of publication refers to self-plagiarism.

### Steps to avoid Malpractices

1. Students or faculty members while going for data collection to other institutes must carry College Letter and their College I-Cards. They need to maintain a record of the institutes visited, persons interviewed/met for research data collection etc.
2. MBA/PhD Students need to fill up a self-declaration form that the contents of the thesis/dissertation are not plagiarized, wherever required necessary citations have been given. In case, they have any doubts regarding citations, they must discuss with their research guides in detail.



3. Authors while submitting research papers in TATVA, need to fill up a self-declaration form mentioning issues regarding citations provided and sources referred. The research papers are sent for plagiarism check and blind peer-review in order to check the originality of the paper and maintain the authenticity of the journal. All the issues related to the research paper will be addressed only to the author of the paper and not to the Chief-editor of the Journal.
4. The Research guide will be checking the Plagiarism Percentage of the PhD Thesis using Turnitin, Plagiarism software and inform the students for any modification required.
5. Research papers of faculty members will also be checked using Turnitin.

Failure to comply with the provisions might compromise the College's claim to intellectual property and action will be taken as per the University/UGC norms.



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# GUIDELINES FOR AUTHORS:

## Manuscript Submission

1. All manuscripts should be original and relevant and should be written in clear and concise English and should not exceed 5000 words. The submitted article should not have been published or submitted elsewhere for publication.
2. The first page of the manuscript should contain the title of the paper, name of the author(s), designation, qualification, phone, fax, e-mail and mailing address.
3. The second page of the manuscripts should have an abstract in single space not exceeding 150-200 words and up to 6-8 keywords.
4. The body of the article should be Arial with a font size of 10 and paragraph headings with a font size of 12. The type set should be in 1.15 point line spacing on a single sided A-4 size paper with a one inch margin on all sides. The title of the paper should be in 14 font size.
5. The manuscripts must mention in the cover note regarding the category in which their submission should be considered in such as: research papers, articles, case studies with policy papers or book reviews.
6. All submitted articles to the journal will be subjected to plagiarism check followed by blind peer review and authors of accepted articles will receive a letter of acceptance and other appropriate instructions. In case of multiple authors, the author who has submitted will be notified and is responsible for notifying to co-authors.
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## Figures, Tables and Charts

All figures, tables and charts should be kept to the minimum and given on separate sheets at the end. They should be titled and numbered continuously as they appear in the text. Sources should be indicated at the bottom where necessary.

## References

References appearing in-text as well as in the reference section at the end of the article must be in the APA format. They should be arranged alphabetically and should be complete in all respect (please visit [www.apastyle.org](http://www.apastyle.org) for guidance).

The views expressed by authors in this journal are their own and do not reflect the opinions of the Publisher.

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