RNI No.: UPENG/2015/65389

ISSN:2454-9509

Jaipuria International Journal of Management Research

January - June 2019 • Issue 01

VOLUME 05

JAIPURIA
INSTITUTE OF MANAGEMENT
LUCKNOW NOIDA JAIPUR INDORE

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ISSN: 2454-9509 • Vol. 05 • Issue 01 • January - June 2019

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The objective of the journal is to provide a platform to faculty, research scholars and practitioners of management discipline globally to highlight new knowledge, innovation, technology usage and latest tools of research in the areas of management science. Its focus is on applied research and to bridge the gap between management theories and practice. The journal aims to follow international benchmarks in paper selection, refereeing, editing, proofing and production as per the latest methodology and standards. Its International Advisory Board provides policy guidelines for publications in the journal.

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Imprint

Printed and published by Dayanand Pandey on behalf of Jaipuria Institute of Management, Noida, A-32A, Sector-62, Noida, Gautam Budh Nagar and printed at M/s N Thirty Offset, Chaura Raghunathpur, Sector 12-22, Noida, Gautam Budh Nagar, Editor - Dayanand Pandey

Jaipuria International Journal of Management Research is currently indexed in Scientific Indexing Services (SIS), USA; Root Indexing, India; J-Gate: Social and Management Science Collection and on Discovery platform of Ebsco Publishing. Its online full text is available in India through i-Scholar, Indexing and online journals platform of Informatics India and for international viewers, its full text is available through Ebsco Discovery Service and Ebsco Management Collection.

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Chief Editor's Desk

With profound pleasure, I am glad to put before you our latest issue of the journal for the year 2019. We are committed to publish quality research papers on various dimensions of management.

With the release of current issue, our journal has entered into publication of its fifth volume. The journal in the last five years has made tremendous progress in terms of quality of contents and publication standards. It religiously follows double blind review process and all submitted papers are also checked for plagiarism through Turnitin. Two papers in this journal have been included especially from the International Management Research Conference held at Jaipuria Institute of Management, Noida in March 2019 after a thorough review process out of total 65 papers submitted for the conference.

JIJMR is continuously in touch with various stakeholders and has reached to the authorities for representing our case for inclusion in UGC-CARE list of journals and results of the same are expected soon. We are hopeful that CARE committee members will find our journal in order in all respect and will recommend the same for inclusion again in the UGC CARE list.

Jaipuria International Journal of Management Research (JIJMR) stands for giving equal opportunities to established academics and budding researchers for publishing their research work in the journal without any publication fee or any hidden costs. As stated on earlier occasion also, papers in this journal are purely selected on their merit and relevance to the theme/sub-themes of the journal and based upon novelty and originality of the contents. We have a reviewers' panel consisting of both internal and external academic fraternity.

JIJMR subscription both in print form and digital form has been reaching to a large number of universities and academic institutions. Papers selected in this issue have covered different issues like generational transition, photo elicitation market research, organizational democracy and team culture, leadership at base of pyramid, retail shoppers' buying behavior and experience evaluation, financial advisors role in influencing investment decisions, use of digital application and customers journey mapping. It also contains a case study on Jet Airways fall from grace and hardships faced by its employees and a book review of the book by Ex-McKinsey Partner Rajat Gupta.

As always, I once again assure that we will strive hard to continually improve quality of our journal and try out best to come out to your expectations. We shall always provide a platform to researchers to showcase their research work.

Dr. Dayanand Pandey
Chief Editor – Jaipuria International Journal of Management Research
Director – Jaipuria Institute of Management, Noida

Editorial

It is our profound pleasure to once again put before you all first issue of the fifth volume of Jaipuria International Journal of Management Research. As always, the issue is being released before its usual schedule. This has been continuously made possible due to your trust and regularly sending your latest research papers for publication consideration in the journal. This issue contains eight research papers, a case study and a book review. We are putting our all efforts to provide all facilities to the potential and true researchers to showcase their research to everyone without any bias or cost attached.

The first paper titled "Analysis of the perception of belonging and the commitment to the generational transition" discusses the succession issue in family businesses in context of a consortium of companies dedicated to foreign trade in Mexico where succession process from father to son is going on. The paper throws lights on different ways of thinking and managing by different generations and discusses the variables those may assure the success of a generational succession process.

Second paper by Yung on "Photo elicitation market research on online social media platform" deals with concept on photo elicitation in context of marketing and particularly in social media context. It aims to provide insight, implication and draw the attention of marketers to employ photo elicitation & online social network as a means on market research such as product, service, consumer behavior, consumer comments, segmentation, usage research & awareness.

Next paper by Chitra Lele on "Organizational democracy: collaborative team culture" discusses how teamwork has grown in all types of organizations. No one looks for individual heroes as no individual can deliver all kinds of products and services required in today's highly competitive economy. Today organizations focus on bringing co-sharing responsibility and developing global team of very committed individuals. Primarily this work is about team culture and its benefits.

Fourth paper on "Leadership at base of pyramid: using robotic process automation for vocational education & training" is about examining the current state of Vocational Education & Training (VET) in India and its role in building capacities for new-age skills, especially at the Base of Pyramid (BoP). It deals in depth various schemes launched and initiatives taken up by Government of India in skills development for the bottom most section of the society.

The paper by Shuba Johri on "Retail shoppers' buying behavior and experience evaluation: a study of Reliance store" is about consumer decision making process. It tries to understand how the consumer behave at a retail store, how do they make choice, what all are the attributes they look at the retail store and what are the strong motives for the purchases. There are number of factors which affect the purchase decision of the consumer.

Sixth paper titled "Financial advisors role in influencing investment decisions - an empirical study" discusses a very important issue of personal finance management and role of financial advisors in the same. It mentions how unlike other services people still don't believe or don't go to a financial advisor and also look into the factors investors look into while using a financial advisor services.

Paper by Aditya Gupta titled "Feasibility of digital applications for toilet locating and monitoring services in urban area" focuses on Swachh Bharat Toilet Locator (SBTL) and Google Maps Toilet Locator (GTL) comparing their feasibility, usability and review system.

Eighth paper by Banasree Dey "Understanding customers journey mapping in the context of travel and tourism" discusses a novel tool "Customer Journey Mapping" for enhancing the consumer experience. This tool refers to the process of visually documenting a customer journey from the customer's perspective for improved experience. In this paper a conceptual framework for customer journey mapping in tourism has been proposed.

Case study on "A falling giant corporation and false optimism among employees" is about the sudden falling of Jet Airways and its adverse impact on its employees and look into the issue why even the senior employees didn't catch the ample signals about the downfall and remained stuck with the airline.

Finally, the book review section contains review of the title "Mind Without Fear by Rajat Gupta" and briefs how Rajat Gupta has presented his side of story of his fall to disgrace from such a reputed position and how he was framed and was a victim of someone else misdoings.

Overall, this issues contains papers from different areas varying from human resources, leadership succession, finance, policy making to marketing. It has a mix of papers from different countries and we are sure that our readers will find all the papers relevant to the present times and the issues which are faced by businesses currently.

We request all our readers to recommend the journal for inclusion in UGC-CARE list by sending its name to your university authorities. We assure you that we shall keep publishing latest research in management without any bias of any kind.

Jitender Sharma
Shalini Srivastava

Analysis of the Perception of Belonging and the Commitment to the Generational Transition

Key words: *Generational Succession, Likert Scale, Millennial Generation, Baby Boomer Generation, Generation X*

José G. Vargas-Hernández[*] and Karla Yvohone Delon Bacre[**]

ABSTRACT

Generational succession is an issue that is of vital importance in family businesses, since the permanence of the company depends on the success of the process. All the steps to follow, as well as the literature on the subject, are studied in the case presented, which is limited to a consortium of companies dedicated to foreign trade, whose corporate is located in the city of Veracruz, with 30 years in the market and that is in the process of transition from the Council Presidency of the father to his son. The analysis includes the existing generational differences in the way of thinking and therefore in the way of managing several companies on which more than 600 employees depend and seeks to identify if there are some variables that ensure the success of a generational succession process.

1. INTRODUCTION

Family businesses are very important in the Mexican country because of the income they earn and the jobs they generate. Derived from the foregoing, it is fundamental to carry out the succession of the leader of said companies in

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DOI:10.22552/jijmr/2019/v5/i1/182292

a correct manner, since the continuity of the same depends on that. More importantly, when you are the leader of a group of companies, the process of succession of the leader of the companies must be studied and prepared several years in advance. The preparation includes understanding if the successor has knowledge and experience required for the job and it should continue until the leader who is going to leave is absolute sure that new leader is ready and succession will bring good results for many years to come.

Another important part of the succession process that must be studied is the fusion of two generations, since, if not done correctly, it can generate big conflicts between the people involved. The ideal is to include as part of the processes, procedures, policies and values of the company, the experience of the first generation and innovation and new theories of the second.

This study focuses on a consortium of Mexican companies engaged in foreign trade for more than 30 years. The main objective is to describe the perception that shareholders, senior managers and employees in general have about their sense of belonging and commitment at a time of generational change in senior management in a Mexican consortium of companies dedicated to foreign trade.

The specific objectives of this study are:

A. Identify the perception of the staff in relation to the managerial positions and the doubts that they may have when leaving the management of the group in the hands of younger generation.

B. Describe the perception of executives and employees in middle management about improvement in both the productivity of the company and the safety of processes at a time of generational change in senior management.

Based on the result of the objectives, it will be possible to identify if the succession process is successful or not, which will depend on the subsistence of the organization in the generational transfer.

2. BACKGROUND OF THE PROBLEM

Family businesses are increasingly recognized for their importance both in the generation of wealth and in employment. It is expected that they will continue to play an important role in the economy of the countries thanks to their flexibility in the processes, agility in decision-making, personal treatment granted to clients and their constant review and improvement of their processes in order to compete with multinational companies, which, due to their size, lose that sensitivity and direct contact with clients (Friedman and Friedman, 1994).

It is not easy to find an exact definition of what a family business is. Longenecker, Moore and Petty (2001), conceptualize the family business as one characterized by ownership and participation of two or more members of the same family in their life and operation. In the family business family views are considered particular elements in deciding and achieving the proposed objectives, and is different from a non-family company, its administration seeks to fulfill family goals and the company go in the same direction; in a harmonic and integral way (Vallejo, 2007). Stempler (1998, cited in Cabrera, 1998), defines a successful succession as one in which all the parties involved in the succession process perceive the succession as favorable and there is a general satisfaction of each person who participated in the transition process.

In addition, there is no anger or hostility from one party to another. There is also a general perception among all the agents participating in the process that the family, the company and the non-family employees, the one who is going to be succeeded and the successor were treated in the best possible way by the succession plan. For the family business, the process of succession is an issue that, due to its relevance, must be decided on the configuration of the new property, since whoever controls the property exercises the power, and, if he wishes, the direction of the company can be delegated if he decides to appoint a general director (Belausteguigoitia, 2010). Chrisman, Chua and Sharma (1998) cited by Quijano, Magaña and Pérez (2011), evaluated the following attributes in the possible successor:

1) The level of cooperation of the predecessor and the successor;
2) The age of the successor; and
3) The compatibility of goals between the successor and the founder of the company.

Regarding the level of relationships that the successor must have with other members of the family, they evaluate four aspects:

1) Respect for actively involved family members;
2) Respect for family members not involved;
3) Confidence of the family members; and
4) Ability to take along members of the family.

These authors concluded that the most valued attributes in the successor are integrity, experience within the family business and commitment to the business. In contrast to other authors (Chittoor and Das, 2007, Chrisman et al., 1998, Haberman and Danes, 2007), the order of birth and gender were not classified as the most relevant. On the other hand, Sharma and Irving (2005) analyzed the commitment of the successor with the organization and developed an investigation where they establish four bases for such commitment, evaluating their antecedents and consequences, which depend on the unipersonal characteristics and experiences of the successors.

1) Affective commitment based on an emotional bond, characterized by mutual trust, shared values and the achievement of common goals;
2) Normative commitment based on a perception of the sense of obligation and of what should be,
3) A calculating commitment that considers the opportunity costs involved and the way to avoid or reduce them, and
4) Imperative commitment, which includes the perception of needs and the dependence on the organization as the only available resource of action for the successor.

Based on this research, they concluded that the successor in a family business, being a person very close to both the shareholders, and the person who is transferring power, has a very high commitment, to comply with the sufficient training that was required from the beginning to make the transition of power efficient and take advantage of all the experience that has been in the course of the life of the company. The same perception of commitment is observed in the person who leaves the leadership of the company. In both cases the commitment factor is very high as well as the involvement, both to preserve the company and what this means for the family name, as well as for the income that a large part of their family depends on.

3. DELIMITATION OF THE PROBLEM

Family shareholders feel and understand their responsibility to make the company grow belongs to them. This feeling, in many cases, becomes a priority for managers, however, the level of involvement in the processes for it to grow is multifactorial. The professionalization of the shareholder is reported as a factor that influences the sense of belonging. Shareholders with master's degree report a greater sense of belonging, than those who only have a high school or a bachelor's degree. In addition to the above, the perception of the family shareholders that belong to the Board of Directors, regarding the commitment to the organization and the sense of belonging as factors that influence the selection of the successor is high, since what they seek is the permanence of the family business and its growth (Quijano, Magaña and Pérez, 2011).

The present investigation is limited to the process of generational succession of the President of the Council of a Consortium of companies engaged in Mexican foreign trade, family, with its corporate in the city of Veracruz, and on whom more than 600 employees and their families depend on. The founder was always clear that it was his son who was going to replace him and at the moment they are in that process, even if he does not think about getting away from the companies completely, he will remain only part of the council, but the presidency and therefore, the leadership, already his son will take over, who at the moment is 30 years old.

In order to identify the problems that may prevent the generational succession change of this work from having the expected success, the Lewin model (1947) is used, which allows identifying the main elements for a programmed change. This model shows how the company is currently and the change it intends to make within the company, which consists of three stages. The defrost of the current state allows to analyze the restrictive and driving forces of the current situation that it is seeking to modify in search of the desired situation. Modification or transition is the process of changing the situation in which the corresponding interventions are carried out transformations in the current processes to look for new behaviors at the individual and organizational level. The re-freeze or subsequent state is established when the desired change has been reached and the benefits of the change are achieved, which seeks the stability resulting from the modifications made. In Figure 1 the model is exemplified.

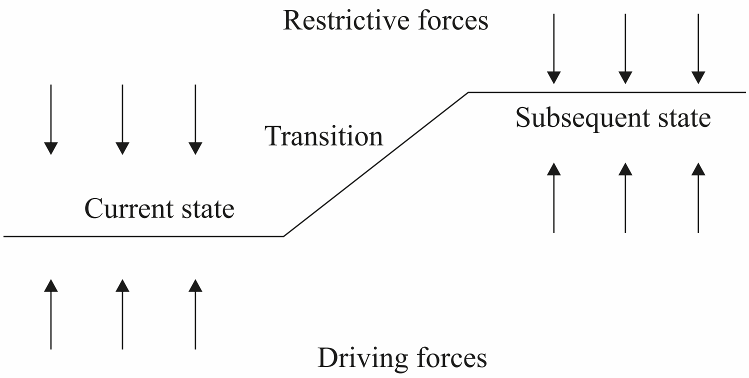

Figure 1 - Kurt Lewin's Change Model
Source: Own elaboration with information from Lewin (1947).

Table 1 - Driving Forces and Restrictive Forces

Driving Forces	Restrictive Forces
1. Opening to the change of the shareholders and main management	1. Resistance to the change of the most senior staff
2. Generation change programming with enough time	2. Remove employees from their comfort zone
3. Ability to adapt to the change of personnel in general	3. Difference in the way of thinking of two very different generations

Source: Own elaboration.

4. THEORETICAL-CONCEPTUAL AND EMPIRICAL REVIEW

The good perception of the commitment and responsibility of the shareholders and of all those involved in the succession process is extremely important since that is the result of the success in the generational change of top management (Sharma and Irving, 2005). Oviedo (2004) considers perception as the fundamental process of mental activity, and assumes that other psychological activities such as learning, memory, thinking, among others, depend on the proper functioning of the perceptual organization process.

Regarding the involvement, belonging and commitment of the leaders when making a generational change in senior management in the family business, the Theory of the Agency (developed by Jensen and Meckling 1976, cited by Vilaseca, 2002) suggests that those with greater participation shareholders are more involved with the problems and their solution. Vilaseca (2002) examined the levels of identity, belonging and commitment as elements that influence the conflict of interests and objectives between shareholders who do not work in the family business and those who make up the senior management team of the same.

In this regard, the study reported that the degree of commitment to the company is negatively correlated with the number of family members in management positions and that, on the contrary, the commitment to raise the level of growth in non-managerial partners generates a positive attitude towards the company. Likewise, it states that the results of the mechanisms and processes implemented depend on the attention that the company places on the three subsystems of the organization: property, family and company.

For many family shareholders, the surname is a source of pride and its preservation becomes a motivator that generates not only a sense of belonging but a high level of commitment to the effort to preserve it. This feeling of pride and belonging can be the trigger for greater dedication and commitment in the company, which, in some cases, extends to other members of the family and those involved in the company who are not relatives, as long as there are not high levels of conflict (Vallejo, 2007).

This research is focused on analyzing the perception that the owners have in a moment of generational change in the top management of a Mexican consortium of companies dedicated to foreign trade, with offices and operations in the main customs and airports of the country, as well as other companies of the same branch, with corporate located in Veracruz.

This group of companies has been for 30 years in the market led by the majority shareholder during the same time. Preparing the relay process in the Presidency, the CEO was replaced by a younger person, although with 15 years of experience in the company. The training process of the future President of the Consortium has included a degree in a prestigious university, work experience and various courses abroad, and will culminate with a postgraduate degree at an internationally renowned university.

The future leader and heir, started working in companies 3 years ago. Due to the size of the Group, family and non-family directors are involved within the structure, as well as key people who know, have several years in the company and great responsibility.

The process of succession in a family business is extremely important, since that can impact the results of the company until the possible disappearance of it if a plan with well-established commitments is not prepared in time. This succession plan must be decided on the configuration of a new property, since who controls the property exercises the power, and, if it wishes it, the direction of the company can be delegated if it is decided to name a general director (Belausteguigoitia, 2010).

The importance of family businesses in Mexico is not enough and the perception of these is of an undervaluation on the part of the sectors of this type of organizations. They are considered unprofessional as some tend to hire relatives only for the relationship but not for the quality of their work, which makes them inefficient. They do not usually enjoy a good reputation, because it is more common to hear stories of failure than of success (Nelton, 1993). The foregoing makes the study of the possible effects of a generational change in senior management even more important.

Due to the importance that family businesses have in different areas (economic, business, professional, political and university), their disappearance is a concern (Friedman and Friedman, 1994). It is estimated that only one out of every three family businesses succeeds to the next generation (Belausteguigoitia, 2004). Derived from the above, the process of succession takes great importance, since, if it is badly planned or not planned at all, the capacities that differentiate them from other types of organizations and that grant them an important competitive potential, may be threatened (Vancil, 1987, Handler, 1994).

The study of family businesses has been covered from the beginning with difficulties that do not finish solving. One of them refers to the point of departure of the discipline: its definition of the object of study. Aronoff and Ward (1995) point out that it is possible to consider whether this type of organization is merely a relic of the past destined to disappear or constitutes a business model to be imitated to adapt to the future economic environment. In this order of ideas, it can be taken into account that of every 100 family businesses only 34 manage to overcome the first generational change; Of those 34, only 30% manage to reach the third generation.

However, 63% of family businesses want the continuity of their company, even though two thirds of family businesses do not feel prepared for the succession and half of their managers believe that they should never retire (PricewaterhouseCoopers and IEF, 2007), so it is important that the perception of the main executives and shareholders of the company on the generational change in senior management be positive.Some authors refer to the process of succession as a simple transfer of baton. Considering succession as a process seems to better define this fact, which characterizes family businesses anywhere in the world (Handler, 1989, Leach, 1993, Gallo, 1995, Ussman, 2004, Araya, 2011).

Succession is not a simple matter and, therefore, its planning is not either. The high mortality rates that characterize family businesses in the generational leaps are perhaps the best proof (Araya, 2011). Derived from the above, the generational succession in the top management must generate confidence in the managerial positions, since they are those that lead the operation of the company and achieve that the service provided is of quality to always have satisfied the clients.

In relation to the influence that relations, dynamics and family culture have on the succession process, it can be observed how in the most successful cases the succession process in the company has been accompanied by a cultural evolution in the family so that, as the successors mature / children, the predecessor / patriarch is giving way in his position and gives way to more collaborative and participatory patterns. In the less successful cases, there seems to be a coincidence that the predecessor finds it difficult to recognize the maturation process of his children and to abandon the patriarchal character, both in the company and in the family, generating feelings of discouragement, frustration and even tensions and distrust between family members.

As a result of the foregoing, the succession plan must be so well founded and planned that not only company but especially the management officials perceive it as an improvement by merging experience with innovation through a proper training of the successor.

The challenge for the succession of the highest positions in family businesses is in the management of specific or critical knowledge (Cabrera Suárez et al., 2001), transmitting the accumulated experience, but preserving family values and traditions for the next generation. To do this, it needs to prepare a body of trusted executives who meet the demands of changing leadership and provide opportunities for non-family professionals. Likewise, meet the requirements and needs of family members in individual terms, while the development and needs of non-family members will be strictly assumed according to the company's requirements. It is the best way to make this process work (García-Tenorio and Pérez, 2009).

5. HYPOTHESIS

The objective of the present investigation is to determine the perception of the sense of belonging and commitment of the employees of the Consortium part of the study, in a process of generational succession in the leader of the same. This leads us to the following hypotheses:

Ho: There is no change in the perception of commitment and sense of belonging of employees during a process of generational change in the leader of the Consortium.

Ha: There is a change in the perception of the commitment and sense of belonging of the employees during a process of generational change in the leader of the Consortium.

And specifically:

Hi: Is the success of a process of generational succession in the leader of a group of family businesses dependent on the commitment and sense of belonging of the employees of the same?

6. METHOD OF ORGANIZATIONAL DEVELOPMENT

The design of this research seeks to describe the perception of the shareholders, the main executives and general staff of the middle managers of a family Consortium of companies engaged in foreign trade, during a generational change regarding the commitment to the organization and sense of belonging. Since it focuses on perception (the way subjects perceive a situation), it is a qualitative research. The quantitative method is used for the statistical analysis of the responses of the applied surveys, to identify if there is any change in the perception of the sense of belonging and level of commitment in shareholders, senior executives and middle management staff to have a generational change in the top management. The information obtained serves to generate enough information to be able to conclude if the perception changes positively or negatively in said members. The method that will be used for the collection of information will be descriptive through surveys, as well as observation during the transition period.

Because of its source, it is mixed, since, in order to study the impact of generational change on senior management, documentary and field research is required, based on documents such as the consultation of books, articles or essays in magazines, newspapers and any document with academic validity, which will be complemented with field research to be carried out based on surveys and observations. For its usefulness, it is applied since it seeks the use of the knowledge that is acquired with the purpose that the result of the investigation can serve to improve the process of generational change or in its case, demonstrate that the process that has been applied It is effective.

For its objective it is descriptive because it is a definition of the current situation of the consortium under study and the moment that is currently happening during the generational change; deepening the reaction of shareholders and senior managers during this change (both in sense of belonging and commitment level).For the management of information is an analytical research, since it seeks to analyze what is happening at a particular time during a situation of generational change and changes that may affect the company.

A. Diagnostic instrument

The questionnaire used (developed by Herrera (2012) and adapted by Jurado 2014, consists of three parts: the first measures the commitment that the respondents have with the company, the second measures to what degree they identify with the company and the third part the motivation that they receive in their daily activities. The instrument was an own elaboration using the modality of Likert scale also known as summative evaluation, where some help items were taken. In this type of scale, the level of agreement or disagreement is specified with a statement totaling the scores to analyze the results based on an established range. The questions used in the interviews of the current president and the successor, were of own evaluation, designed exclusively for the purposes of this work.

B. Alternative solution

If, as a result of the investigation, it is concluded that there is a change in the perception of employees at all levels in a high percentage during the process of succession, they would have to take different actions from the current ones, such as:

1) Activities to motivate staff explaining the benefits of the succession process
2) Integration to the succession process of all personnel
3) Work meetings

C. Development of the theme

The research technique used is field research, developed with the implementation of collection techniques and analysis of results based on surveys applied to the main managers in charge of the main areas of the company and employees of the middle managers, through different interviews, the president and the successor and with the observation that were made at different times in the company. The above with the aim of describing the perception of the main stakeholders and leaders of the consortium of research base companies, regarding the commitment to the organization and sense of belonging as factors that influence the success of a period of succession in the Presidency. of the group.

In first stage, semi-structured surveys were conducted with the majority shareholders who are the president and his successor, with the purpose of presenting the objectives of the investigation, and obtaining their authorization to continue with the investigation.

In the second stage, the surveys were applied to minority shareholders and management positions, to personnel in management positions already employed in middle positions in the consortium that is part of this study. Based on the answers provided it was able to describe if a generational change in senior management, changes on the perception of senior executives and other shareholders and if a lack of confidence or improvement in the processes with this generational change in the group's leaders is perceived in the management positions.

In the third stage, the behavior of those involved in the study during different times and circumstances were analyzed, which helps to describe the impact of the aforementioned generational change.

This research is based on the methodology in the study of Vilaseca (2002), who demonstrates, from a positivist perspective, the relationship between shareholding, the degree of commitment, identity and the sense of belonging perceived by the scorecards in family businesses, adapting it to include senior managers who are not members of the Group, but who have been in charge of the area for more than 10 years. All of the above, during a period of succession of the Group president, which is the highest position, occupied by the majority shareholder.

This study is of a descriptive type, which is elaborated based on the information that is collected from the surveys. The design is not cross-sectional since data is collected at a single moment in its natural context, through surveys applied to the shareholders and the rest of the executive body. With the purpose of describing the perception at the present time of the main Directors (including the president and his substitute) during the generational change in senior management.

The questionnaires were administered directly to each of the Group's main executives, as well as to the middle management staff, to the successor as head of the Innovation Department, and to the president, a personal interview was applied. Each individual received an email with the questionnaire. Separately, the behavior of each one of those involved was observed at different times during the development of the investigation.A simple statistical analysis was used to process the information. Initially, it allowed a descriptive and frequency analysis of the main variables. Later, an analysis of variance was carried out, where the statistically significant differences present in each of the variables were determined.

In order to carry out the study, it is necessary to follow a series of steps, which are presented below:

1) The contact with the subjects was made electronically to apply the instrument individually.
2) After the above, we proceeded to tabulate the data to generate the presentation of results.
3) According to the data obtained in the tabulation, results were obtained according to what is presented in the graphs through the basic statistical analysis.
4) Based on what was analyzed in the interpretation of results, a discussion was held, comparing with what was gathered in the theoretical framework.
5) Through the discussion and analysis conclusions of the investigation were made, and at the same time recommendations were generated as an alternative to solve the findings.
6) Finally, an improvement proposal was generated for the employers as an alternative for the solution.

The statistical methodology used was the measures of central tendency (mean, median and fashion) and percentages that supported the analysis of the results, all with the support of Excel. Results tables were used for the presentation of results. At this stage, the results obtained through the questionnaires that were made to the main governing body of the base consortium of this study in a given time, surveys applied to the president and future substitute, as well as their interpretation and observation of those involved, are shown during various moments during the development of the Group's management, when a generational change is being implemented in senior management.

D. Population and sample

Sources of consultation both documentary and field are

1) Places: Internet portals, libraries and archives of companies.
2) Types of sources: Books, research articles and thesis
3) Quality of the sources: Primary and secondary

Delimitation of the universe

1) Indication of inclusion characteristics: Family business in process of succession in the top management
2) Geographical or spatial delimitation: The city of Veracruz
3) Temporal delimitation: 2016, which is the year in which the succession process took place.
4) Exact number of members of the universe: 9

Selection of the sample.

As it is a study of a particular case, the determination of a sample does not apply.

Documentary techniques

In the present investigation, bibliographic records and electronic worksheets are used as documentary techniques.

Selection of field collection techniques

1) Techniques used: Surveys, interviews and observation.
2) Justification of the selection: For the type of descriptive research, surveys are required to be carried out with the personnel directly involved in the research and to use as support the bibliographic and work sheets of books, research articles and theses with related subjects.

Table 2 - Categories and Operationalization of Variables

Category	Dimension	Indicator	Specific objective with which it relates
Senior Management	President of the Group	Highest position / majority shareholder	1, 2 and 3
	Successor of the President	Successor of the highest position / majority shareholder	1, 2 and 3
	Managing Director already in office	Management of the Group of companies supervising the 5 main areas.	1, 2 and 3
Shareholders	Family Stockholder and Customs Broker 1	Operating Advisor and part of the Board of Directors	1
	Family Stockholder and Customs Agent 2	Financial Advisor and part of the Board of Directors	1
	Non-family Shareholder and Customs Advisor	Administrative and Internal Control Advisor and part of the Board of Directors	1
Senior Executives	Director of Operations	Supervisor of local operating managers and therefore of Foreign Trade operations of all offices.	1, 2 and 3
	Legal Director	Supervision of the legal area that includes review of contracts, review of foreign trade documents that involve risk to the patent, advice and training to internal and external clients.	1, 2 and 3
	Director of Information Technologies	Supervision of the IT area of the entire group responsible for supporting users, development of own software and reports requested by customers.	1, 2 and 3
	Director of Administration and Finance	Supervisor of the local area managers and therefore of the fiscal, administrative, financial and accounting part of all the offices.	1, 2 and 3
	Director of Human Resources	Supervisor of the local managers / heads of area and therefore of the hiring, payroll preparation, of the payroll tax payment and in general all the subjects of the area of all the offices.	1, 2 and 3

Source: Own elaboration.

Table 3 - Technical Sheet of the Instrument

First Name	Measurement of Perception, Sense of Belonging and Commitment.
Objective	To measure in the personnel the level of sense of belonging and commitment towards the company for which they work in a moment of generational change in the Top Management
Application Form	Self-directed survey
Resolution Time	Approximately 15 minutes
Number of Items	25 items, 3 reagents
What Measures (Indicators)	- Commitment: obligation that has been contracted or a word already given. - Identification: refers to the pride, leadership, dedication, recognition, courage and perseverance that the worker feels for his company. - Motivation: it is the effort, satisfaction and impulse with which the collaborator carries out his activities.
Reagents	Commitment: 1, 4, 6, 7, 12, 14, 15, 20, 22 and 23. Identification: 2, 5, 8, 9, 13, 17, 18, 21 and 25. Motivation: 3, 10, 11, 16, 19 and 24.
Assessment Scale	Each reagent consists of four response options, with the following assessment and symbology for interpretation, using a Likert scale: - Totally agree, 4 points; - All right, 3 points; - Disagree, 2 points; - Totally disagree, 1 point.

Source: Own elaboration

According to the interpretation obtained in the applied frequency scale, it was classified in the following levels:

Table 4 - Perception Criteria

1-Fully Agree	4
2-Agree	3
3-Disagree	2
4-Strongly Disagree	1

Table 5 - Score Levels

Level	Tap	Description
1	25-50	Sense of Belonging LOW
2	51-75	Sense of Belonging MEDIUM
3	76-90	Sense of Belonging HIGH
4	91-100	Sense of Belonging VERY HIGH

Source: Own elaboration

Table 6 - Deployment of the Research Model

Category	Dimension	Indicator	Items
Senior Management	Group President	Higher position / majority shareholder	What is the perception of sense of belonging and commitment in a generational change in senior management?
	Successor of the President	Successor of the highest position / majority shareholder	What is the perception of sense of belonging and commitment in a generational change in senior management?
	Managing Director already in office (replacing the previous retiree)	Management of the Group of companies supervising the 5 main areas.	What is the perception of sense of belonging and commitment in a generational change in senior management?

Category	Dimension	Indicator	Items
Shareholders	Family Shareholder 1 and Customs Agent	Operative Advisor and part of the Board of Directors	What is the perception of sense of belonging and commitment in a generational change in Senior Management?
	Family Shareholder 2 and Customs Agent	Financial Advisor and part of the Board of Directors	What is the perception of sense of belonging and commitment in a generational change in senior management?
	Non-family shareholder and Customs Agent	Administrative and Internal Control Advisor and part of the Board of Directors	What is the perception of sense of belonging and commitment in a generational change in Senior Management?
Senior Executives	Director of Operations	Supervisor of local operating managers and therefore of Foreign Trade operations of all offices.	What is the perception of the sense of belonging and commitment, of the lack of confidence when leaving the leadership in young hands and / or of an improvement in the mentioned moment of generational change?
	Legal Director	Supervision of the legal area that includes review of contracts, review of foreign trade documents that involve risk to the patent, advice and training to internal and external clients.	What is the perception of the sense of belonging and commitment, of the lack of confidence when leaving the leadership in young hands and / or of an improvement in the moment of generational change?
	Director of Information Technologies	Supervision of the IT area of the entire group responsible for supporting users, development of own software and reports requested by customers.	What is the perception of the sense of belonging and commitment, of the lack of confidence when leaving the leadership in young hands and / or of an improvement in the moment of generational change?
	Director of Administration and Finance	Supervisor of the local area managers and therefore of the fiscal, administrative, financial and accounting part of all the offices.	What is the perception of the sense of belonging and commitment, of the lack of confidence when leaving the leadership in young hands and / or of an improvement in the moment of generational change?
	Director of Human Resources	Supervisor of the local managers / heads of area and therefore of the hiring, payroll preparation, of the payroll tax payment and in general all the subjects of the area of all the offices.	What is the perception of the sense of belonging and commitment, of the lack of confidence when leaving the leadership in young hands and / or of an improvement in the moment of generational change?

Source: Own elaboration

7. ANALYSIS OF RESULTS

A. Results of the survey

Department in which the respondents work (including minority partners who perform managerial functions in some area of the Group).

Table 7 - Respondents

Management	2
Information technologies	1
Legal	1
Operation	1
General direction	1
Presidency	2
Total	8

Source: Own elaboration

Table 8 - Duration of Employment in the Company

From 1 to 5 years	0
From 5 to10 years	0
from 10 years and up	8

Source: Own elaboration

Table 9 - Schooling (Mark the Last Completed Cycle)

Primary education	0
Secondary education	0
High school education	1
University studies	2
Master's or Postgraduate 5	5

Source: Own elaboration

Table 10 - Age

Years	**No of persons**
Under 30	2
31-36	1
37-42	1
43 onwards	4

Source: Own elaboration

Table 11 - Summary of Results of the Reagents

REAGENTS																										
Encuestado	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	Total
1	1	1	1	1	1	1	1	1	2	1	3	1	1	1	1	1	1	1	2	1	1	1	1	1	1	96
2	1	1	1	1	1	1	1	1	3	1	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	96
3-Direct Area	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	100
4-Sodo	1	1	2	1	1	1	1	1	1	1	3	1	1	2	1	1	1	1	1	1	1	1	1	1	1	100
5-AD	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	100
6-AD	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	99
7-Socio	1	1	1	1	2	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	98
8-Socio	1	1	1	1	2	1	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	94
Promedio	4	4	3.8	4	3.8	4	4	3.9	3.6	3.8	3.3	4	4	3.9	4	4	4	4	3.9	4	4	4	4	4	4	

B. Interviews with the current president and the substitute

In order to identify the perception of the sense of belonging, the success of the succession process and the support received from the main managers and employees during the same, a separate survey was conducted with the current president and the person who is undergoing training to replace him. The surveys were conducted in the transition period of the succession of the position of Presidency of the Consortium of companies dedicated to foreign trade, the basis of this study, separately and in a neutral environment.

C. Descriptive analysis

Survey was applied to the main Managers and directors of the Group in three levels, commitment, identification and motivation in the following way:

a) Commitment: 1, 4, 6, 7, 12, 14, 15, 20, 22 and 23.

b) Identification: 2, 5, 8, 9, 13, 17, 18, 21 and 25.

c) Motivation: 3, 10, 11, 16, 19 and 24.

Based on the results obtained from the surveys, we can identify the following:

a) Commitment - The people surveyed as part of the sample, are highly committed to the company and the executives of the same and that has not changed during the generational process, achieving the highest score of the three levels with an average value of 3.99, being the highest 4.00

b) Identification - People identify with the company inside and outside of it and feel proud to belong to the Group and consider the succession of the Group Presidency as their own change, achieving an average of 3.93 points, the highest value being 4.

c) Motivation - Employees are motivated to do their work day by day, since the Group offers a good working environment, excellent facilities and benefits above what is offered in the market, a situation that has even improved in the succession process of the Presidency. Although the average was lower than the other two levels, it is still a high value, obtaining an average of 3.80 points out of a total of 4.

Comparing the results of the questionnaires with those of other studies, it was perceived a high sense of commitment and belonging to the company. Staff turnover is low and that has improved during the process of succession of the Group Presidency, as working conditions improved.

From a different survey applied to the president and the future successor, it is shown that although they have different ways of thinking, both are focused on the same succession plan, highlighting the following points:

a) They are 100% committed to the succession plan.

b) The succession project has been planned for many years and had external advice.

c) The Group's main directors have been working for it for many years, so they were informed at all times and have been part of this process.

d) The differences of opinion derived from the generation gap have achieved an important synergy by combining the best of the experience of the generation that is leaving the leadership, with the innovation of the "Y" generation, achieving better results in the Group.

e) It is estimated that the succession process will end in three years, time in which the internal and external successor training will end, considering as internal, the experience that should continue to obtain to be the president of such a large and important Group in Foreign Trade Nationally.

f) f) As a result of the surveys applied both to the President of the Group and to the successor, it is evident that both are fully committed to the process, have the support of the principal directors of the group, and although there are some differences of opinion due to the generation gap, they know how to merge both experience and innovation, resulting in growth in the Group, at the time of the study.

g) The success of the succession process that takes so far, is because it has been planned for years, as the president's son was the only viable candidate to succeed him, so many projects were carried out thinking about this succession. They were advised by an external office, which included the main directors to feel part of the changes.

D. General data of the respondents

1) The current president is over 60 years old and the substitute is less than 30 years old. Both are male.

2) Only 10% of the respondents are female.

3) 100% of the respondents have more than 10 years of working in the companies of the group, so they feel part of it.

4) 25% is under 30 years old, considered "Y" generation, including the substitute.

5) 3 of the 8 managers or those in charge of the main areas are minority partners and are relatives of the president and his substitute and there are no more relatives working in the companies.

E. Results of observation

Although this research was recently started, working within the Consortium base of this study has allowed us to observe the changes that are taking place as the substitute has become involved in the group's operations.

During the Board of Directors' meetings where all those involved in the current investigation are present, it has been observed that the substitute is having more and more participation and his ideas have been taken into account. These ideas have been accepted by the current president, although they are considered avant-garde (and at other times he had not accepted them). For example, an improvement in the schedule, grant English classes to staff, flexibility in dressing on Fridays, modifications that have generated a decrease in staff turnover and have been very well accepted. The nonverbal language in managerial meetings where everyone agrees, is acceptable and pleasing to show support in most of the proposals and decisions of the substitute.

The increasing incorporation of the substitute throughout the last months, the acceptance of his proposals and the nonverbal language observed in the meetings of the Council and others in which both the substitute and the other directors are present show that the latter, as well as the leader of the consortium, they have a favorable disposition to accept the substitute. This impression derived from the observation was reinforced with the information obtained in the applied surveys.

8. CONCLUSIONS

The success of the succession process depends on a series of circumstances that must exist and above all prepare well in time. In the case studied, a preparation was carried out that lasted several years, including establishing the requirements of the successor, the previous preparation of the same and the inclusion in the process of the main leaders of the Group, so that point, unlike other investigations where the response was not favorable, it was considered making the difference for the success of the development of the succession.

When studying the dimensions of the sense of belonging and commitment that shareholders and senior managers have in a moment of succession of the presidency of the base consortium of this study, it was found that everyone is really committed and part of the company, and that feeling is not changed, although a succession is taking place in the highest position of the company, which is occupied by the majority shareholder. All are focused on the proper functioning of the companies that are part of the Consortium and are part of the successful succession process at the time of the investigation.

According to the results of the empirical observation of the Consortium, the same level of ownership and commitment can be seen in both senior executives and shareholders who feel part of the company and therefore are interested in the succession process being successful.

The three indicators used in the present investigation came out at an above-average level. These high levels of organizational commitment that commonly originate in the successful family business tradition, are related to the preservation of the surname, which is synonymous with pride for family shareholders, and in this case also for non-family managers, as they feel part of the company and therefore it is also pride that the family name, usually included in the name of companies, is preserved through the years.

This sense of pride and belonging can be the trigger for greater dedication and commitment in the company, extended to Altos direct with more than 10 years in the company (Vallejo, 2007). Unlike the results of other research, where the high sense of commitment and dedication in the company, depends only on the share percentage, in the Consortium that is studied in this document, the level of commitment is high when they have already a considerable antiquity in companies, in this example, more than 10 years, already feeling part of the company, even if they are not partners.

Succession is easier if the leader is predisposed to delegate, disengage, be generous, grant autonomy and not interfere, establish trusting relationships with his family and collaborators (Araya 2011). In the study carried out, it is noted that in the part of the process where he is, the leader has met these requirements, preparing for this moment for several years and with the advice of an office dedicated to these issues, which increases the success rate in this process.

Because of the importance of the topic, it is recommended to involve all the staff in the expected change, explaining with clear goals and objectives what is expected of them and what can happen if the succession of the group of companies is not successful. In addition to the above and as a last point, an agent of change will achieve better results by being out of the company and not involved in any process. It will give the necessary courses to reinforce the sense of belonging of the employees and therefore the motivation through incentives, "T" workshops, etc.

For all the afore mentioned, and carrying out the recommended reinforcement, it is expected that the process of generational succession in the group leader will be carried out successfully.

ANNEXURE A

Instrument

		4 points	**3 points**	**2 points**	**1 point**
No.	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
1	I like to dedicate myself to the work I do in this company	8			
2	When I hear strangers speak well about the company I feel proud	8			
3	I rarely consider my work monotonous or boring	6	2		
4	Even if my superior does not ask me, I like to do my job well	8			
5	I feel a greater commitment to the generational change that is taking place in the Presidency	6	2		
6	I dedicate more time to my work than corresponds to me	8			
7	I have a commitment to the company for all that I have received from it, regardless of whether there is a change in senior management with a new generation in charge	8			
8	If possible I would like to work in this company for a long time	7	1		
9	If I could I would bring my family or friends to work for this company	6	1	1	
10	Belonging to this company living a successful generational change in top management motivates me to do my best	6	2		
11	My colleagues realize my encouragement and motivation to do the job	5		3	
12	I show loyalty to the company in the activities I did before, during and after the generational change	8			
13	I am satisfied that other people know that I work in this company	8			
14	I like to fulfill my obligations in the company	7	1		
15	I collaborate with other areas to achieve the objectives of the company and that the generational change in senior management can occur successfully	8			
16	No I need additional incentives to give the best of me	8			
17	I feel comfortable and comfortable working in this company	8			
18	I constantly talk about my company with family and friends	8			
19	Even if I do not receive recognition from my boss, I do my job with enthusiasm	7	1		
20	I constantly strive to do my job better without anyone telling me	8			
21	Working in this company makes me feel proud	8			

		4 points	3 points	2 points	1 point
No.	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
21	Working in this company makes me feel proud	8			
22	I try not to miss my job because the company would be affected with my absence	8			
23	I believe that I must give the best of me to the company to achieve a generational change in senior management	8			
24	I enjoy being part of the team that manages to attract new clients or the permanence of those already captured by how satisfied they feel.	8			
25	I am satisfied to know that my work makes the company have little turnover, even having a change in the main leader of the company that also involves a generational change.	8			

ANNEXURE B
Interview with the current President

1. **Do you consider that the change of leader in the Group of companies is taking place at the opportune moment?**

   Time is the perfect one. In addition to analyzing it, we have external consultants who are helping us during this process. My son has been in the company for some time now, which has allowed him to see how the companies he will have under his charge work, how to control, supervise and make them grow, together with the diversity they have in an area as complex as it is foreign trade. In addition to the above, is finishing training both within the company and outside of it through a postgraduate abroad, which will bring new ways of seeing things, work and be able to merge with what has so far been success in the company. This merger will allow a modernization and constant improvement of our processes, which will result in a better result in both profits and living conditions for employees and partners.

2. **Have you felt that the main executives of the company have doubts about the change of the leader of the Group?**

   No. The main executives of the company have been working with the Group for more than 10 years and everyone knew that this change would take place, since we are a family business with only one possible successor. Therefore, all have supported the process of succession from the beginning.

3. **The main leaders of the group, do they have confidence in the future leader of the Group and its preparation?**

   Yes. They trust both my son and my criteria and have seen the work that has been done, as well as the maturation process that led to the current president of this Group at the present time.

4. **Do you consider that the future leader is ready to take responsibility?**

   Within the process that is planned, it goes on time. The project is estimated so that in 3 more years, I will retire completely and my son will be in charge of the Group that we have formed, as president.

5. **Did you speak before doing the projects to replace the presidency with the main executives of your companies?**

   As I mentioned earlier, for the years that everyone has been working within the Group, everyone was always aware. Having trained personnel in the main areas has allowed to grow and have the place it has in the country today, as well as being freer from foreign trade companies and dedicating myself to other things.

6. **Have you found important differences in the way you manage the company between you and your successor?**

   Of course. First of all, we are two generations and two completely different ideologies. But the fusion between experience and youth that we are achieving has merged perfectly. We have modernized the processes, making them more efficient, making sure that employees are convinced that we are the best option to work and that is why they understand the needs of the company and of the clients, who in the end, are the ones we sell our service to.

7. **How long do you think it is still necessary for the process of replacing the Chair of the Group to be completed?**

   Three years according to our project.

8. **How did the main executives and the Group's workforce react when they learned that a change in the presidency was going to take place?**

   Being a subject they already knew about, when they commented they took it as something natural in the process of a family business.

9. **The generation gap between the current president and the substitute in training, has it meant a bigger problem because of the different ideologies?**

   No. On the contrary. A very important merger has been made with the main strengths of the two generations.

10. **How have you overcome these differences?**

    Taking the best of the two generations, making it a fortress.

11. **What expectations do you have regarding employee commitment after the succession of the Group president?**

    100% commitment, as has been the case so far.

12. **What do you expect to happen with the rotation of personnel when the succession of the president of the Group has occurred and during the process?**

    Let it decrease.

ANNEXURE C
Substitute Interview

1. **Do you consider that the change of leader in the Group of companies is taking place at the opportune moment?**

   The moment was excellent. It has allowed me to spend a few years in the company, know how it works, what can continue to work and how to improve it. Many things have been modernized, and although it is not easy to change the way of thinking of those who have done it in a certain way for many years, in the end that vote of confidence has been given to me and the results are palpable. The union of experience of the previous generation with the innovation of the "Y" generation is resulting in a stronger company, with more involved personnel and with the certainty that they work for the best company.

2. **Have you felt that the main executives of the company have doubts about the change of the leader of the Group?**

   No. Everyone knew them for several years and it was something they already knew was going to happen. All have been supporting the process and although there have been differences in the ways of thinking about some issues, in the end they have complemented my ideas with their experience and helped carry out the changes.

3. **The main leaders of the group, do they have confidence in the future leader of the Group and its preparation?**

   Yes. All have shown confidence and have seen that the changes and ideas that I bring have generated added value to the company.

4. **Do you consider that the future leader is ready to take responsibility?**

   We are within the times that we established from the beginning, but I still will not take full responsibility. That is estimated for a maximum of 3 years, during which time I will study a postgraduate abroad with the possibility of opening a branch in the place where I am living and start to provide logistics and marketing services. This will allow us to have a presence abroad and when I return to take the full reins of the Group, leave the office running 100%.

5. **Did you speak before doing the projects to replace the presidency with the main executives of your companies?**

   Yes, this topic was always discussed with them as the pillars of the Group.

6. **Have you found important differences in the way you manage the company between you and your future predecessor?**

   Yes, but the existing processes have been adapted to my proposals, reaching a mid-point. This has allowed us to improve customer service and therefore the recruitment of new customers, without losing sight of the quality of life of employees.

7. **How long do you think it is still necessary for the process of replacing the Chair of the Group to be completed?**

   Three years.

8. **How did the main executives and the Group's workforce react when they learned that a change in the presidency was going to take place?**

   They reacted in a positive way. The beginning of the process coincided with the retirement of two of the people who had more years in the company, but that was also something that we already knew was going to happen over the years of the people, so they had the support until their departure, and of the people who continue in the company, 100% support has been obtained.

9. **The generation gap between the current president and the substitute in training, has it meant a bigger problem because of the different ideologies?**

   No. Changes have been made to modernize the processes and adapt them to the current world.

10. **How have you overcome these differences?**

    The experience of previous generations is taken as a basis, adapting it to the current management situation and forms.

11. **What expectations do you have regarding employee commitment after the succession of the Group president?**

    That the degree of commitment not only remains the same, but improves. I have won the trust and will continue to do with my actions.

12. **What do you expect to happen with the rotation of personnel when the succession of the president of the Group has occurred and during the process?**

    I hope that the rotation of personnel is minimal and only of the personnel that do not agree with the values and policies of the Group.

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Photo Elicitation Market Research on Online Social Media Platform

Key words: *Online Social Media, Marketing Research, Photo Elicitation, Consumer Behavior, Research Method*

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ABSTRACT

Photo elicitation research method is mainly applied in social science disciplines such as anthropology and sociology. Some marketers may use it in marketing. This photo elicitation research is conducted on the largest online social network and it aims to provide insight, implication and draw the attention of marketer to employ photo elicitation & online social network as a means on market research such as product, service, consumer behavior, consumer comments, segmentation, usage research, awareness. Further photo elicitation research on a wider range of marketing subjects should be encouraged.

INTRODUCTION

Photo elicitation as a qualitative method is mainly employed in visual anthropology and sociology (Harper, 2002), although other academic disciplines also use this method. Photo elicitation is applied in a wide range of research such as in exploring the sustained cultural identity of a community (Baxter et al., 2015), the life experience of active Charcot foot in people with diabetes (Lucas et al., 2017, p.132), identifying people's practices of symbolic communication to safeguard traditions (Lake, 2016), and the evolving environment of Pakistan and Luxembourg children cultures (Ali-Khan & Siry, 2014, p.194). Photo-elicitation was used to capture transformational outcomes of nursing students in Nicaragua (Kronk, Weideman, Cunningham, & Resick, 2015, p.s99), to study children's sense of place with new insight for place-based education (Briggs, Stedman, & Krasny, 2014, p.153), to explore the home as a system for happiness and sustainability (Corrigan Doyle, Escobar-Tello, & Lo, 2016, p.3), to enhance participatory evaluation of land management in South Africa (Kong, Kellner, Austin, Els, & Orr, 2015, p.212), and in studying ethnic cognitive schemas (Roth, 2015, p.89). There are some but not much marketing related studies using photo elicitation method. For instance food business (Andersson, Getz, Vujicic, Robinson, & Cavicchi, 2016; Patricia et al., 2017), shopping mall(J. Lee, Kim, & Lee, 2017), consumer behavior(Brorsson, Öhman, Lundberg, Cutchin, & Nygård, 2018; Wong, 2015) and tourism

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 DOI:10.22552/jijmr/2019/v5/i1/182294

(Andersson et al., 2016; Fernandez, 2017; Hung, 2018; Wassermann, Hind-Ozan, & Seaman, 2018) related business may employ photo elicitation.

The photo elicitation research process uses various types of visual material such as video, visual artwork, visual motif, not just photographs (Bignante, 2010, p.2). Visual material will trigger people to think, react and respond in an interview with voice and gestures, but in the context of online social networks, emojis, text messages, stickers, and photos are widely used. Compared to verbal questions or discussion, visual information creates fewer anxieties to the target subject and allows the target subject to respond with less stress (Linz, 2011, p.393). In the online environment, people who are reluctant to voice their opinions can respond without face-to-face contact. Responses and reactions from people who viewed the photo are data for analysis (Harper, 2002, p.13).

RESEARCH METHODS AND DATA COLLECTION

In this research, Macau related photos, images, and videos, are shown to a Facebook group. Users are free to express their opinion, comments, suggestions memories, personal stories, and communicate with one-to-one dialogue, participate in many-to-many dialogues, and perhaps private discussions.

The photo elicitation data collection process was started in the 3rd quarter of 2015 through Facebook groups. Initially, Macau related photos were posted on a few Macau oriented groups. By December 2015, a Facebook group named "港澳雙城記 A Tale of Two Cities" , and hereafter referred to "A Tale of Two Cities" or "Group", was created for the photo elicitation data collection. The group setting illustrated on Facebook was set as the following:

Group type - Neighbors; Privacy - Public, anyone can see the group, its members and their posts;

Membership Approval - Any member can add or approve members; members, moderators, and administrators can post to the group;

Post Approval - All group posts must be approved by an admin or a moderator - and the Group opt-out this option.

Once a member has joined the group, he or she can freely post and react without limitation. Not a single member of "A Tale of Two Cities" has ever been blocked. However, some posts which were purely advertisement were deleted and some inappropriate posts were reported by other members or the Facebook automation detection system. Since the inception of the Group, the author has posted over 17,000 Macau oriented photos, such as artifacts, architecture, retail outlet, restaurant, food, street scenes, events, publications, famous people, happenings, and photos of other photos of Macau. There was no specific time set for posting, and photos or links were posted from time to time irregularly. Other posts were mainly photographs from libraries and agencies, globally. These sources provided ample images of Macau's old city view, artifacts, events, and portraits. There were photos from other members posted in the Group but these were limited in numbers.

Posts to the Group can be photos, video uploads, text messages, or a URL which contains a single image, a web page, or a video. Web page content was mainly composed of stories and news related to Macau. Group members and any other Facebook users could react, comment with text, text with photos, text with a URL, to any post in the group. These types of reactions to a post compose the photo elicitation and the narrative on Macau people and provide rich data for social and consumer analysis. From the date of establishment of the Group, posts were shared to other Macau oriented groups which did not mind having posts from other groups or people. Moreover, the Group has helped to induce the awareness of those people who have an interest in Macau's now and then, and local nostalgic bits and pieces.

For this research, a user's post in the Group is regarded as a 1st degree post. When a post in the Group is shared to a user's timeline, to another group's timeline, or to a page timeline, it is regarded as a 2nd degree post. The shared post on another's timeline can be shared again and this share is a 3rd degree post. Sharing can happen in a private message instead of on the timeline. Only the 1st degree post and 2nd degree post data was able to be analyzed.

Statistical and narrative data on the Group was collected through a Facebook application called "sociograph.io" and it is illustrated in Figure 1. In addition, the details of the individual Group members of each post can be obtained through the Facebook Graph API with relevant parameters such as Group's ID, post ID, and member ID. The Group statistic was summarized in Table 1 as of 10th June 2017.

Retrieved 3rd February, 2019, from https://www.facebook.com/groups/hkgmfm/
Photo sources include: The National Archives of United Kingdom, Denver Museum of Nature & Science, Library of Congress of the United States, University of Southern California Digital Library, Digital Collections of University of Wisconsin Milwaukee, Associated Press Archive, Yale University Library Digital Collections, Chronicling America Historic American Newspapers, UCLA Library Digital Collections, Duke Libraries Digital Collections, University of Michigan MLibrary, Smithsonian Institution, National Library of Australia, Cambridge Digital Library, University of Bristol Visualising China, University of Washington Libraries, Austria National Library, British Library, DePaul University Library Digital Collections, Harvard Library DigitalCollections, Life Magazine Archives, The University of Utah Digital Collection, Yale University Archives Digital Images Database, and the Hong Kong Central Public Library.

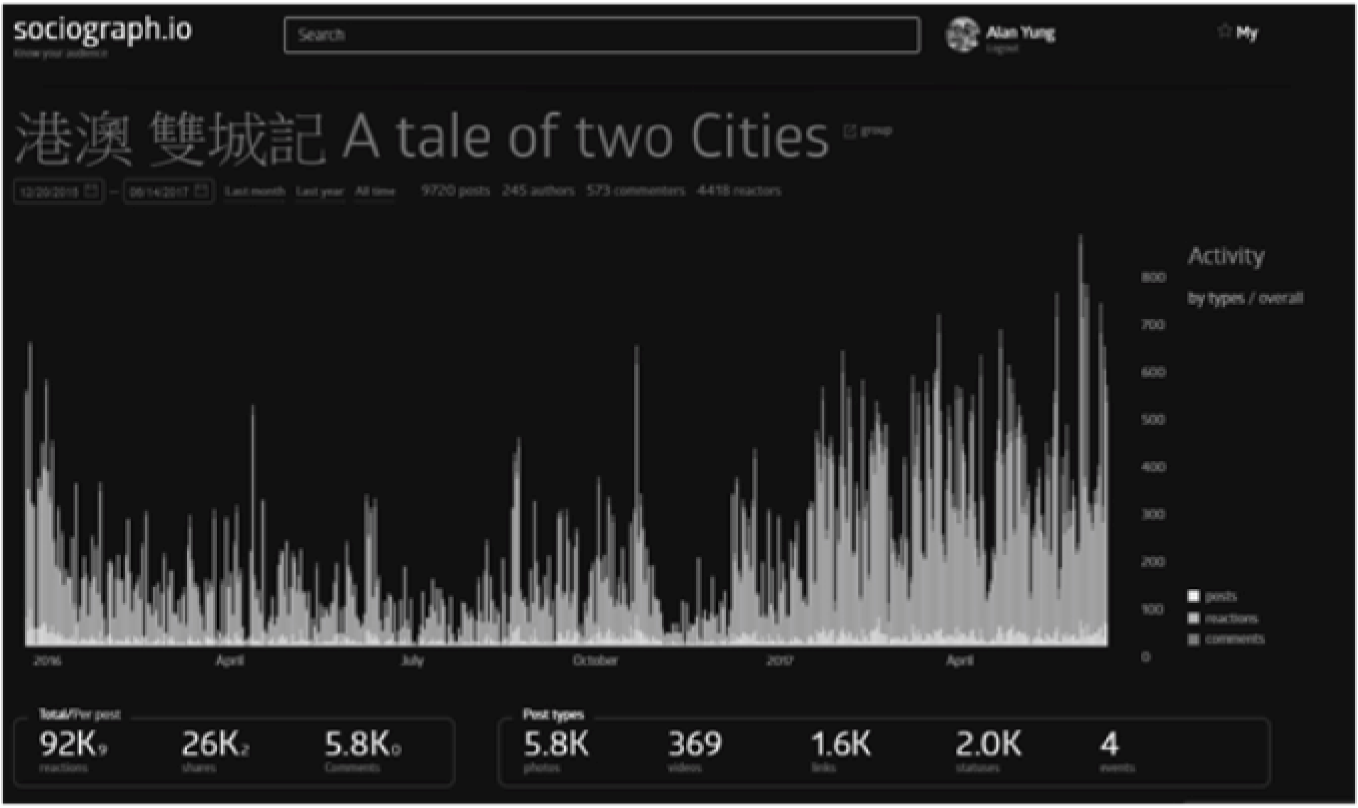

Figure 1 - Online Tools for Photo Elicitation Data Collection

Table 1 - Summary Statistics of the Facebook Group - A Tale of Two Cities

Summary Statistics of the Group Period 20.12.2015 - 10.07.2017	
Number of Posts [1]	9,522
Author [2]	243
Commenter [3]	558
Reactor [4]	4,358
Total number of Reactions [5]	90,000
Total number of Shares [6]	26,000
Total number of Comments [7]	5,600
Post Type - Photo [8]	5,700
Post Type - video [9]	348
Post Type - Link / URL [10]	1,500
Post Type - Status [11]	1,900

Note:

1. A post can contain both image(s) and text.
2. The number of people who ever posted in the Group.
3. The number of people who ever commented or replied to a post.
4. The number of people who ever reacted with LIKE and other reactions.
5. As of 10.6.2017 there are 6 types of reactions including Like, Love, Haha, Wow, Sad, and Angry.
6. Shared by any user to a timeline, a page or a group.

7. Comments can be elements of texts, images, links, and a combination of two or three of the elements.
8. A post can have a single photo or multiple photos.
9. A post can have one video only.
10. Link and URL can be an image or a hyperlink to a webpage.
11. Status is a text-based post.

RESULT AND DISCUSSION

The Group "A Tales of Two Cities" started with one user in December 2015. Initially, responses were few, but 6 months later a small group of users had frequently reacted to posts which were created to arouse the interest of Facebook Immigrants (Yung, 2017). From 2017, there was a significant increase in posts and reactions. Most of the users reacted with a Like, comment, and share. A handful of users created posts. Throughout the data collection period from December 2015 to June 2017, as shown below in Table 2, there were over 9,522 posts in the group with over 89,000 reactions, over 25,600 shares, and over 6,000 1st degree comments. The Group is still available to the public and reactions are ongoing with no definite time for shutting down the Group. There was average of 9.424 Likes per post. Comments were rare and resulting in an average of 0.5856 comments per post. There was an average of 2.692 shares per post. This sharing indicates that posts had 2nd degree posts, and 3rd degree posts, with reactions. These 2nd and 3rd degree posts are difficult to tabulate, and records cannot be kept due to individual user privacy settings. In comparison with observations, posts shared and posted to a public group called "Old Cake Talk about the Past" generated more reactions than this group. The group "Old Cake Talk about the Past" which has more members, contributes to the 2nd degree posts and it also helped the "A Tale of Two Cities" group with more exposure.

Table 2 - Descriptive Statistics of A Tales of Two Cities

Number of Posts	9522	9522	9522
	Likes Count	Comments Count	Shares Count
Mean	9.424	0.5865	2.692
Median	8.000	0.000	0.000
Mode	6.000	0.000	0.000
Std. Deviation	7.284	1.376	4.930
Range	89.00	28.00	204.0
Minimum	0.000	0.000	0.000
Maximum	89.00	28.00	204.0
Sum	8.974e+4	5585	2.564e+4
25th Percentile	5.000	0.000	0.000
50th Percentile	8.000	0.000	0.000
75th Percentile	12.00	1.000	4.000

There were different degrees of posts and reactions to a post in a group. Posts can be shared from the first user to the second user, and from the second user to the third user. The cycle of post sharing can continue without limitation. In addition, sharing can happen with private messages instead of on a timeline, and this private sharing content is not available to the public. Technically, it is possible to collect all comments related to posts from the Group with Facebook open graph API. However individual privacy settings, the administrative setting of other pages and groups and multiple levels of sharing, make it practically impossible to collect all comments except the root administrator, who may make this happen with the proper credentials to access this big data. For this research, only the 1st-degree posts and reactions were used for analysis.

Online desktop applications have been used to extract comments and downloaded in a format of comma-separated values. Furthermore, since not all users may have updated their Facebook apps on their phone, Facebook reactions other than LIKE may not apply to all users throughout the period of data collection. In other words, LIKE is the only option of reaction for some people, while other people can have Like, Love, Haha, Wow, Sad and Angry. "Like" is the first reaction option on the user interface and users are likely to click "Like" more often than the other options. In addition, temporary reaction options may be available for a short time such as "Thankful" for Mother's Day.

Therefore, this research did not count reactions separately. Moreover, there were photo or image responses which can imply different things or meanings to different users. Different types of image responses were recorded. For instance, image posts included the same place from an earlier time, food items available at the place, a funny image or animation as a response to nudge other users, a link which had further information about the context of the post, and a photo or a video expressing a personal emotion. Still, others responded by writing a poem in a line or two to reflect their emotion. All these responses contribute to the understanding of consumer in a specific context.

TYPES OF RESPONSE

Through the group "A Tale of Two Cities", about 6,000 1st degree direct response comments on posts were recorded. Comments were mainly in Chinese with some English along with emojis, photos, images and animated gifs. These are categorized and summarized by the type of response in the list below from the first degree posts.

1. Doubts about the photo's context, with comment and "expert" opinion of the context of the photo.
2. Comparisons of the past and present, better or worse off.
3. Envisioning one's view.
4. Comparison of the past and present and changes.
5. Gossip on public figures, store owners, teachers, politicians, civil servants, neighbors, and people appearing in the news.
6. Excitement over never seen before image, familiar image, memory-triggering image.
7. Expression of personal experience of the context of the image.
8. Praise of the good old days.
9. Information about historical event never heard before.
10. Attempts at recalling the scene of the past and happenings.
11. Comparison of localities.
12. Expression of negative feelings toward government policies.
13. Expression of concern over the current political situation.
14. Questions about historical events.
15. Expression of opinions of current affairs relative to the image.
16. Expression of language usage trends between Cantonese and Mandarin.
17. Correction or editing of a typo, language usage, or wording.
18. Information exchange about the context of the picture such as a person, street scene, food, accident, a product or an art piece.
19. Information about the context of the picture, e.g. first-person experience, word-of-mouth from others, gossip.
20. Expression of anger about past event, incident, and situation.
21. Appreciation of seeing an image to recall life in the past.
22. Discover known or unknown friends and neighbors.
23. Greetings, whether in the morning, afternoon, evening, breakfast, lunch, and dinner.
24. Search for further, supplemental, or correct information on the context.
25. Expression of regret for not knowing their neighborhood in the past.
26. Interest about traveling to other localities.
27. Expression of emotion on changes or not in a location or context.
28. Like and comment on something familiar, or related to self. For example, the year of birth, school attended, the playground of childhood, a street or building visited or lived in before, familiar restaurants, or an encounter with people from the past or present.
29. Express emotion of the passing of Macau and disapproval of today's day situation.
30. Provisions of advice on services, restaurants, current affairs for other members.
31. Information about the personal experience at a younger age.
32. Verification of facts and dispute of false claims.
33. Expression of emotion on past objects, items, music,

from decades ago.

34. Discussion on food.
35. Inquires for information or answers to inquires
36. Expression of emotions on familiar item or object once owned.
37. Expression of emotions on the quietness of Macau and at present.
38. Expression of surprise on the increase of prices over the decades.
39. Identification of Macau site or landmark, recognize an establishment, recognize a Macau person from the past.
40. Condemnation of the riot in the 1960s.
41. Discussion of public restroom issues and experiences.
42. Concerns about the future of Macau.
43. Story narratives with own perspectives.
44. Jokes and humor on a current issue.
45. Personal narrative of an incident or an issue.
46. The relevance of the current issue to historical issues.
47. Raise questions and hope to get an answer.
48. Ask help with a personal problem.
49. Argue on an issue with different perspectives.
50. Recognition of an image to get people to say "I am happy...."

These 50 types of responses can be grouped into five major categories as listed below:

I. Memoirs

ii. Subject expertise

iii. Narrative of personal experiences

iv. Affiliation and identification

v. Inquiries and solutions

Although responses can be categorized into different categories, each response had a different context with photos, text, and videos. So each response cannot be appropriately compared with other responses in a different post.

Throughout the post and response actions, user's behavior, attitude, comments, thoughts towards a context can be found for analysis. The recall of a memory from youth, self-expression, happiness acquired, affiliation with others, recognition from others, connection with others, expansion of own social network, through the post and response actions process, attitude to a specific business and products are useful findings for marketers. Comments drew arguments on a few occasions but none evolved into conflict situations. Unlike other Macau oriented groups with political affiliations or views, the Group is relatively peaceful.

People's sense of identity to Macau is an issue as newcomers arrive in Macau. "Old Macau" in Cantonese is often used to refer to people wholived and know the details of the past, especially things before the 1970s. For example, a user asks a question and someone with information responds to solve the query. Most of the situations or context may not be easy to replicate in the physical world with answers. For instance, even in such a small city-state like Macau of roughly thirty square kilometers, a person might not have visited a certain location in the past few decades. A photo will draw the attention of a person and others for a discussion. Each user may try to provide a bit of information on a specific place, shop, product, to help construct a story or fill gaps in the story for anyone interested. There were many photos which drew users to provide their own perspective on the story and share with others. For instance, first-person experience, comment and suggestion of a specialty shop or restaurant are common. Other situation, there were many photos of Macau which contain Portuguese words. Users conversant in the Portuguese language offered to explain and translate meanings for others. Some older photos show places unknown to most people, and "experts" have come forth to say where the photo was taken or the story behind the image. Thus, a famous Macau person, a store, a casino, a hotel, a street, a church, a school, a park, a restaurant, a piece of old news, or an artifact drew people who have such interest, certain knowledge, or curiosity together for discussion. Photos of Macau from the 1960s to 1980s drew numerous responses from those born in the 1950s. These responses came with memories of the era and nostalgic feelings of the past. A photo of an old bakery shop stirred up memories and discussion on how the bakery shop looked like decades ago, the owner and family, its competitors, the taste of pastries these days, and its business failure, were interesting issues for Facebook Immigrants. Younger users asked questions about the past and wondered how good the past was. Photos of Macau's old city districts also aroused emotions of the past among Facebook Immigrants. Distinguish responses from different age groups of users can help marketer on segmentation and targeting.

Photos of current Macau cities will draw Facebook Immigrants' imagination of the past. Users appreciate it when they see photos of places where they had lived decades ago, the school where they had studied, the ferry pier at Porto-interior for Hong Kong, and an old hotels' pastry shop and restaurants at Avenida de Almeida

Ribeiro. There were always questions about the location and the street, the date of the photo, the angle of the photo, the person in the photo, the artifact within the photo, the shop and the history, the building and the story behind of the photo.

Photos of food along with the services of the restaurant and the user's taste experience trigger discussions. Users will tell which dish is better than others and delight in making recommendations for dishes. Others may compare the food and the pricing of one restaurant to another.

Photos of current issues of Macau drew comments from Facebook Immigrants comparing the past under Portuguese rule to the current regime. Opinions were spread through the political spectrum.

Photos of celebrities drew recollections of Hong Kong's television soap operas and movies from the 1960s to the 1980s when the movie and television industries were popular in the region. Facebook Immigrants like to talk about celebrities' glorious past and humble present. Those who had an in-person encounter with a celebrity will explain more in detail.

Photos of an old building, a demolished building, and a building to be demolished, were among subjects which drew the attention and emotional interest of Facebook Immigrants who had a relation to them in the past. For instance, the school attended, home lived, the place where they worked, a restaurant or a retailer in a building, accidents or big events and stories about the people related to the building were among the Facebook Immigrant's discussion. Photos of new buildings triggered Facebook Immigrants to think about their affiliations to that location and what the location looked like decades ago.

Photos of schools made Facebook Immigrants recall their memories of their school life. They talked about their teachers and whether their teachers still live in Macau. Discussion of the former and present life of famous schoolmates drew many comments. The simplicity of life during school hours was one of the topics discussed. Places for gathering and fun after school were other popular subjects of discussion.

Photos of famous people, the wealthy, and politicians made Facebook Immigrants recall fun, gossip or rumors. Sometimes, they learned something new about a famous person in Macau, asserting their opinions of the famous person's conduct or simply labeling them as good or bad. As always, a user who had a personal experience with a famous person talked like an expert.

Photos of Macau's skyline and landscape were popular and drew many Facebook Immigrants to express their feelings. Birdseye views of Macau from the 1900s to 1990s drew comparisons of what they have missed and what they have gained. The nostalgic view of old Sai Van or the changes of the shoreline at Zona de Aterros do Porto Exterior brought forth emotion about the rapid changes in the city. Although the Largo do Senado landscape has not changed much compared to one hundred years ago, changes in context, such as the shops, the water fountain, and people trigger viewpoints on whether the past is better than the present.

Photos from the past drew the Facebook Immigrant's attention, memories, emotions, thoughts, comments, and shares. Anything related to a user aroused emotions and triggered a reaction. The date, year, space, location, and people, were subjects which drew friendly conversation, arguments and verification. When there was a typo of a Chinese character or misuse of a word, one of the Facebook Immigrant who is over sixty years old would point out the mistake. This particular Facebook Immigrant had worked for a newspaper. His knowledge of the Chinese language was praised as well as his expert opinion of old Macau. Exclamations were common, and others offered emotional support on certain discussions and expressed their empathy.

There were various types of photos or videos posted in the group. Among the top fifty photos with the most "likes", comments, and shares, as of July 2017 were mainly architecture, favorite dish, department store, celebrities, products from past time. Some other posts in the top fifties were not Macau-oriented nor related. "Likes" and the action of LIKE means something to a Facebook Immigrant. LIKE can draw attention from among Facebook friends, and it reflects the interest and knowledge of a Facebook Immigrant. Facebook Immigrant's enjoyment and interpersonal relationships are the two salient motives behind a LIKE. Those with higher self-esteem, more diligence, more emotional stability and less subjective norm LIKE to express the enjoyment of the photos in the group. On the other side, those with lesser self-esteem, less diligence, less emotional stability, and higher subjective norm LIKE for pleasing others (S. Y. Lee, Hansen, & Lee, 2016, p.332; Scissors, Burke, & Wengrovitz, 2016, p.1501).

Facebook Immigrants' sense of cognition triggers comments on posts with rational and interactive messages (C. Kim & Yang, 2017, p.441). The top 50 most discussed posts have reflected the Facebook Immigrant's cognitive concerns, mindset, self-expression, and attitude toward business and product.

People who share posts are likely to get more Likes that contribute to their self-esteem and ego. There are various motives that encourage Facebook Immigrants' to share a post. Enjoyment, self-efficacy, learning, personal gain, altruism, empathy, social engagement, community interest, reciprocity, and reputation are among Facebook

Immigrant's motives (Oh & Syn, 2015, p.2045).

The number of Likes, comments or shares reflected factors contributing to their popularity. Recent posts have more reactions due to the fact that the Group has added more members. The algorithm behind the post appears on each user's news feed and directly affects the potential of Likes, comments and shares. Posts that have more Like, comments and shares will result inmore Facebook users seeing the post. The private sharing or messages which cannot be counted may also help to increase public reaction. A user can receive a message and share the post to the public timeline.

What most of the Likes, comments, and shared posts had in common was a shared past, which the Facebook Immigrants talked about in detail. Members expressed gratitude for bringing back many memories.

Posts reflect Facebook Immigrants' lives, consumer behaviors, personal tastes, culture, emotion, political views, and common historical background. These photos bring similar Facebook Immigrants together and are the key compositions of Facebook Immigrant's social network building process for bonding capital. Different photo subjects can draw a wide range of backgrounds of Macau people together, and people with different backgrounds help to form bridging capital. Facebook Immigrants can make new friends in the group. Eventually, the building up and expansion of Facebook Immigrant's social network results in the accumulation of emotional and informational resources of social capital. At the same time, marketers may draw conclusions on certain business or products from different reactions mentioned above.

CONCLUSION

Photo elicitation research can apply to a wide range of academic disciplines as well as different types of market research. Online social network group is an open environment for photo elicitation for marketers and beyond. Both qualitative and quantitative results can be obtained from photo elicitation where users are free to respond to a visual. Visual contents on the online social network allow researchers to find out lives, consumer behaviors, personal tastes, culture, emotion, political views, motives and common historical background of targets for segmentation, targeting and positioning of product and services. Further photo elicitation based marketing research should be conducted in a wider span of subject interest.

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Organizational Democracy: Collaborative Team Culture

Key words: *Organizational Democracy, Self-directed Work Teams, Essential Elements, Team Member Types*

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ABSTRACT

The last 20-25 years have seen the replacement of 'managers/supervisors' by 'team players'. The reason for this transition is simple–Globalization. Gone are the autocratic days of following a team manager's orders blindly, without thinking or questioning. Today, resources want to know not only what their role is, but also the purpose behind it. Teamwork has grown dramatically in all types of organizations for one simple reason–no one individual has the ability to deliver the kinds of products and services required in today's highly competitive economy. As the world is getting smaller and smaller, it is seamlessly connecting everyone through the Internet, due to which the business entities are growing in size and operation. As a result of which the workforce is also being ramped up in order to keep pace with the global growth. No more are organizations an operational unit consisting merely of 25-30 people under one team manager or just one department overlooking the overall operations. Their focus now is on bringing about results by co-sharing responsibility and acting as a global team of very committed individuals. The five elements of Mother Nature—Earth, Water, Fire, Air and Sky—bring about a harmonious balance in the human body, which means this same harmony can be transferred from our character to mold every team's underlying makeup. Every team member is unique because s/he contains a varying ratio of the five elements, but there is one particular element that dominates her/his emotional landscape. It is only a matter of understanding the characteristics of each of these elements for striking a balance and bringing on board the right mix of team members. With the proper collaborative team culture workplace practices and the right number of team member types in place, new members are easily able to plug into the channel of cohesiveness. Their unique knowledge adds to the process maturity too.

1. INTRODUCTION

The last 20-25 years has seen the replacement of 'managers/supervisors' by 'team players'. The reason for this transition is simple–Globalization. Gone are the

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 DOI:10.22552/jijmr/2019/v5/i1/182295

autocratic days of following a team manager's orders blindly, without thinking or questioning. Today, resources want to know not only what their role is, but also the purpose behind it. Teamwork has grown dramatically in all types of organizations for one simple reason–no one individual has the ability to deliver the kinds of products and services required in today's highly competitive economy. As the world is getting smaller and smaller, it is seamlessly connecting everyone through the Internet, due to which the business entities are growing in size and operation. As a result of which the workforce is also being ramped up in order to keep pace with the global growth. No more are organizations an operational unit consisting merely of 25-30 people under one team manager or just one department overlooking the overall operations. Their focus now is on bringing about results by co-sharing responsibility and acting as a global team of very committed individuals.

Due to the various cutting-edge communication channels like the Internet, remote conferencing and satellite communication, virtual teams have also become very popular in the last decade or so. Geographical separation is no more a constraint for managing physically disparate functional units. Thus teams in the virtual mode are drivers for successful cross-country ventures, thereby opening doors to more global opportunities.

I believe Self-directed Work Teams (SDWTs) are synonymous to real families. Just as it takes time to form and understand the roles and responsibilities of home families, similar is the case with a business or functional family. It takes time to form a functional family and to relate to authority, roles and responsibilities. It also takes time to know and understand each other and each others' roles. But vigilant businesses are becoming more open to the SDWT culture, no matter what it takes and how much time it takes as they know that SDWTs are the surefire door to success.

2. SELF-DIRECTED WORK TEAMS

The concept of individual performer or solo team manager does not work in today's times. The only way to maximize the effectiveness of organizations is to be able to work with one another to achieve common goals. Businesses today have either adopted or are in the process of adopting the collaboration approach towards problem solving, as they have become aware that no single person or entity is able to survive the shockwaves of the dynamic market conditions. Over the years, employers have come to realize the importance of maintaining a positive work culture and relationship with employees. They do not look at employees as mere staff members anymore but rather consider them as the biggest asset of organizations.

In physics there is a basic law which states, 'Energy must exist before matter is formed', in similar light I say, 'Energy must exist before an SDWT is formed.' The five elements of Mother Nature—Earth, Water, Fire, Air and Sky—bring about a harmonious balance in the human body, which means this same harmony can be transferred from our character to mould every team's underlying makeup. Every team member is unique because s/he contains a varying ratio of the five elements, but there is one particular element that dominates her/his emotional landscape. It is only a matter of understanding the characteristics of each of these elements for striking a balance and bringing on board the right mix of team members.

2.1 DOWN TO EARTH MEMBERS

The down to earth members represent practical attitude and firm grounding. They nurture and encourage all things that the rest of a team does. They help a team to remain focused by nurturing the team vision with their rock steady support. Once they show commitment, they pursue it directly and consistently until they reach their goals. Members who are born under this element are known to be very principled and responsible. They are the people who first weigh the pros and cons of any situation that their team is facing before arriving at a logical decision. For them anything that is achievable is "down to earth." They always prefer a bird in the hand to two in the bush.

As these team members work mostly based on tried and tested methods to arrive at decisions, introducing too much innovation and new ideas in their work pattern proves to be detrimental. The right balance of regularity and flexibility is essential for these team members so as to enable them to contribute to their team positively.

Their ability to co-exist and adjust with others enables to build a culture of shared values. They are hard workers and realistic in their approach to solving problems. They encourage others to utilize the energy resources wisely, thereby bringing about optimal team yields. These are team members who through reasoning bring ideas to fruition. Their practical approach guides other team members to understand the reality of a situation and its value.

This element is about being productive and team members belonging to this element bring something new to the table each time. But at the same time, each team manager needs to ensure while forming a team that a lopsided assignment of more members under this category leads to stubbornness and rigidity. Too many members of this element type leads to a lack of ideas and lack of imagination. On the other hand, the lack of such members makes the rest of a team reject responsibility and have trouble following through on a task due to the sheer lack of common sense.

2.2 CLEAR WATER MEMBERS

Just as water sustains its flow and adapts itself to every contour and bend as it flows, the mind too is fluent, continuous, and adaptable. And this principle can be applied to sustain the continuity of team dynamics no matter how difficult the situation is. As people belonging to this element are constantly looking for ways to learn and add to their reserves, having the right number of team members of this type on a team keeps a team vigilant and enhances its expertise. Their calm temperament and great intuitive ability assists the rest to follow the preset vision with strength and determination.

Clear water members possess a human-oriented approach towards all aspects in life and hence in team settings this quality helps the rest of a team to adjust itself with the nuances and subtleties in team environment that the remaining team member types won't even notice.

Their accommodative nature proves to be a healing agent in regards to team conflicts. This in turn enables team members to perform in a transparent manner and with continuous efficiency. They are also empathetic to people's thoughts, feelings and emotions, thereby building a cohesive functioning unit. These people think and communicate in terms of 'We.' Again here too many team members of this type leads to disorientation in a team, as these team members are extremely sensitive to others' feelings, they tend to lose track of their own boundaries and identity.

A close watch on these team members is required, as their over-the-top emotional sensitivity can cause damage. Clear water members act based on their feelings and instincts and too much dependence on these two factors makes them take unwise decisions, which can take the whole team into the depths of non-performance. Too few team members belonging to this element also cause a loss of intuitive skills to a team.

Again here the rule of thumb is the right number; too many or too few team members with such a disposition lead to volatility and destructive conflicts. The same tendency is visible in nature—when water goes out of balance the consequences are tsunamis, droughts, hurricanes and floods. Clear water members need to recognize and respect other peoples' boundaries, as not everyone can relate to their emotional affinity levels.

2.3 SURE FIRE MEMBERS

The element of Fire represents passion and zing towards things. Optimism and motivation are governed by fire, thereby suggesting that sure fire people are capable of spreading this dynamism and fervent spirit in a team. Members in a team born under this element ensure that the zeal towards the goals never lessens; their spontaneity keeps the rest of a team super charged. They are the source of mental energy and wisdom.

People born under this element create positive change and see any challenge as opportunity. Their innate energy inspires and energizes teammates to perform. Their wisdom makes other teammates vigilant and enthuses everyone to achieve team goals. Sure fire members make their teammates realize that challenges are nothing but opportunities in disguise. It is here that a team manager is required to understand the importance of giving challenges to members of this element, or else just routine work kills their spontaneity and in turn a team's spontaneity too. These team members instill the competitive attitude of risk-taking, which is an essential attribute to make a team stand out as a competitive unit. This attitude facilitates every team in its day-to-day activities and in complicated tasks as well.

Personalities belonging to this group need to be dealt with patience and firmness. As they are aggressive, it does not help to be counter-aggressive rather patience with a dash of assertive firmness is the key to strike a profitable deal.

Team members who are a perfect combination of intuition and intellect propel the rest of a team towards the hilt of performance. Too many members of this element result in domination of a team by them. When the collective force of fire is in excess, they feel that they need to do everything themselves and tend to develop a tendency to be arrogant and control everyone else. One needs to have the passion for work, yet if this passion is over-ignited, it can cause envy and jealousy within a team.

The only way to control this dual nature of people governed by the fire element is to harness, recognize and reinforce the positive energy in them. They need to be recognized and appreciated.

2.4 FAIR AIR MEMBERS

Air is the life-supporting element, a very powerful energy source and it symbolizes quick movement. Team members governed by this element prove to be a fresh breath of energy for a team, which in turn brings about upward mobility. The right number of air members keeps a team organized and on track. They facilitate a team to explore its full potential and link everyone to everyone else. Their fair mindedness creates a climate of non-threatening feedback. A fair air member needs to keep in mind that excessive thinking can result in lost opportunities.

Air is associated with language and logic too. Team members with air as their ruling element impart a logical outlook to a team and also build everlasting bonds through their power of flawless communication. Here, each team manager ought to remember that though fair air members are concerned with logic and intellect, they are not as much action-driven as their down to earth or clear water counterparts. Therefore, a perfect mix is required to have a good number of both theory and practical team members.

Fair air members are informative, impart knowledge and forge connections. Too many of these on a team leads to lack of commitment and nervousness, as most of the times, due to their independent nature, it is quite likely that even if they are amicable they may not want to make a promise of deep commitment. Team members governed by this element are more future-oriented and a simple trick to keep them glued to their team is that their team manager and other team mates need to encourage members belonging to this type a reasonable amount of experimentation. Personalities in this category feel powerful due to their knowledge. While dealing with them, a team facilitator and team members need to equip themselves with the right knowledge to put forth their stand firmly. Praising such personalities for their expertise is also very much essential.

This element is about acquiring good behavioral patterns and giving up faulty tendencies. Therefore, team members governed by this element prove to be inspiring role models for their counterparts. Team members who have such a disposition are life savers for a team, as they have the knack of keeping the air of ill feelings in control. And when the air element is under control, the minds of team members are peaceful and controlled, which enables them to make rational choices and influence the decisions of a team in the most judicious way. Team members governed by air find common ground and celebrate differences.

Research shows that teams, whose members exhibit a high level of emotional intelligence, come together faster and achieve higher levels of productivity more quickly than teams with less emotional intelligence. When the give and take of emotional intelligence is thrown out of balance, it clearly indicates that the air element is out of balance, which causes fallouts in team relationships. With a disturbance in the air element, team members can become unfocused, distracted, and argumentative.

2.5 SKY HIGH MEMBERS

Finally, all these elements if fused together well enable differing perceptions to be compared and integrated into coherent knowledge reserves, which always keep teams in perfect harmony. The element of sky has incorporated in itself the entire solar system, the nine planets and other stars and planets. It represents a canopy of endless opportunities for a team to move to the next level of performance maturity.

Sky high members personify energy meridians; they act as pathways that carry energy and connect the various elements in a team. They are often inspiring to others. They are good listeners and have excellent communication skills. Just as the sky surrounds the other four elements, similarly sky high members gel well with any of the other member types. These are resources that are instrumental in creating space of healthy pockets of interdependence.

The openness in these members provides space in which everything occurs and offers relative freedom of movement, which is very essential for any team to perform. They are basically the source of positive vibrations and these vibrations are responsible for all the enriching experiences that a team experiences.

3. FACTORS FOR SEAMLESS SELF-DIRECTED TEAM COHESION

There are several factors that come into play that bring about a seamless cohesion of self-directed work teams. They are as follows:

3.1 TEAM MEMBER TYPES

Efficient SDWTs need to have a neat balance of team member types. Knowing the various team member types enables to understand what makes them tick. When there is a good balance of these types, a team can exercise a balance in its operations that greatly improves the performance. Optimum success requires all of the team member types, with each being used in turn. When teams work together efficiently, it means team members have been able to recognize and use valuable individual differences to their advantage.

Determining these types lets you discover the differences, which in turn aids teams to incorporate the uniqueness of each team member. This uniqueness contributes to group performance, phenomenally.

A. Down to Earth Members

B. Clear Water Members

C. Sure Fire Members

D. Fair Air Members

E. Sky High Members

Based on the above team member types, team managers need to list out team players, their dominant styles and preferences. Then they need to mentally rehearse how they are going to confront each type. Here team managers need to handle not only personality preferences but also interpersonal differences. Dealing with various team members types in an effective way assists:

A. Teams to deal with differences.

B. Team members are able to look at themselves in relationship to others, their work and their environment, objectively.

C. Improves the coping skills of team members thereby producing more win-win scenarios.

D. They are able to find the answers to two most important questions:

1. Does the team have the best personalities for executing the tasks?

2. Are the differences adding any value to the overall contribution of the team?

There are 4 negative types of personalities that need to be dealt with vigilantly in order to maintain the eco-balance of an SDWT, they are as under:

A. Complainers—these personalities complain just about anything, right from the meeting room ergonomics to team manager's speaking style. They need to be dealt with empathy. They need to be shown the positive aspects by making them feel valued. There is no point in arguing, what is required is convincing.

B. Non-players—are mostly the ones who either don't perform at all or have joined a team with a cross-purpose. Open and constant communication with them is needed. It is difficult to find their true motives but a team manager and her/his team has to have patience to work out alternatives.

C. Manipulators—personalities who use manipulative ways of disrupting the performance and thwart team manager's efforts to bring a team together. A team and its team manager must make it clear that they will not tolerate such manipulation.

D. Pleasers—they are the ones who over commit and show unrequited enthusiasm towards all tasks. The only way to deal with these people is to affirm their commitment in a formal manner, which in a way lets them realize that over commitment is hampering not only their performance but also their team's performance.

3.2 REORIENTATION

An SDWT needs directional support and reorientation which can be provided by a team manager who leads by example and not by coercion. S/he needs to constantly remind team members of team goals and team charter.

3.3 COMMUNICATION

Clarity of purpose and tasks begins with smooth communication. A team manager needs to ensure that the vision statement from the higher-ups reaches her/his team in the most definite and clear manner, as it is this vision which is the strongest factor that brings people together.

If team members are controlled unnecessarily and feel restrained then not only do they feel under-valued, but also upset that they are not allowed to express and discuss their hopes and problems. Regular communication in the form of formal team meetings or informal impromptu sessions encourages exchange of feedback, ideas, concerns and solutions.

Too often some of the team members or even their team manager is too rash to discount people's inputs and ideas because they have their own ideas and want to hog all the limelight by implementing their ideas. This is the most disastrous form of team behavior because of which many intelligent ideas go down the drain. There need to be clear guidelines about communication equality and they need to be strictly followed so as to allow everyone to participate in the decision making process.

'Open door' policy is essential to encourage everyone to raise their opinions and issues. Each team manager needs to find team members who have not spoken during the team interaction sessions and encourage them to interact. Top executives too have to encourage communication from team members because this is how they can get lucrative suggestions, which many a times become the driving force for new organizational practices.

3.4 PERFORMANCE

Team performance is dependent on team discipline. The performance maturity loop is the key to team discipline. After examining the SDWT's performance based on the performance factors, a team manager along with team inputs need to understand where the focus for team improvement needs to be. This loop is not only about improving team performance, but also about individual enhancement and process optimization. It aims at integrating team and individual measurement so that they support each other.

3.5 PEER-TO-PEER RECOGNITION

Top management sponsored recognition is necessary, but what is even more important is peer participation in expressing praise for each other. This way each team member knows for certain that his words and suggestions also matter. Peer recognition carries the personal touch that is absent in a management sponsored recognition system.

There can be suggestion boxes or a suggestion email where team members can register their opinions and great ideas, which then can be appreciated out in the open or rewarded in kind. Apart from this, a team can also exchange positive words through thank you notes, traveling trophies, reading out appreciation profiles of each other in informal team meetings.

In creating team-owned recognition, a team needs to constantly develop ways to express appreciation for their co-workers who make a difference in everyday work life.

3.6 KNOWLEDGE-SHARING OPPORTUNITIES

People who have the opportunity to share knowledge and learn more feel they are a part of a team. Team members want to impress each other with their ability to contribute valuable information. Repetitive tasks kill the desire to learn. There is always a better way of doing a task, including repetitive ones, and better ways are found with team member participation. Challenges motivate people to learn and the desire to learn is based on the opportunity for challenges.

3.7 FEEDBACK OWNERSHIP

Rather than only giving feedback to a team, it is always more beneficial to let a team evaluate and process its own feedback. This way they feel more reassured that they are not only given feedback but also given space to analyze and reflect on their performance and what needs to be done to improve it. Ownership of feedback is something that encourages every team and its members to genuinely improve. It charges them to channelize the feedback they are given into action.

4. CASE STUDY

4.1 INTRODUCTION

The following case study was conducted on a considerably sized team working in a large manufacturing company, which was already in the transition process for quite some time. The challenge for any organization that undergoes a culture change is to create and more importantly sustain the conditions that will enhance their teams' impact and stabilize the new structure at the same time.

4.2 CHALLENGES AND APPROACH

Even if a single component of a new culture doesn't integrate well with the others, the potential for collaborative performance is impaired. The out-of-place component in this case study was that there was a conflict between the need for change and need for security as far as new entrants were concerned. Two new members had entered the scene after the SDWT had been in operation, for almost 3 months.

As these two members belonged to the traditional setup, they were not so much comfortable with the high engagement and empowerment levels of the team. Although they had a broad experience base and much to contribute, it was their old anchorages that were keeping them from giving their peak performance. The below discussed measures were taken to set things in order:

1. A reorientation and focus session was held particularly to address the underlying concerns and problems. This was necessary to eliminate reactive, defensive behaviors from new team members and convey the real messages. This was necessary to identify their ruling element in terms of air, water, fire, earth or sky.
2. Full upfront information was shared with the new entrants so as to enable them to be on the same level of understanding as the others. This was necessary to eliminate any obstacles in understanding and delay in duties due to lack of information.
3. Intensive group dynamics training was given to new comers so that they would feel comfortable with intensive communication, which is an integral part of any SDWT.
4. Employee-related goals and performance standards were published, which helped the new members in seeing the advantages of the new setup. It made them realize that it is not just about publishing organizational goals and targets but also their personal growth will be taken care of.
5. The team manager published her/his own goals and evaluation standards and made them available to the team for their feedback at regular intervals. This kind of a technique in a way pushes the team manager to perform consistently. Once the team manager performs consistently, it encourages the team to model her/his behavior as they know that their team manager is contributing his efforts for the overall team growth. The new entrants also felt assured that they too have the privilege to give feedback.
6. Regular informal discussions were held with new entrants to identify any gaps or missing elements in their understanding.
7. A comprehensive skills analysis session was held to enable the new members to understand how their unique skills and reorganization of team workflow would go hand in hand.
8. In addition to the above points, a support plan with a person-centered focus was developed to ensure a positive learning experience. While developing this plan, the new members were given all the encouragement to provide inputs to the process.

The above measures gave them the confidence that the management has trust in them and they are treated with empathy and at par with the rest of the team. The training for new members was tailored to their needs, their inputs and concerns were considered in line with self-directed work principles. By knowing that the plan and all the processes were genuinely focused on their needs, the newly joined members felt confident that they could fully adjust themselves to the current setup and ground rules. There is nothing like face-to-face meetings—time taking initially, but time saving in the long run. The team manager conducted face-to-face sessions for new members to discuss concerns which they were not comfortable discussing in the open.

The initial stages of the orientation and induction were conducted under the vigilant supervision of the team manager. As time went by, areas related to the actual work were then handled by colleagues. It was necessary to keep all the senses of the new comers stimulated, the new comers were involved in the work right from day one itself, of course with not much burden. The simple reason for doing so was that SWDT wanted them to feel empowered and involved right from day one and not feel overburdened with only orientation, induction and a slew of information.

The above measures were operational for a period of 2 months to ensure flexibility and a people-centric focus. By fully involving each and every team member, organization was able to gain unconditional collective buy-in. Only by making sure that the new members don't feel out of place and do not hold any notion of inferiority just because they have joined in later, facilitates more group gains.

4.3 RESULTS

Effective induction and constant care of the new inductees has enhanced the team results:

1. The error rate came down visibly
2. The time devoted to the production of new ideas and products increased
3. The difference between returns and costs decreased to considerable extent of its initial value
4. Gradual increase in productivity over a period of six months. Informal feedback of team members suggested that a substantial part of this increase was attributed to the new members' expertise level.

Apart from the above quantitative results, a spectrum of qualitative effects was also experienced:

1. The feeling of confusion was replaced with a sense of confidence in the new members. They learned to constructively challenge the way the things were done, as they now know the importance of constructive collaboration.
2. As the new joiners are convinced that they are truly needed by the team and have an equal say in the decision making process they put in more value, thereby adding to the overall commitment level of the team.
3. The above factors and methods have made it less cumbersome to induct new joiners. Instead of refuting the well incorporated ground rules, the new inductees respect and adhere to them, as they have realized that the organization believes in work with minimal supervision and maximization of each team member's performance.

5. CONCLUSION

With the proper collaborative team culture workplace practices in place, new members are easily able to plug into the channel of cohesiveness. Their unique knowledge adds to the process maturity too. Now, the team in question runs its own operations successfully-planning, controlling, executing and handling breakdowns. Now, they run their department as if it were their own business.

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Leadership at Base of Pyramid: Using Robotic Process Automation for Vocational Education & Training

Key words: *Vocational Education & Training, Base of Pyramid, Robotic Process Automation, Indian Languages*

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ABSTRACT

The purpose of this paper is to examine the current state of Vocational Education & Training(VET) in India and its role in building capacities for new-age skills, especially at the Base of Pyramid (BoP). The primary objective is to identify the projected skill requirements of the country, the initiatives taken by the government/ other agencies and the explore the mechanism to plug the rising gap between the skill requirements and the initiatives by different agencies. The paper qualitatively investigates the key players involved in VET and the role of emerging technologies in bridging the skill gap. The futuristic technological interventions like Robotic Process Automation (RPA) using Indian languages is highlighted using a proposed model. The unique point of differentiation of the study is the proposed integrative model that attempts to weave-in the diverse stakeholders who encompass the eco-system of skill based vocational education and training for leadership at the BoP.

1. INTRODUCTION

India is racing ahead to become the fifth largest economy (PwC's Global Economy Watch, 2019). The aspired economic surge would be powered with nearly half of its 1.25 billion population below the age of 25 (UNFPA estimates, 2018) and the country would stay to be one of the youngest populations in the world till 2030. This unrivalled youth demographic also springs forward a set of challenges that need to be addressed to on economic front. Together with this, another challenge that India faces is the high level of regional disparity. In an insightful article, 'India may be the world's fastest growing economy, but regional disparity is a serious challenge' (Forbes.com, 2019), the contrast of a fast growing large economy with an uneasy high barometric level of economic disparity at the regional level is highlighted. To add further, A.T. Kearney's FDI Investment Confidence Index, ranks India among Top 10 countries but still perceives it as a 'chaotic but competitive' economy.

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DOI:10.22552/jijmr/2019/v5/i1/182297

It is therefore quite important that the youth population needs to be empowered for bridging the regional disparity. This would be possible only when the youths living in the rural areas are empowered where over 66 percent (World Bank, 2017) of Indian population resides, especially at the Base of Pyramid. To add to this, various reports suggest that less than 50 per cent of the Indian graduates are employable while less than 3 per cent of workforce in India has formal skills training (World Bank report). Lack of access (constrained institutional capacities) is cited among leading reasons for such a critical scenario.

Future of Jobs Report (World Economic Forum, 2018) outlines that job roles related to Big Data, Internet of Things (IoT), Data Science and Machine Learning will be among the most popular and fast emerging ones. Among the top skills demanded in job market will be analytical thinking, critical thinking and analysis, leadership, reasoning, social influence and creativity (LinkedIn 2019). Hence, the new-age skills need to be equipped by the youths for India to stay on course of aspired economic growth. This calls for utilizing the available work-force of the country most optimally. Popularly stated as the 'youth bulge' is the window of opportunity for India whose potentials need to be harnessed country at all socio-economic strata to transform the economic fortunes of India. However, this would remain a mirage if the workforce which has entered adulthood is unable to contribute to Indian economy in a substantial way. One such section is the workforce at the Base of Pyramid.

PRIME OBJECTIVE

The primary objective of the study is to identify the projected skill requirements of the country to keep up the projected growth rate, the various initiatives by the government and the rising gap between the skill requirements and the initiatives by different agencies.

SPECIFIC OBJECTIVES

Even though regional disparity poses huge challenge to the aspirations of leaping into the next league but there are data to prove that even with limited resources, a vast majority of Administrative Officers under various cadres are selected from Uttar Pradesh, Rajasthan and Bihar, which are counted amongst the most backward regions/ states in India (Business Standard, 2016).This acts as an evidence that there exist huge potentials of growth for the youth from similar disadvantaged regions/ states. Technological intervention like Robotic Process Automation could then prove a boon for integration of skill development processes to be functional, transparent and operational at desired levels, once implemented in manner proposed.

The paper therefore qualitatively attempts to identify the VET delivery system, the key players involved in the vocational education, the major challenges in the current scenario and diagnose the role of advance but affordable technological interventions in bridging the skill gap. It further attempts to probe the futuristic technological interventions like Robotic Process Automation (RPA) using Indian languages for building the leadership at the BoP using a proposed model.

1.1 VOCATIONAL EDUCATION & TRAINING: DELIVERY SYSTEM AND STRUCTURE

Vocational education and training is also known as Career & Technical Education (CTE). It equips learners for practical activities that are job-oriented. VET is normally imparted at secondary or post-secondary level and imbeds the apprenticeship system as an essential component. Vocational education was earlier associated with specific trades as mechanic, welder, artisans, etc. which were seen as job opportunities for lower social class, hence it did attract a level of stigma. However, as the emerging economies demand for newer and higher level of skills rose, different agencies, both governmental and non-governmental took forward to traineeship and on-the-job training for businesses in a better focused way.

At the secondary level, the Central Board of Secondary Education (CBSE) has included several vocational subjects in their senior secondary education under categories as- Commerce based; Engineering based; Health & Paramedical based; Home science based; Agriculture based; Hospitality and Tourism based, etc. among others.

At the post-secondary level vocational education is typically provided by an institute of technology, or by a local community college. The government has constituted many institutes to impart the required skills among the youths who join workforce like:

- *Polytechnics:* Polytechnics are the Industrial Training Centres which are present in almost all states of India. They provide dedicated 3-year diploma courses, especially in the various streams of Engineering and Computer Science.
- *Industrial Training Institutes:* The ITIs are the training institutes which have been commissioned to deliver various engineering and non-engineering courses. Usually the government intends to have an ITI education center in every state. They are managed and administered by Directorate General of Employment & Training (DGET), Ministry of Skill Development and Entrepreneurship, Union Government.

There are many vocational education and training programs offered by the government departments that are aimed to empower rural youths, women and sections of society below poverty line. The government has also introduced different kinds of vocational programs to upskill the workforce for incrementing the productivity across the businesses, some of which are as under:

- *National Rural Livelihood Mission (NRLM):* Also known as 'Aajeevika', this scheme aims at imparting requisite specialization for the rural poor population. It focusses to harness the capabilities of the participants by supplementing them with the required knowledge and skill sets, besides information on marketing, supply-chain, tools, techniques and finance. The aim is thus providing rural population with proper livelihood options.
- *Modular Employable Skill (MES) based training programs:* These are modular based employable skill training programs that have been crafted in discussion with experts from different sectors of economy to impart sectoral based skills to the candidates. It is an endeavour by the Ministry of Labour and Employment that intents at imbedding a 'minimum skill set' that is a must-knowfor gaining entry in the specific employment sector.
- *Craftsmen Training Scheme (CTS):* Craftsmen Training Scheme is an advanced skill development program run by the Directorate of Vocational Education & Training (DVET) under Ministry of Labour and Employment. It offers vocational education and training to the school leavers for industrial level job requirements. The government boosts participation through separate reservations for the SC/STs, physically handicapped and women. The Craftsmen Training Scheme delivers employment in various economic segments like Paramedical, Home Science, Agriculture, Information Technology, Engineering and Trade & Commerce.
- *National Urban Livelihood Mission (NULM):* The objective of National Urban Livelihood Mission is to deliver the urban poor with suitable vocational education and training. This is intended to empower the participant not only to undertake self-employment but also upsurge their likelihoods of employment in diverse sectors.
- *Support to Training and Employment Program (STEP):* This scheme code named as STEP is introduced by the Ministry of Women and Child Development. It focuses to advancement of skills of women and translate the skills gained into feasible assets for occupation in different sectors.
- *Parvaaz:* This scheme is a step towards delivering a broadbased vocational training and education program for the masses who are Below Poverty Line (BPL) especially in rural parts of the country. It intends to work closely with youths who aim to join workforce but are from BPL category, usually who are also school dropouts or left outs. This also serves tojoin these youths into the mainstream.
- *Rural Self Employment Training Institutes (RSETI):* The basic aim of the rural self-employment training institutes is to offer the short term vocational courses which are aimed at training rural youths towards developing micro enterprises as well as empowering them for multiple wage based employments. These are normally residential, free accommodation & food incentivized trainings for BPL youths in rural areas.
- *Udaan:* The programme under the name of Udaan, is a special skill based vocational industry initiative programme run by Ministry of Home Affairs (MHA), State Government of Jammu and Kashmir, Corporate Training partners and Implementation Agency (IA) NSDC. It is designed to harness the potential of youths in the underdeveloped parts that are quite promising. It is operational in Jammu & Kashmir state. It is an integrated programme of five-year for delivering vocational courses for getting job opportunities in the areas of Information Technology, BPO, and retail.
- *Craftsmen Training Scheme:* Besides, there are many Non- Governmental Organizations (NGOs) that work across urban and rural geographies with women, youths and even senior citizens to empower them with life and vocational skills for employment. They are mainly trained to work their livings in sectors like tourism, retail, agro-based industries, mobile repairing, mechanic, electrical fittings, hospitality, healthcare, printing, banking, sewing and designing, beauty salons, etc.

Even these initiatives by different governmental and NGOs have not been capable of building the capacities among the youths for taking the economy in the expected take-off stage.

1.2 BOTTOM OF PYRAMID: NEED OF COMPREHENSIVE VET INFRASTRUCTURE

As stated by various reports, India is stated to be a superpower of the future. It is estimated that working age population in India is on growth trajectory and will continue to so in coming two decades too (The Wall Street Journal, 2017). However, it is an undeniable fact is that she also has a daunting chunk of her population at the poorest socioeconomic group - the bottom of pyramid (BoP). The same report expects that workforce of the country will continue to grow by 12 million each year. This present a complex but fascinating picture where India is expected to home the world's youngest population by 2022 with more than 65 percent of its population of working age. In an insightful report, published by the Centre for Monitoring Indian Economy (CMIE, 2018), the skill gap is highlighted in a big way.

The same report highpoints that close to 31 million of unemployed Indians would be seeking jobs in near future. This poses a real challenge where the burgeoning number of human resource needs to be vocationally trained for the emerging new-age jobs. Though the popular belief may put the blame of this on the 'lack of opportunities', but the experts would agree that there is a larger picture to this. It is in form of lack of new-age skills amongst Indian job seekers.

A country of more than 1.3 billion people, which has a larger portion of its population living in the rural areas is embracing a diversity unique to the world. It has a distinct challenges and even to have a common language to bring all the population on board is a herculean task. There are 22 languages listed under 8th Schedule of the Indian Constitution that have been mentioned to as scheduled languages and offered recognition, status and official backing. While according to the Census of India (2001), the country has 122 major languages and 1599 other languages. In an interesting article (Mohanty, 2013), on multilingual education in India, the article brings forth the issues related to language barrier in the tribal and far flung areas who are still fighting the barriers of language. According to PwC report, the education sector of India is undergoing through its growth phase. This is because the youthful demographics is still struggling with lowGross Enrollment Ratio (GER), which makes education sector, including VET, an upcoming sector for investment. This is especially important for the under developed regions and the underserved section of society, i.e. BoP, rural youths and women. The target to achieve a better GER will provide an opportunity for distance education in India (ibef, 2018).The multiplicity of language at times becomes a major challenge in vocational educating, skilling and upskilling the aspiring workforce, especially at the BoP.

The government and NGOs have been trying since years to reach out to the underserved regions and population with skill development programmes like Parvaaz; Support to Training and Employment Program (STEP); Rural Self Employment Training Institutes (RSETI); Udaan; National Rural Livelihood Mission (NRLM); Modular Employable Skill (MES) based training programs; Craftsmen Training Scheme (CTS); National Urban Livelihood Mission (NULM); etc. These programs are mainly focused to offer skill based education for participants to work their livings in sectors like tourism, retail, agro-based industries, mobile repairing, mechanic, electrical fittings, hospitality, healthcare, printing, banking, sewing and designing, beauty salons, etc. However, the real fruits of these initiatives still stand unharnessed not only because of infrastructural and resource constraints but also due to inability of the participants to absorb the content offered in a language other than their mother tongue.

1.3 CHALLENGES OF SKILL BASED VOCATIONAL EDUCATION

India is a vast country and it's 36 states and union territories have vast variance in population and rate of development. On one hand, the state of Uttar Pradesh (UP) homes a population of more than 200 million people, while Pondicherry and its tiny islands are inhabited by less than half a million people. The stark reality is that even the biggest states are also one of the poorest ones. Though states of UP and Bihar together have population roughly to the size of entire country as USA but the combined GDP of both the states is even lesser than that of Michigan. While Delhi-NCR which homes more than 20-25 million people with a GDP per capita of close to USD 4000, the states of UP and Bihar have lesser than USD 1000, which compares to some of the lowest countries in sub-Saharan African economies. This amount of regional disparity poses serious challenge to the skill based vocational education and training from various agencies. The major reasons/ challenges identified, are as below:

- High rate of school dropouts/ leavers usually in rural areas, especially BoP families.
- Infrastructural deficiency in terms of very few institutes offering new-age vocational training programs.
- Lack of adequate instructional resources and pedagogies, especially in vernacular languages during vocational training programs.
- Severe lack of experienced and skilled educators/ trainers who are accredited for new-age skill training.
- Non-encouragement of many industries in promoting vocational education for their workforce.
- The entry barrier in form of eligibility of offering vocational education only to those students who are studying at a high school level.
- The inability of current formal education system which lacks vocational education and training orientation for passing out students.

1.4 NATIONAL SKILL DEVELOPMENT MISSION: POLICY DRAFT& ECO-SYSTEM

The skill gap analysis conducted recently by government concluded that by 2022, close to 109 million skilled people would be required to boost the key sectors of the economy, which are about 24 in number. Presently students moving out of school system have a very few opportunities to acquire job specific skills. The workforce in India that has received some formal skills training in one form or the other is just 2.3 percent. To address the concern, imparting right skill set is emerging as a priority sector. The ambitious National Skill

Development Mission is aiming that by 2022, we need to train about 400 million people across the nation.

According to a report, the government's skill development programme faced big huddle in deciding role of stakeholders. In the report, the five-member panel led by former DG of general employment and training, forwarded a few glaring details for the sluggish progress of the scheme that PM Mr. Narendra Modi had launched in year 2015 with an aim to train initially about 2.4 million youth in various vocational skills. The skill ecosystem suffers from multiple bottlenecks and needs to be fine-tuned. It highlighted that the overlapping roles and responsibilities of various departments like the Directorate General of Training (DGT), National Council on Vocational Training (NCVT), National Skill Development Corporation (NSDC), National Skill Qualification Committee (NSQC) and National Skill Development Authority (NSDA), etc. contributed to faltering the government's efforts to push the skills development programme. Besides, the entire course is designed mostly in English which is still the main say of education streams. Another media chosen is Hindi that's our national language. However, there are another 22 official languages registered by Government of India with more than 720 dialects. The multiple stakeholders need to be integrated using some mechanism for a seamless transference of data and processes for the desired outcome in skilling population that is largely either unemployed and underemployed.

1.5 RESHAPING FUTURE OF VET

This is the age of the Fourth Industrial Revolution and there is ever-increasing shift towards digitization, automation and analytics across business functions in firms. This necessitates acquiring newer skill-sets. The new age jobs demand familiarity and expertise in disruptive technologies like Machine Learning, Artificial Intelligence, Blockchain, Cybersecurity, Augmented Reality, Internet of Things and the likes. Besides familiarity with new policies like GST, cashless transactions, green logistics, kaizen, etc. (These are the 10 most in-demand skills of 2019, according to LinkedIn World Economic Forum) require specialized subject matter experts. The young Indian aspiring to join workforce face challenges of skill requirements due to traditional ways of knowledge and skill imparting technologies. Traditional pedagogies have put deep emphasis on textbook education in a typical classroom setting. The fixed setting of schedule and place of learning has proved to be among the major bottlenecks. Besides acute lack of knowledge of various facilities, departments and industry integration has further complicated the situation (Mannan & Khurana, 2012). As a result, there exists wide mismatch between the supply and demand in industry demand and skilled workforce supply. This in turn reflects on crippling long-term economic growth of the nation.(Willcocks, Lacity, & Craig, 2015)

There are a lot of sun-shine industries in India like healthcare, IT & ITES, banking & finance, hospitality, retail, education, consulting, etc., that have still to harness the full potential of its youths across all socio-economic sections of society, especially those at the BoP. The reports suggest that various government and NGO initiatives are not delivering the desired results despite years of existence of these skill based VET programmes. The telecom revolution has opened path for a modern India and technology can be an enabler to reach out to those people who were beyond the zone of influence of various initiatives using technological interventions. Given India's global acclaim, Information Technology can now be a big time enabler to the vocational education system, even for the distant and remote rural areas with huge BoP population.

The new vision of the government is now on diversifying economy from being largely agro-based to a manufacturing and service-based economy. This calls in for making available the learning material, pedagogical tools and other resources of education and training in a language that is accessible, understandable and replicable with fewer constraints of time, financial resources and space. In an environment of optimism, there is a strong need that key stakeholders and policy makers rethink their business models and infuse available technology in a big way to reinvent their approach to reach out to serve youths especially at BoP. This calls for conceptualising sustainable VET models that encompass initiatives of software automation for simplified management of vocational education and training. It would thereby help various government and NGOs offer a superior learning environment for the participants, thereby offering access to all teaching-learning materials in the vernacular language for better education and training. A right step in adoption of RPA technology would ensure an all 'inclusive model of VET'.

2. PLUGGING SKILL GAP

There is no denying fact that there is an urgent requirement for a close-knit mechanism to align the processes among the stakeholders, i.e. between the Participants (trainees in rural and semi-urban areas), Skill Knowledge Partners, Industry (including MSMSEs), Assessment & Certification Boards, Government departments (under Skill India Mission) and Sector Skill Councils to make the youth aware of the industry protocols and prepare today's unemployed and underemployed workers for a new-age workplace.

There are various suggestions forwarded for chalking out a comprehensive programme for upscaling the skills among youths. They are as follows:

- Designing Vocational Education & Training Framework for new-age skills
- Identification of Skill Gaps for the identified sectors in priority list
- Development of Output Based Education (OBE) curriculum
- Ensuring Infrastructural support for proper delivery of VET
- Delivery of Curriculum in accordance with designed pedagogy
- Assessment as per OBE philosophy & Placement in the designated sector
- Developing a Policy on promoting and integrating VET with Schoolacademic courses
- Sharing of Learning Resources and information among key stakeholders
- Harnessing ICT support for imparting VET

An integrated framework and linkages will strive to offer synergies among the stakeholders to boost the viable creation of skill development programs for marginalized communities, economic weaker section (including BoP) and people with special needs.(Mannan & Khurana, 2012). This will empower them to attain the new age skills that are needed to join the workforce market of today. This research work proposes Robotic Process Automation platform for vocational education and skill development with a thorough usage of all the official languages including almost every dialect for easing out this process of communication medium (Asatiani & Penttinen, 2016). Once the participants will be unhesitant in putting up their queries in their own languages and they receive the reply in the same vernacular language, it would usher in a new learning curve. This platform is intended to be in synchronization with the schemes of Pradhan Mantri Kaushal VikasYojana (PMKVY) among others. The proposed platform will support the Skill India Initiative of the government and attempt to address the twin challenge of promoting greater access to training resources and networks on one hand and offering quality training on other which will lead to employment.

3. EMERGING ROLE OF TECHNOLOGY FOR VET: ROBOTIC PROCESS AUTOMATION

Though there are multiple constraints in the current eco-system of VET, yet there is a promising scope of improvement. A historical data analysis points to the fact that still a vast majority of Administrative Officers under various cadres are selected from states of Uttar Pradesh, Rajasthan and Bihar only. This acts as an evidence that there exists huge potentials of growth for the youth from similar disadvantaged regions/ states. Robotic Process Automation could then prove a boon for integration of skill development processes to be functional, transparent and operational at desired levels, once implemented in manner proposed. There is a need to identify the key stakeholders who participate in different capacities for the eco-system of VET. The proposed model identifies key stakeholders to skill young workforce which includes:

A. Trainees from Schools/ Colleges

This includes students who are completing their formal education with insufficient skill based training or school (10th or 12th standard/ UG or PG) as well as school/ college dropouts. The focus participants are the unemployed persons from marginalized communities, economically weaker sections (including Base of Pyramid) and special needs people.

B. Participants from Micro & Small and Medium Enterprises

This includes participants who are employed in MSMEs and cottage industries who are under-skilled or under-employed due to lack of formal training support.

C. Skill Knowledge Partners

The Skill Knowledge Partners are government-run institutions like Polytechnics, ITIs, Engineering colleges, incubation centers like NIESBUD as well as private institutions/ NGOs.

D. Government Bodies

This includes various departments like the Directorate General of Training (DGT), National Council on Vocational Training (NCVT), National Skill Development Corporation (NSDC), National Skill Qualification Committee (NSQC) and National Skill Development Authority (NSDA), etc.

E. Sector Skill Councils

The Sector Skill Councils, set up as autonomous industry-led bodies, act as academic administrators and are entrusted with the responsibilities of developing competency framework; creating Occupational Standards and Qualification bodies; conducting skill gap studies and Train the Trainer Programs; as well as Assessing & Certifying participants on their designed curriculum and aligned to National Occupational Standards There are around 37 Sector Skill Councils which are working towards this role.

F. Board of Assessment & Certification

There is a growing call to separate the bodies responsible for training the participants from the assessment and certifying them. There exists a need to form an independent Third party for assessments and certifications of the trainees.

G. Industry

This includes the firms- both private and public that are looking forward to the trained workforce for the new-age jobs with expertise in disruptive technologies like Machine Learning, Artificial Intelligence, Blockchain, Cybersecurity, Augmented Reality, Internet of Things and the likes.

4. PROPOSED MODEL

This framework is integrating above-mentioned entities:

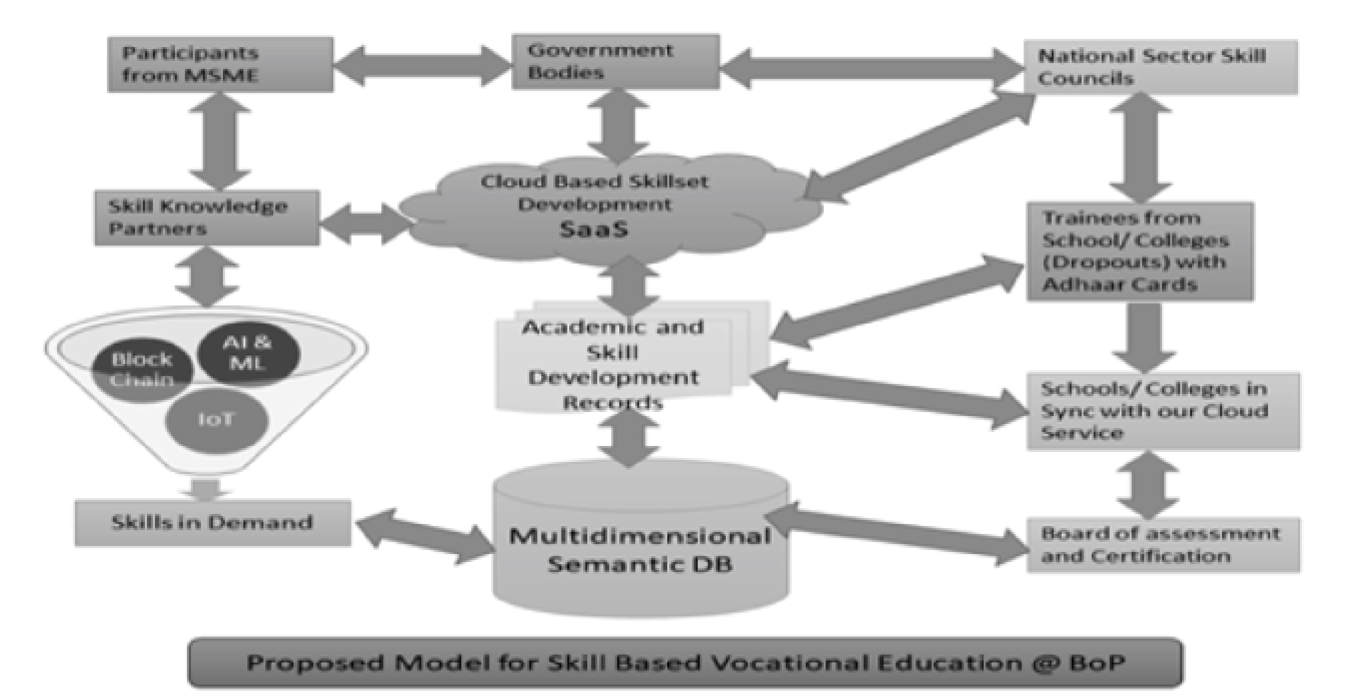

Figure 1 - Proposed Model

The proposed model showcased in Figure 1 is to connect all the dots required to make skill based educational initiative of government workable. It works out based on feature selection of existing and registered human resource for upgrading them. These features acquired from various stakeholders of this model connected through our customizable cloud based services. The multi-dimensional semantic database designed to store all the needful attributes related to every possible entity for dimensional analysis. The entities involved in this entire process are collectively embracing the personality traits of the identified subject to upgrade his/ her skillsets to establish them in the industry. The most important trait is communication; people have their own level of intellect, which easily interchanges with existing knowledge base if currently used language barrier revoked. The same can only happen if technology learnt in their own language, which shall be nearer to the official language. Now, participants from MSME, government bodies and national sector skills council connected through our proposed cloud based services designed for skillset development. Furthermore, our proposed cloud based recommendation engine services based on soft computing technologies like Internet of Things (IoT), Blockchain, Artificial Intelligence (AI) & Machine Learning (ML), support in the process for segmentation of skill in demand for skill knowledge partners. It updates the multidimensional semantic database for competency mapping of the human resource available. This entire process mapped to the candidate within his own language understandable using Natural Language Processing (NLP) based translation engine. The training is mapped with the candidate concerned and assessment agencies certify the skillsets of the person concerned to ease out the process of mapping him/ her with a required job vacancy.

5. IMPLICATIONS: MANAGERIAL & SOCIAL

The future jobs are rapidly transforming and adopting technology in a big way. The linguistic barriers need to be weeded out to impart the right set of skills to the larger portion of workforce joining jobs across different sectors of economy. Robotics, artificial intelligence, machine learning and automation are the new norm. Overwhelming evidence shows that this shift will continue to grow in future too. Despite the bare facts the policymakers are slow to update our system of education and imbed VET in formal system. India has to rapidly accept the new technologies to keep pace with the growing aspirations of being big on economic front and leading the world. Any student entering the formal education will work till 2060 or beyond has to be imparted not only the identified hard skills but also soft skills like problem-solving, creative thinking, digital skills and collaboration. The industry captains and policy makers at the government level need to redefine the current formal education and also the VET delivery system to reach the remotest areas of India to offer the right skill sets among the youth workforce, including the BoP.

6. CONCLUSION

There are multi-faceted benefits of this RPA framework that would manifest in growing productivity of the emerging workforce. This initiative would empower those who have completed the formal education system without the adequate skill enhancement as well as dropouts who otherwise join the unemployed stream. This would also enable firms to upgrade the skills of its unskilled/ semi-skilled and even skilled workforce and standardize through formal accreditation. Third party examination & certification would usher in the required rigour hence promotes higher standards. The progressive industry organizations would get a platform to sponsor the right candidate/ student as part of their CSR activity. The trainings will be conducted in the vernacular language that would ease the challenge of learning in a language that the participants were not quite proficient with besides learning at their own pace and time. The challenge of spatial distance in terms of living in a rural or semi-urban area would also be eliminate.

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Retail Shoppers' Buying Behavior and Experience Evaluation: A Study of Reliance Store

Key words: *Retailing, Consumer Behavior, Purchase Decision, Buying Experience*

Shubha Johri[*] and Aayushi Oswal[**]

ABSTRACT

Retailing in India is one of the most attractive sectors and at present time there is lot of scope for the retail sector to grow. Many companies are entering into the retail sector. Because of availability of more number of retail outlets and malls, consumer has got abundance number of choices regarding the selection of the retail outlets from which they have to purchase.

For the growth of retail sector there is a need of studying the consumer behavior at the retail store. It is necessary to know how the consumer behave at a retail store, how do they make choice, what all are the attributes they look at the retail store and what are the strong motives for the purchases. There are number of factors which affect the purchase decision of the consumer. Due to increase in number of variety of goods, stores, shopping malls, consumer buying behavior has become more complicated and thus it becomes necessary for the retailers to understand the buying behavior of the consumer.

This study has been conducted to understand the retail shopper buying behavior and their experience at the store. It further studies the impact of demographic variables on the buying behavior of the consumer.

1. INTRODUCTION

Retail is all about selling of the goods and services to the end consumers who have no intention of reselling. They sell goods through the multiple channel of distribution to make revenues. Retailing in India is one of the most attractive sectors. Since decade the retail sector is achieving growth and at present there is lot of scope for the retail sector to grow. Many companies are entering into the retail sector. Because of the availability of number of retail outlets, malls etc. customer has got abundance number of choices regarding the selection of the retail outlets from which they have to purchase.

In India retailing is at nascent stage however the growing purchasing power of middle class segment enhances the prospects of this industry.

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 DOI:10.22552/jijmr/2019/v5/i1/182298

At present many retail firms belong to different industries that have entered into retail sector due to substantial growth and potential and there are only few companies with an established retail background.

Apparently the Indian retailing scenario is more guided by adaptations from western retail formats which leaves a huge scope for meeting expectations of the shoppers and necessitates the urgency to understand the evident facets of behavior towards retail shopping. (Sinha et al. 2002). It is necessary to know how does the shopper behave at the retail store, how does he/she make the choice and what all attributes of the stores to be considered to create a holistic shopping experience. To enhance the shopping experience knowledge management procedures and systems are being adopted bybig international retail companies like Wal-Mart and Tesco (Lindblom, 2008).

The purpose of this study is to understand the retail shoppers' shopping behavior and their experience at the store. Study in retail sector to understand consumer behavior is usually carried out by identifying the customers and their buying behavior patterns. Behavior is not static it changes over a period of time depending upon the nature of the product. This change in the buying behavior is attributed to the change in the taste and preferences, fashion or may be due to the increase in income, education level etc.

2. REVIEW OF LITERATURE

Wood (2005) discussed that Consumers purchases are intentionally based on discretionary income, mostly without previous planning. He suggested that consumers derive pleasure and hedonic satisfaction out of purchases.

Kaul (2007) emphasized on holistic perspective of shopping experience. Focus of retailer should not be on store only but on experience at the store. A retailer should understand that how the same store does is differently perceived by different set of shoppers.

Singh & Kaur (2010) studied the consumer buying behavior at retail stores. Their study aimed at describing the factors responsible for consumer buying pattern in retail outlet and how does these factors affect their behavior. The study concluded that the concept of pricing is yet not very clear. Consumers still prefer buying more and quality products at a comparatively cheaper price. Therefore, the SALE period is the best according to them where they can get a lot more merchandise at a comparatively lesser price.

Madan & Sharma (2012) studied the store patronage behavior which might lead to selection of store. It was found out that shopper patronize old formats more than the new formats.

Sangvikar & Katole (2012) conducted interview of three types of retailer which included supermarket, hypermarket and departmental stores. Researchers used questionnaire and personal interview method for collection of data. The study inferred that the majority of the customers preferred visitinga particular retail outlet because of price discount, followed by variety of products and convenience to customer. They also concluded that product availability and its price affect the purchase behavior of consumer positively.

Panda & Swar (2013) studied the factors which influence online purchase behavior of the shoppers. Study was conducted on the scale based on theory of planned behavior and technology acceptance model.

Jha (2013) has conducted the study on shopping behavior of consumer in organized retail markets. He studied that demographic factors affect the buying behavior of consumers in retail. The study concludes that these factors have their influence on consumer buying patterns.

Thangasamy & Patikar (2014) have done the primary research to study the factors influencing consumer buying behaviour and found that varied factors induce the consumers to make preferences such as advertisement, previous experience, retailer's recommendation etc. Such study does throw light on how the goods & services are selected bought, used and disposed of by consumers in order to meet the demand and needs.

Khan & Sharma (2015) have done the primary data to study purchase behavior for grocery products. Study was conducted in Delhi & NCR region. Age of respondents, their gender& income did not show a direct association with selection & choice of retail formats. It was also agreed by respondents' that offers on products and location of store are important factors to select a retail format.

Mathur (2015) studied the way shoppers communicate with the product at retail store leading to influence their choice set of brands in consumer durables products.

Saluja (2016) has done the primary research and secondary research to find out the behavior of consumers for buying fashion clothing. The study concluded that consumers are guided by many factors such as peer group, family celebrity icons as well as quality of brand for making choices for such products. This study also concludes that demographic factors are not very important in such cases.

Rajasekar & Subash Chandar (2016) have done the secondary research to explore behavior of consumer for buying products in shopping mall. From all the secondary data available author has concluded that consumers are majorly influenced by variety, ambience and quality of the products available in shopping malls.

Ramesh & Sethuraman (2016) have done the secondary research in Indian context to study buying behavior of consumers in branded retail stores. The objective of this study was to explore the various reasons which determine the level of satisfaction in organized retail unit. Research results indicate that promotional schemes on the products and location of stores are most significant to choose the outlet. The variety and display of product, ambience inside the store, efficient billing & payment system, service of the customer, facility for parking are considered important by the consumers while buying from retail stores.

Kalia et al. (2016) studied the information search behavior of online shoppers in north India. It was studied that shoppers refer to company's website, search engine and reviews before actually buying the products. He also found a direct relationship between demographic variable and information source.

Baazeem et al. (2016) conceptualized the role of religion towards influencing decision making for buying religiously prohibited products. It was further linked to perceived risk of buying these products and moral potency.

3. RESEARCH METHODOLOGY

This study is conducted to understand that whether the consumers are satisfied or dissatisfied from their overall shopping experience at the store. Study also focuses on identifying the factors which influence the consumer buying behavior.

3.1 OBJECTIVES AND HYPOTHESIS

- To study the consumer buying behavior and their overall shopping experience at the store.
- To identify various factors which influence the consumer buying behavior at the retail store.
- To understand the influence of the location of the store at their buying behavior.
- To observe and understand the influence of demographic (gender, age, occupation) variables on their buying behavior.

3.2 HYPOTHESIS

This study tested the following main hypothesis.

- H1: Ambiance of the store have no significant impact on the overall satisfaction of the customer at the store.
- H2: Customer service have no significant impact on the overall satisfaction of the customer at the store
- H3: Assortment of the product have no significant impact on the overall satisfaction of the customer at the store.
- H4: Satisfaction with the value offered have no significant impact on the overall satisfaction of the customer at the store.
- H5: other services have no significant impact on the overall satisfaction of the customer at the store.

3.3 TYPE OF STUDY

This research study is descriptive in nature as studies on this topic have been done in past. This type of research gives the better understanding of the phenomenon on the basis of in-depth study. In such type of study there is no control over the factors on which we are studying. The purpose of doing descriptive study is to describe the data collected and the characteristics of what is being studied. This type of research helps the company to formulate the strategy as it provides basis for decision making in the area of study.

Exploratory survey is also conducted. On the basis of this survey 15 attributes were identified based on the satisfaction of the customer at retail outlets which were then further studied with the help of SPSS. The main objective of exploratory survey was to understand the different attributes that influence the shoppers experience at the retail stores.

3.4 SAMPLING METHOD AND SIZE

Convenience sampling has been done for this research. As the research has been conducted at the various retail outlets of reliance and randomly the customers were stopped for the interview based on the convenience. Here all the customers were allowed to give the interview and no biasness has been incorporated. A sample of 500 respondents of various age group, income levels and different occupation has been taken into the consideration for this study. The respondents were from Ajmer city and it has been ensured to give chance to all the population of Ajmer to be the part of study.

3.5 METHOD OF DATA COLLECTION

Primary research was conducted on the various Reliance Retail outlets of Ajmer and the Data was collected using the 3 methods

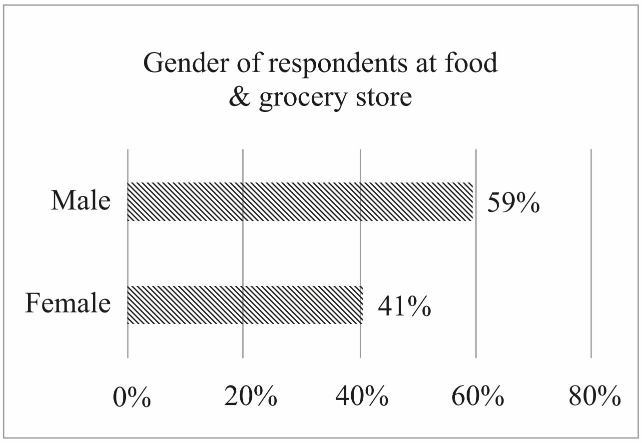
- Questionnaire
- Interview
- Observation

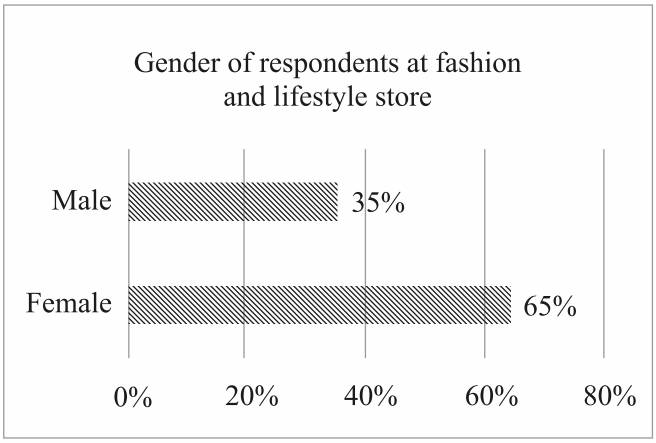
Questionnaire was developed on the basis of various attributes of the retail store. The questionnaire contained questions regarding demographic profile of the customers in which their gender was observed, and the questions were put up regarding their age, occupation, how often they visit the store and who all accompanied them in visiting the store. There were 3 questions developed on the basis of catchment analysis in which they were asked how far they stay from this store? How much time it takes to reach the store? And which mode of transportation is used by them? Another set of questions were regarding the overall shopping experience at the store which was based on Likert scale. The questionnaire also contained the questions regarding the brand level satisfaction which was again based on the Likert scale. Online behavior of the respondent was also asked and their awareness regarding the AJIO.com.

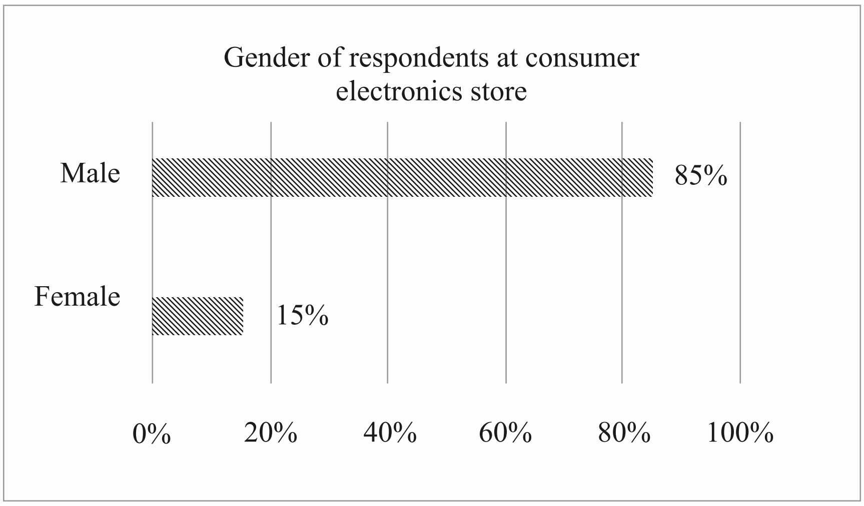
Interview was conducted through the structured questionnaire. The interview was of 10 minutes to each customer and it was taken when the customers have done their shopping and they are exiting from the store. Interview was conducted without any biasness. Other than taking the interview from the customer, observation was also done for collecting data from primary source. There are various activities which could be easily observed at the store. The activities which were observed were recorded at that point of time.

4. DATA ANALYSIS AND RESULT

Figure 1 - Demographic Profile of Respondents (Gender)





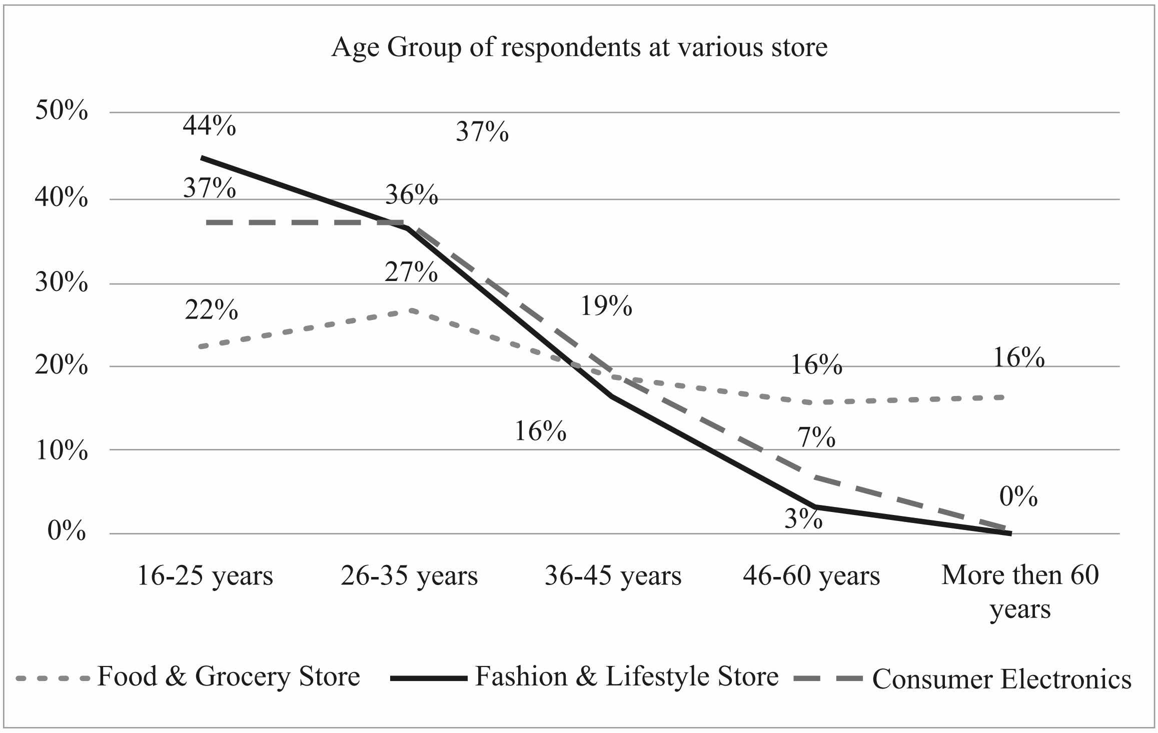


In Reliance market and Reliance fresh which falls under the category of Food and Grocery Products it was observed that male shoppers are more than the Female shoppers.

In Reliance Trends and Reliance Footprints which falls under the category of Fashion and Lifestyle it was observed that Female shoppers are more than the male shoppers.

In Reliance digital which falls under the Consumer Electronics category it was observed that male shoppers are more than that of Female shoppers.

Figure 2 - Demographic Profile of Respondents (Age Group)



From the above graph is can be easily concluded that in the food and grocery stores the customer of the age group 26 – 35 years are the highest. But if we see in the Fashion and lifestyle maximum customers falls under the age group of 16 – 25 years. In Consumer Electronics maximum customers falls within the age group of 16 – 25 years and 26 – 35 years.

Approximately 50% of the customers of Food and Grocery items falls under the age group of 16 – 35 years.

In Fashion and Lifestyle store 80% of the customer falls under the category of 16 – 35 years. Also, in Consumer Electronics store 74% of the customer falls under the category of 16 – 35 years.

From the above data it is easily observed that maximum customer of Reliance retail fall under the category of 16 – 35 years. Company should make some marketing strategy to attract more customers of the age above 35 years.

Table 1 - Demographic Profile of Respondents (Occupation)

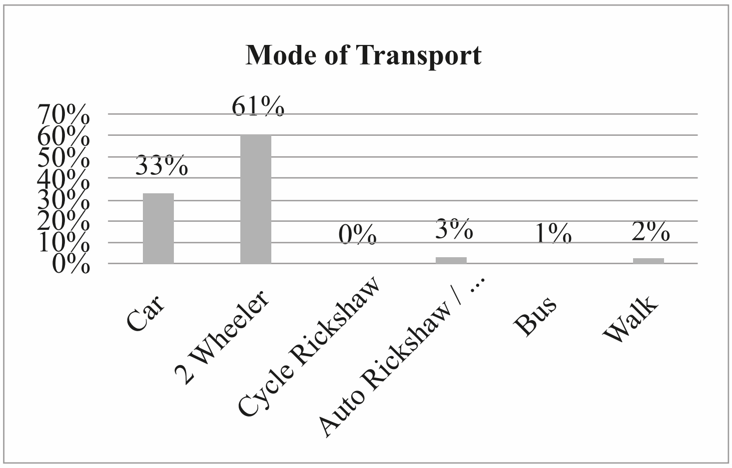
Occupation	
Skilled/ Unskilled worker, Farm worker, Urban household domestic worker, Sanitation worker (Safai Karmchari), Industrial worker	2%
Small shop owner, Small trader, Hawker	7%
Businessman / Industrialist / Big trader / Contractor (Employing more than 10 workers)	11%
Self employed professional: Doctor / Lawyer/Advocate / Chartered Accountant / Architect / Management Consultant (with independent practice), Artist, Author	4%
Junior Executive Officer (Private Sector/Govt. Employee), Clerical staff, School teacher (Primary/Secondary), Armed Forces (Non-officer cadre)	9%
Middle/ Senior Executive Officer – Govt. employee/Armed Forces (Officer cadre), Corporate executive (Senior/Middle level), School Principal, College lecturer, University professor, Doctor/Nurse/Compounder employed with hospital / clinic	10%
Salesman/ Store associates,	3%
Supervisor: Industrial / Construction / Service sector supervisor / Team leader level supervisor (Non-managerial white collar worker)	2%

Occupation	
Housewife / Homemaker (Not formally employed)	21%
Student	23%
Unemployed	1%
Retired	6%

From the above information it can be easily judged that maximum number of respondents at each store are students which covers 23% of the total respondents. Housewives also covers the major portion of the total responses which is around 21%. These two are the non-earnings segment of the customer which is contributing up to 44% of the total respondents. Mostly students or housewives visit the Reliance stores.

Figure 3 - Loyalty of the Customer towards the Reliance Store

Figure 4 - Mode of Transport and Distance from the Store



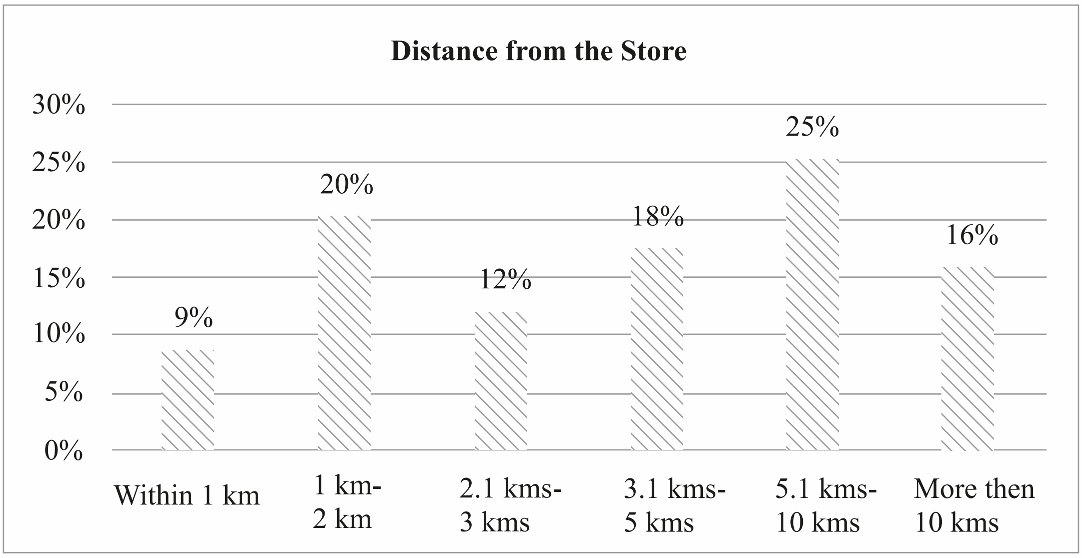
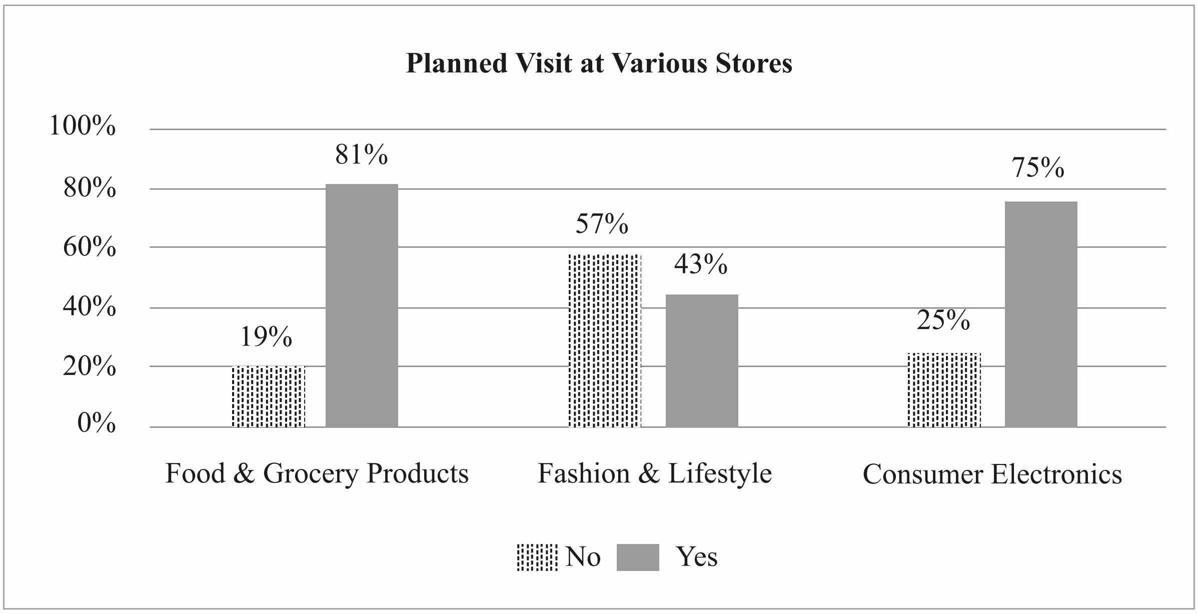


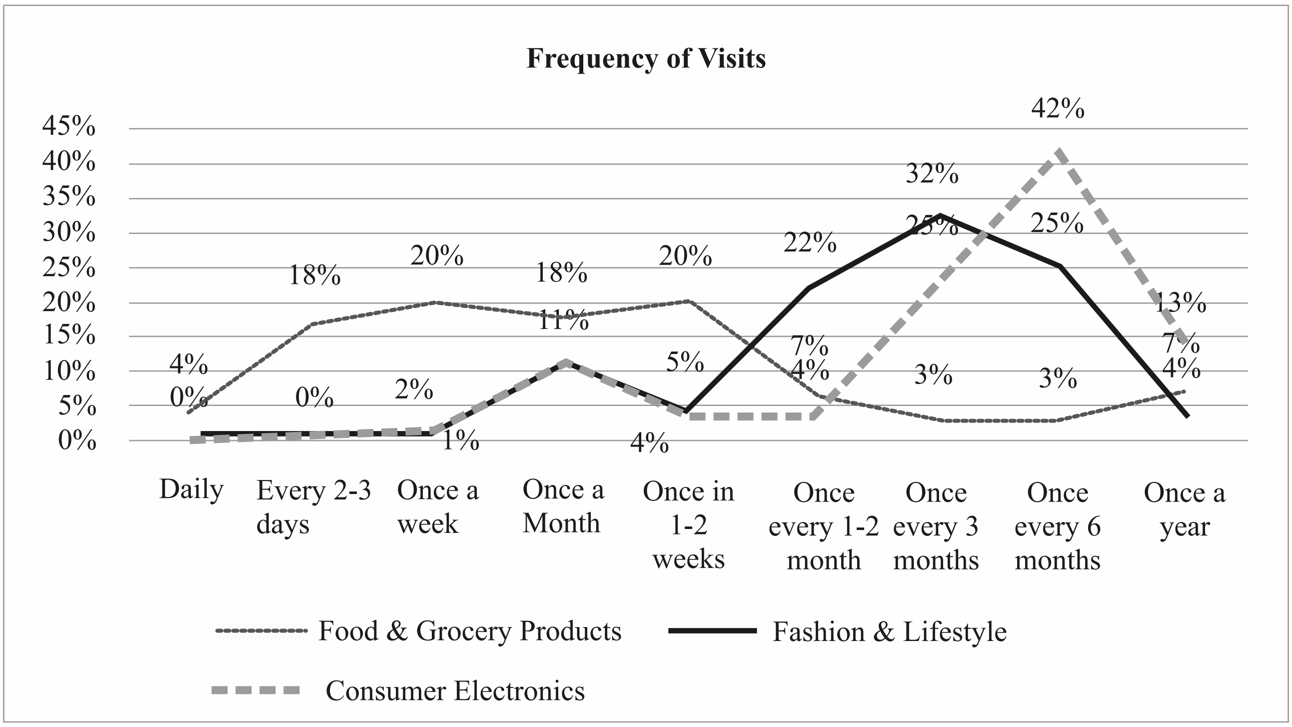
Figure 5 - Planning made by Respondents before Coming to Store



When the customers were asked regarding their plan of visit it has been observed that their plan depends on the type of formats they visit.

In case of Food and Grocery store 80% of the consumer plan their visit before coming to the store an also the building of these stores is stand alone, so most of the customers visits are planned visits. In Fashion and lifestyle stores which is inside the mall, most of the customer responded that it was not their planned visit, they randomly entered into the store. In consumer electronics store customers plan before coming to the store.

Figure 6 - Frequency of Visits



5. FACTOR ANALYSIS

The data was collected from 500 responses regarding their satisfaction level from the various attributes. There were 15 attributes in the questionnaire which were grouped into the similar group by factor analysis using SPSS. The principle component analysis resulted in 5 factors explaining 61% of the total variance. Factors having the eigenvalue more than one are considered for analysis. The outcome of the principle component Analysis can be summarized as

Factor – 1 has an eigenvalue of 3.198 explaining 17.112% of the variance

Factor – 2 has an eigenvalue of 1.896 explaining 12.324% of the variance

Factor – 3 has an eigenvalue of 1.703 explaining 12.056% of the variance

Factor – 4 has an eigenvalue of 1.283 explaining 10.704% of the variance

Factor – 5 has an eigenvalue of 1.023 explaining 8.492% of the variance

Table 2 - Rotated Component Matrix

	Component/Factor				
	1	2	3	4	5
Cleanliness inside the store	.749	.140	.136	-.001	-.194
Air conditioning inside the store	.713	.169	-.003	-.222	-.256
Lighting inside the store	.705	-.212	.003	.205	.208
Space for movement inside the store	.700	.153	.062	.089	.204
Signboards and directions	.475	.411	.086	.026	-.152
Time taken for billing	.335	.691	-.187	-.104	-.166

	Component/Factor				
	1	2	3	4	5
Store staff interaction	-.073	.683	.072	.270	.289
Product quality	.112	.669	.047	.094	-.119
Variety and range of product	.048	.020	.937	.059	.015
Availability of products	.125	-.013	.923	.052	.011
Price of the product	-.095	.008	.032	.816	.098
Promotions, offers and discount schemes	.116	.122	.070	.740	-.144
Overall checkout experience	.332	.230	.031	.362	-.002
Parking facility at the store	-.048	.059	.002	.072	.814
Reliance one mobile linked loyalty programme	-.028	.315	-.031	.239	.495

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

According to the analysis attributes are grouped together in a factor and the name of each factor is also given based on the most suitable characteristics of the attributes and also based on review of the literature.

Factor 1: Ambiance of the store

1. Cleanliness inside the store (.749)
2. Air conditioning inside the store (.713)
3. Lightning inside the store (.705)
4. Space for movement inside the store (.700)
5. Signboards and directions (.475)

Factor 2: Customer services

1. Time taken for billing (.691)
2. Store staff interaction (.683)
3. Product quality (.669)

Factor 3: Assortment of product

1. Availability of product (.923)
2. Variety and range of product (.937)

Factor 4: Satisfaction with the value offered/ value satisfaction

1. Price of the product (.816)
2. Promotion, offers and discount schemes (.740)
3. Overall checkout experience (.362)

Factor 5: Other services

1. Parking facilities at the store (.814)
2. Reliance one mobile linked loyalty programme (.495)

The factor Ambiance of the store comes out to be the most critical factor explaining 17.112% of the total variance. This factor includes Cleanliness inside the store, Air conditioning inside the store, Lumination inside the store, Space for movement inside the store, Signboards and directions. The second factor which is extracted from the factor analysis can be named as customer services which explain 12.324% of the total variance. This factor includes Time taken for billing, store staff interaction, product quality. The third factor which includes the availability of product and variety and range of product is named as the assortment of product. This factor explains 12.056% of the total variance. The fourth factor include price of the product, promotion, offers and discount schemed, overall checkout experience. This factor explains 10.704% of the total variance. The last factor which has been extracted from the factor analysis is other services which include parking facilities at the store and the Reliance one mobile linked loyalty programme. This factor explains 8.492% of the total variance.

After the factor analysis the regression analysis is done, to know the significance of each factor on the overall satisfaction.

Table 3 - Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	3.641	.037		99.569	.000	3.570	3.713
Ambience of the store	.318	.037	.307	8.684	.000	.246	.390
Customer service	-.124	.037	-.120	-3.397	.001	-.196	-.052
Assortment of product	.526	.037	.507	14.358	.000	.454	.598
Value offered	.123	.037	.119	3.367	.001	.051	.195
Other services	-.005	.037	-.004	-.127	.899	-.077	.067

Dependent Variable: Overall satisfaction

The model is showing the predictor variables (Constant, Ambiance of the store, Customer service, Assortment of product, value offered and other service). The first variable (constant) represent the dependent variable which is overall satisfaction.

The predicted value of overall satisfaction is 3.642 which is the value of overall satisfaction when all other variables are 0. B coefficient of other variables tell us how much the overall satisfaction increases due to increase in the one unit of other variables.

- B coefficient of Ambiance of the store is .318 which indicates that with the increase in 1 unit of ambiance of store, overall satisfaction will be increased by .318 unit keeping all the other variable as constant.
- B coefficient of Customer service is -.124 which indicates that with the increase in 1 unit of Customer service, overall satisfaction will be decreased by .124 unit keeping all the other variable as constant
- B coefficient of Assortment of product is .526 which indicates that with the increase in 1 unit of Assortment of product, overall satisfaction will be increased by .526 unit keeping all the other variable as constant
- B coefficient of value offered is .123 which indicates that with the increase in 1 unit of value offered, overall satisfaction will be increased by .123 unit keeping all the other variable as constant.
- B coefficient of other services is.-.005 which indicates that with the increase in 1 unit of ambiance of store, overall satisfaction will be increased by .318 unit keeping all the other variable as constant

The column Sig represent the significance level of our predictor. As a thumb rule we say that the b coefficient is statistically significant if its p value is less than .05.

- The P value of ambience of the store is .000 which is less than .05 which shows that the Ambience of the store is the significant factor. Thus, we reject the H1 that Ambiance of the store have no significant impact on the overall satisfaction of the customer at the store and it is concluded that Ambiance of the store have significant impact on the overall satisfaction of the customer at the store.
- The P value of customer service is .001 which is less than .05 which shows that the customer service is the significant factor. Thus, we reject the H2 that Customer service have no significant impact on the overall satisfaction of the customer at the store. And it is concluded that Customer service have significant impact on the overall satisfaction of the customer at the store.
- The P value of Assortment of product is .000 which is less than .05.which shows that the Assortment of product is the significant factor. Thus, we reject the H2 Assortment of the product have no significant impact on the overall satisfaction of the customer at the store and it is concluded that Assortment of the product have significant impact on the overall satisfaction of the customer at the store.
- The P value of value offered is .001 which is less than .05 which shows that the value offered is the significant factor. Thus, we reject the H4 that Satisfaction with the value offered/ value satisfaction have no significant impact on the overall satisfaction of the customer at the store. And it is concluded that value offered have significant impact on the overall satisfaction of the customer at the store.
- The P value of other service is .899 which is greater than .05 which shows that the other service does not have significant factor. Thus, the H5 is accepted that other services have no significant impact on the overall satisfaction of the customer at the store.

6. CONCLUSION

From the analysis it has been concluded that there are various factors which affect the consumer buying behavior at the retail store Other than the demographic factors, location is also one of the important factor based on which consumers select the stores. It reflects their frequency of visit to the store.

From the factor analysis and regression analysis it is concluded that the ambience of the store is also one of the critical factors at the retail store. Every retail formats must look over the infrastructure and ambience inside the store. Customer service also plays the important role in the shopping experience inside the store. Assortment and availability of product at the store is also one of the critical factors at the retail store.

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Financial Advisors Role in Influencing Investment Decisions - An Empirical Study

Key words: *Investment Advisors, SEBI, Investors, Investment Decision, Risk, Return, Ethical Standards, Financial Concern.*

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ABSTRACT

The financial advisors play an important role in investment decisions. It is found from the study that the investors need experience and competent financial advisors who will help them in hedging the risk associated with investment, should guide the investors in capitalizing volatility in market and also suggest the plans which will help the investor for his/her post retirement, family obligations like children education, marriage and age related ailments. Investors consider the following factors while availing the services of financial advisors such as fees charged, services offered and ethical standard followed by the advisors. The data required for the study is collected by administrating a structured questionnaire to the investors. Descriptive research design is adopted for the study. The study indicates that respondents have not incurred any loss because of wrong or non-timely advice from the advisors. The study indicates that the investors expects that the financial advisor should discuss the risk & return associated with investments, should recommend good product, keep personal information safe and solve queries & doubts on time.

1. INTRODUCTION

If a person falls ill for a day, they usually head to a chemist and buy an over-the-counter medicine. This medicine in most cases does the trick. What if the problem persists for long? They should then visit a doctor. This is because people realize that doctors know best when it comes to health. It is the same with legal matters. Lawyers are the experts. There are no second thoughts when engaging their services. Similarly, the Income Tax Department allows the filing of tax returns on its website for free. There are instructions given to how to go about it as well. Still, many people take the help of chartered accountants and tax advisors. They know that these professionals are experts when it comes to tax issues. They feel it is better to get an expert help than risk making a mistake. But when it comes to the management of finances, most people shy away from taking help. There can be a plethora of things occupying one's mind for the same:

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- They might think it is a waste of money.
- They may think that they know best how to manage their finances.
- They are reluctant to confide in a third person about financial matters.

1.1 Relevance of Expert Financial Advice

Most people are satisfied if they earn a good salary and live within their means. They are happy if they do not have unmanageable debt. They feel they do not need to waste time and money on a financial advisor. But what if expert advice helped them to manage their finances better? Would that be worth paying for? Most people make do with what they have. They stumble along and somehow meet goals that may not be clearly defined. Sometimes, they may not even meet these goals. Yet, it makes sense to plan and budget for the different stages of life. You need to make sure that you are going in the right direction.

1.2 Benefits of Availing the Services of a Financial Advisor

1. An advisor examines an individual's financial situation and health. He may pinpoint weak points that need strengthening. For example, the advisor may alert you about wasteful expenditure. He may identify investments that are not giving optimal returns.
2. With the help of the advisor, you can chart out your financial goals–even the improbable and ambitious ones. The advisor can then help you create a plan to achieve these targets. He may suggest that you split your goals into short-term, medium-term, and long-term goals. This allows for better financial management.
3. The advisor can recommend products to help you reach your goals faster. In this, the advisor would assess your risk profile, personality, and financial responsibilities. He would also explain the product features and suggest how to make the investments.

   Of late, behavioral psychology has become an important part of investor profiling. So, more financial advisors are factoring this in while engaging with clients. Human emotions vary with circumstances and situations. People act irrationally when they are in panic mode. Reports suggest that investors panicked during the recent demonetization. They pulled out of the stock markets (even taking losses) because they felt the economy was on a downswing. There are also people who become attached to an investment. They may refuse to part with it even when it is not performing. A financial advisor is an unbiased third party. He can offer the best advice in such cases.
4. A financial advisor also has the mandate to monitor a client's investments. Most people may not have the time for monitoring their investments after they are made. The advisor can suggest changes in your portfolio. He may even recommend when to exit or enter a particular asset class. He may foresee if you need to change or realign a particular goal.

1.3 SEBI & Financial Advisors

In India, not everyone can offer investment advice. They will first have to be registered as an Investment Adviser (RIA) with SEBI. Once registered they have the obligation to act as a fiduciary meaning they will have to put the client first at all time or in other words, prescribe only commission free products. Till 2013, there was no clarity on who can be an Investment Adviser in India. In the absence of any regulations anybody could claim himself as an adviser.

Most financial products in India are loaded with the agent's commission and the products are too complex for the investor to understand. Agents used to advice clients which were not really in the interest of the investors. Since the agents represent few companies, they can sell products of only those companies. Market Regulator, Securities and Exchange Board of India (SEBI) felt the need of segregating distribution and advice. SEBI come out with Investment Advisers Regulations (2013) which is a welcome step in the interest of the investors. As per this no person shall act as an Investment Adviser unless he has obtained a certificate of registration from SEBI. This will help an investor to avail the services of an RIA and make investments without the fear of any conflict of interest. The RIA is compensated only through the fee paid by the investor. This will ensure that the RIA will protect the interest of the investors by recommending the best suited financial products as per the need of the investor. An individual, partnership firm, body corporate or a company can apply for registration as Investment Adviser.

1.4 Qualification to Apply for Registration as an Investment Adviser in India

(1) A professional qualification or post-graduate degree or post graduate diploma in finance, accountancy, business management, commerce, economics, capital market, banking, insurance or actuarial science or adviser should be a graduate in any discipline with an experience of at least five years in activities relating to advice in financial products or securities or fund or asset or portfolio management.

(2) A certification on financial planning or fund or asset or portfolio management or investment advisory services from (a) NISM or (b) from any other organization or institution including Financial Planning Standards Board India (FPSB) or any recognized stock exchange in India

provided that such certification is accredited by NISM.

In simple words, a post graduate in finance related topics or a graduate in any discipline with 5 years' experience in financial sector can pass the following 2 examinations by National Institute of Securities Markets (NISM) and apply to SEBI for registration as an Investment Adviser.

1. NISM – Series-X-A: Investment Adviser (Level-1) Certification Examination
2. NISM- Series – X-B: Investment Adviser (Level-2) Certification Examination

In lieu of the above 2 examinations, advisor can pass Certified Financial Planner (CFP) examination of the Financial Planning Standards Board India (FPSB). Advisor should also have net tangible assets of not less than rupees one lakh if he is an individual or partnership firm. For others, the net worth should not be less than 25 Lakhs rupees.

Individual or Partnership Firm, the application fee is Rs. 5000/-. Otherwise, it is 25,000. Once your application is approved, you have to pay the registration fee of 10,000 if you are applying as Individual or partnership firm. For others, the registration fee is 5 Lakhs.

2. LITERATURE REVIEW

Srinivasa Rao (2018) in his research paper titled "A study on personal financial planning profession in Andhra Pradesh" concludes that the Personal Financial Planning Profession has grown upsignificantly in recent years due to a number of causes, particularly in India. India being one of the emerging economy has shown considerable growth in per capita income and purchasing power of people. This has given rise to a need for professionals to manage personal financial planning. The study indicates that career in the personal financial planning profession specifically in the state of Andhra Pradesh and generally in India is full of challenges; however, the career promises a high growth prospect job in the economy.

Karve & Deogharkar (2015) in their paper titled "A study of financial planning need analysis" focused on importance of financial planning analysis. A financial plan is a series of steps or goals used by an individual or business, the progressive and cumulative attainment of which are designed to accomplish a final financial goal like elimination of debt, retirement etc. The paper also highlighted the pattern in which individual allocates their savings, whether investors are aware about the financial planning & its importance.

Economictimes.indiatimes.com (April 2018) article titled "Do you know why 71% of Indian investors trust their financial advisers?" brings out the key highlights regarding what do investors look for in a financial adviser? The investors look for someone who will act in their best interest, who can achieve high returns, ethical conduct, recommended by others while choosing a financial advisor. Trust and ethics are important to investors, but so are returns.

Cnbc.com (Dec. 2012) Article titled "What disappoints investors about their financial advisor" brings out that for financial advisors, client trust and their investment track record are either best attributes, or a couple of brewing problems. These are the two important factors which are the main reasons investors say they choose a particular advisor. They also are the top two areas that cause clients to feel disappointed by their advisors.

Mullainathan & others (2012) in their study titled as "Market for financial advice: an audit study" found that whether financial advisers undo or reinforce the behavioral biases and misconceptions of their clients? They used an audit methodology where trained auditors met the financial advisers and presented different types of portfolios. These portfolios reflect either biases that are in line with the financial interests of the advisers (e.g., returns-chasing portfolio) or run counter to their interests (e.g., a portfolio with company stock or very low-fee index funds). The study indicates that the advisers fail to de-bias their clients and often reinforce biases that are in their interests. Advisers encourage returns-chasing behavior and push for actively managed funds that have higher fees, even if the client starts with a well-diversified, low-fee portfolio.

3. STATEMENT OF THE PROBLEM

A financial advisor is a professional who suggests and renders financial services to clients based on their financial situation. Financial advisors provide clients with specialist advice on how to invest their money. The role involves researching the marketplace and recommending the most appropriate products and services available, ensuring that clients are aware of products that best meet their needs. Therefore, the present study is carried out to assess the role played by financial advisors in influencing investment decisions and therefore the study is titled as "Role of Financial Advisors in Influencing Investment Decisions".

4. OBJECTIVES OF THE STUDY

1. To know the role of financial advisors in investment decision making.
2. To ascertain the expectations of investors from the financial advisors.
3. To determine the factors influencing the investors' investment decisions.
4. To assess the impact of financial advisors advice on investment decision.

5. RESEARCH METHODOLOGY

Data Collection

The data required for the study is collected both from primary and secondary source-

Primary Data - is collected by administrating a structured questionnaire.

Secondary data - is collected from the books, Journals & websites

This was done to collect information from sample of people by means of questionnaires. Investors who are directly associated with the Way2Wealth Broking firm were interviewed for their opinion.

Sample Design

Convenient Sampling (non-probability sampling) technique is adopted for the study.

500 investors were taken as sample size

Descriptive research design is adopted for the study.

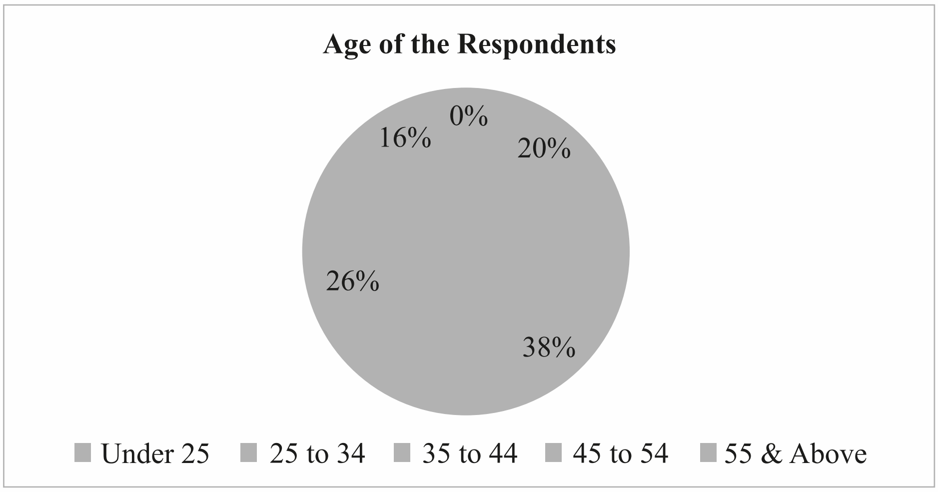
6. DATA ANALYSIS

Table 1 - Age of the Respondents

Age of the Respondents	No. of Respondents	%
Under 25	100	20
25 to 34	190	38
35 to 44	130	26
45 to 54	80	16
55 & Above	00	0
Total	500	100

Source – Primary Data

Figure 1 - Age of the Respondents



Interpretation

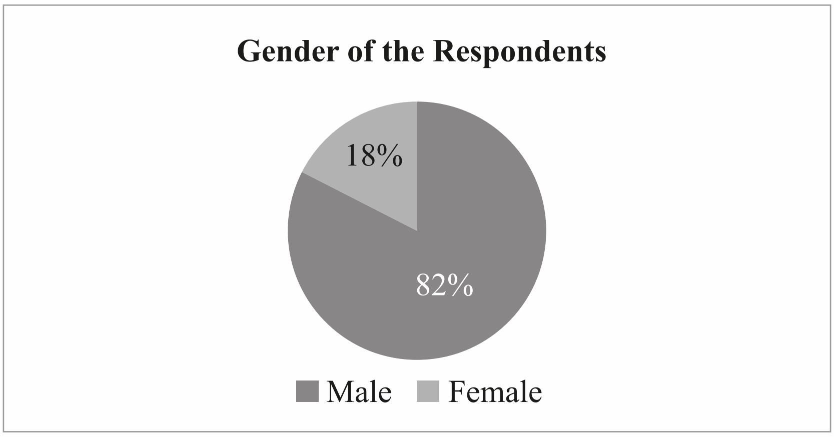
The data indicates that 38% of respondents falls in the age group of 25 to 34, 26% of respondents falls in the age group of 35 to 44, 20% of respondents falls in the age group of under 25, 16% of respondents falls in the group of 45 to 54

Table 2 - Gender of the Respondents

Gender	No. of Respondents	%
Male	410	82
Female	90	18
Total	500	100

Source – Primary Data

Figure 2 - Gender of the Respondents



Interpretation

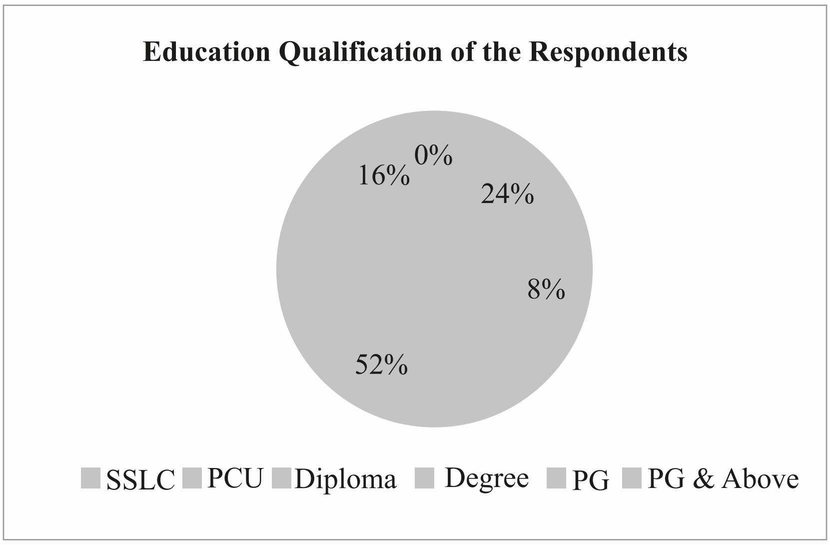
The data indicates that male respondents are 82% and female respondents are 18%

Table 3 - Education Qualification of the Respondents

Qualification	No. of Respondents	%
10th Std.	00	0
12th Std.	120	24
Diploma	40	8
Degree	260	52
PG	80	16
PG & Above	00	0
Total	500	100

Source – Primary Data

Figure 3 - Education Qualification of the Respondents



Interpretation

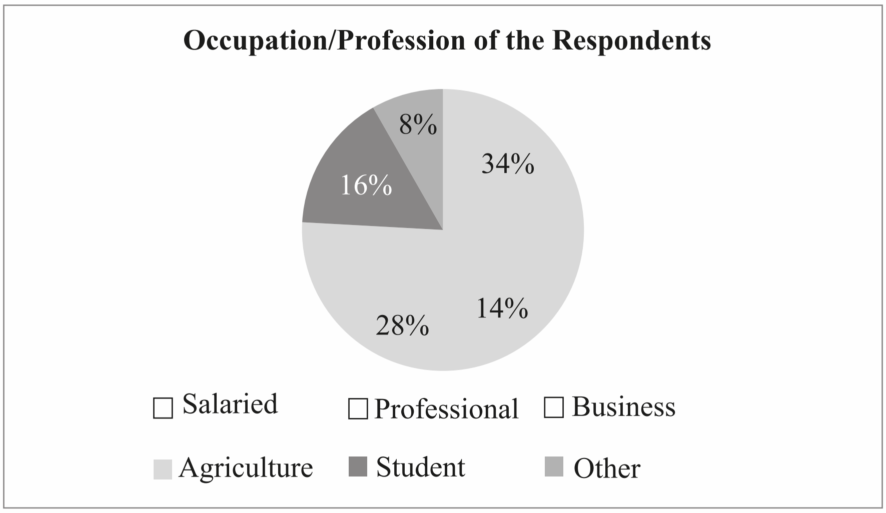
The study found the education profile of respondents i. e. 52% have completed degree, 24% are 12th Std., 16% PG and 8% are Diploma holders.

Table 4 - Occupation/Profession of the Respondents

Occupation/Profession	No. of Respondents	%
Salaried	170	34
Professional	70	14
Business	140	28
Agriculture	00	0
Student	80	16
Others	40	8
Total	500	100

Source – Primary Data

Figure 4 - Occupation/Profession of the Respondents



Interpretation

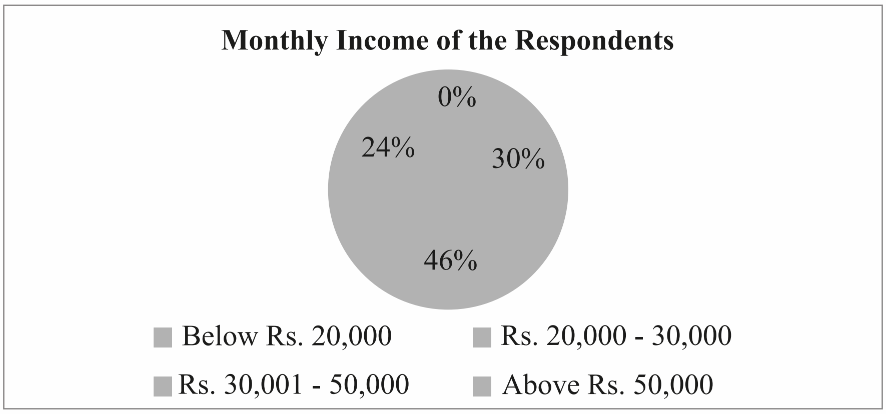
The study indicates that the occupation/ profession of the respondents is as follows- 34% are Salaried, 28% are having business, 16% are Students, 14% are Professionals and 8% are Others.

Table 5 - Monthly Income of the Respondents

Monthly Income	No. of Respondents	%
Below Rs. 20,000	150	30
Rs. 20,000 - 30,000	230	46
Rs. 30,001 - 50,000	120	24
Above Rs. 50,000	00	0
Total	500	100

Source – Primary Data

Figure 5 - Monthly Income of the Respondents



Interpretation

The research reveals that the monthly income level of respondents is 46% falls in the range of Rs. 20,000 to 30,000, 30% in the range of below Rs. 20,000 and 24% in the range of Rs. 30,001 to 50,000.

Table 6 - Duration of Investment

Tenure	No. of Respondents	%
Less than 1 Year	190	38
1 to 3 Years	200	40
3 to 5 Years	110	22
More than 5 Years	00	0
Total	500	100

Source – Primary Data

Figure 6 - Duration of Investment

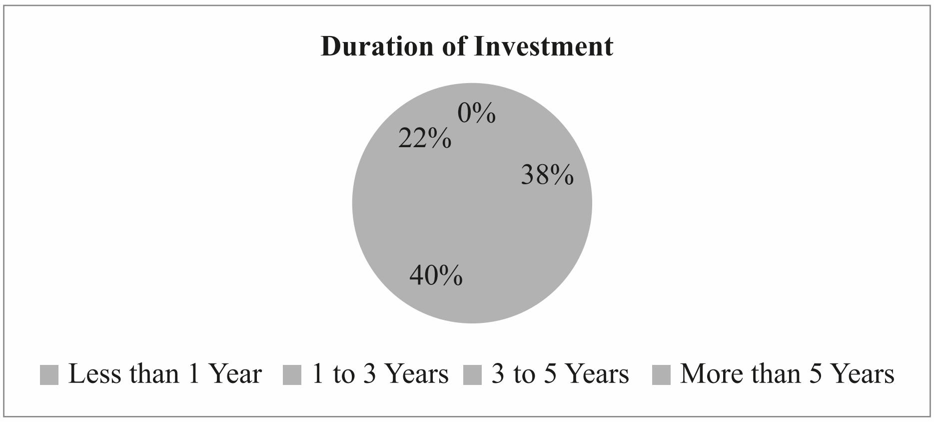
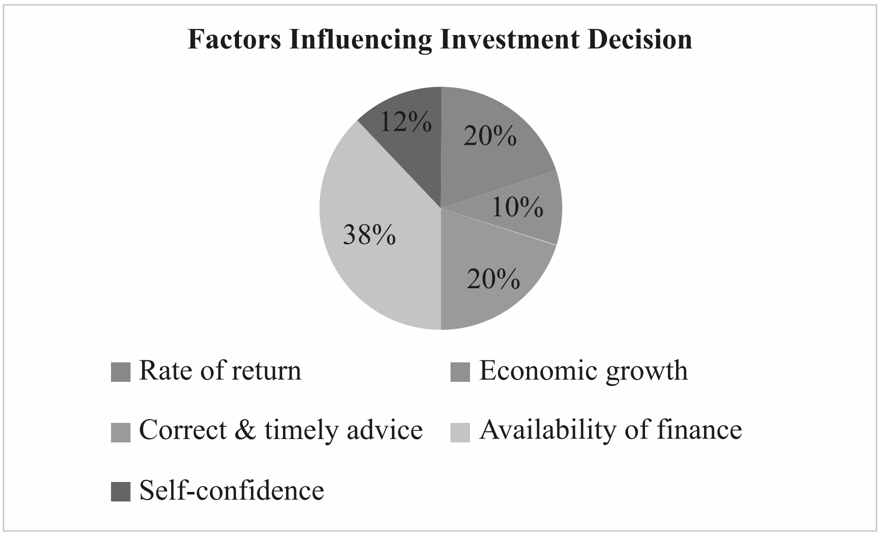


Table 7 - Factors Influencing Investment Decision

Factors	No. of Respondents	%
Rate of Return	100	20
Economic Growth	50	10
Correct & Timely Advice	100	20
Availability of Finance	190	38
Self-confidence	60	12
Total	500	100

Source – Primary Data

Figure 7 - Factors Influencing Investment Decision



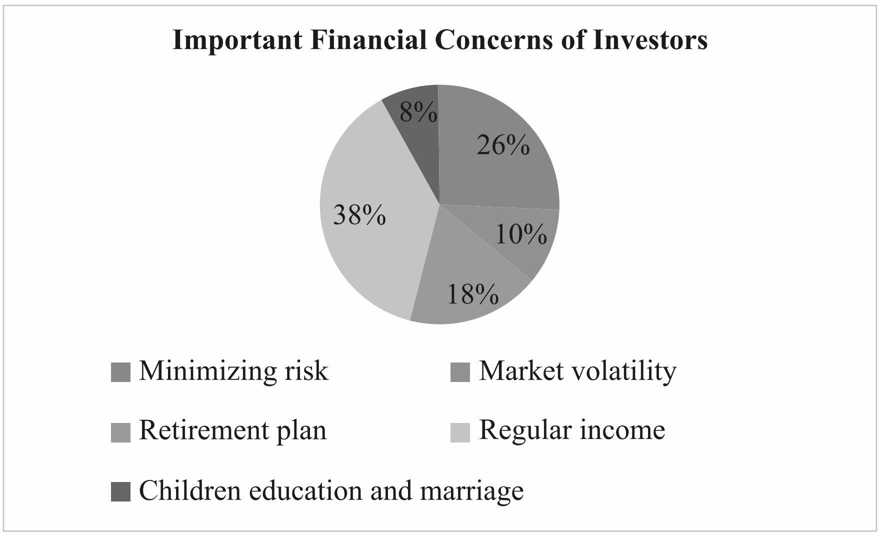
Interpretation – The study reveals that 38% of respondents are of the opinion that availability of finance is the key factor for influencing investment decision, 20% feels that rate of return is the influencing factor, 20% presumes correct & timely advice is the important factor, 12% of the respondents feels that self-confidence and knowledge is the influencing factor whereas 10% perceive that economic growth is the influencing factor.

Table 8 - Important Financial Concerns of Investors

Financial Concern	No. of Respondents	%
Minimizing Risk	130	26
Market Volatility	50	10
Retirement Plan	90	18
Regular Income	190	38
Children Education & Marriage	40	8
Total	500	100

Source – Primary Data

Figure 8 - Important Financial Concerns of Investors



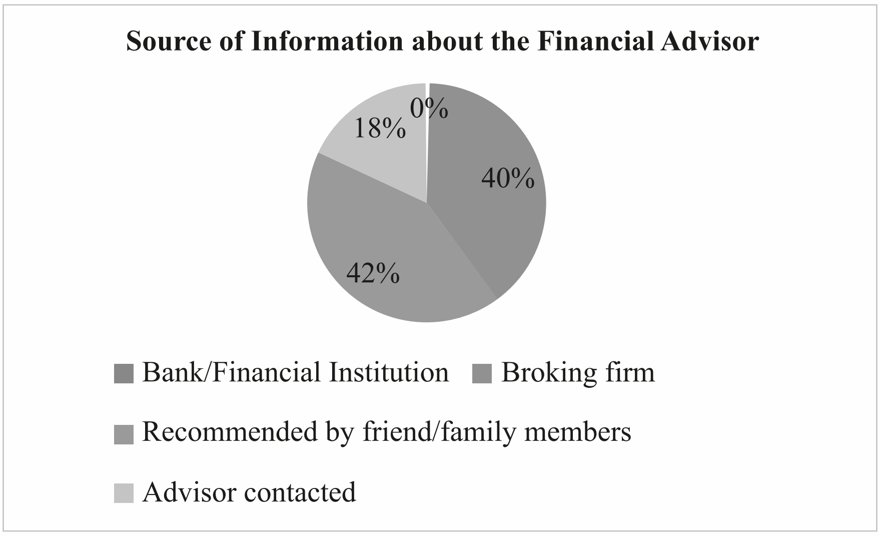
Interpretation – The study reveals that for 38% of respondents important financial concern is regular income, 26% are concerned about minimizing the risk, 18% are concerned about retirement plan, 10% are concerned about market volatility and for 8% important financial concern is children education and marriage.

Table 9 - Source of Information about the Financial Advisor

Source of Information	**No. of Respondents**	**%**
Bank/Financial Institution	00	0
Broking Firm	200	40
Recommended by Friend/Family Members	210	42
Advisor Contacted	90	18
Total	500	100

Source – Primary Data

Figure 9 - Source of Information about the Financial Advisor



Interpretation

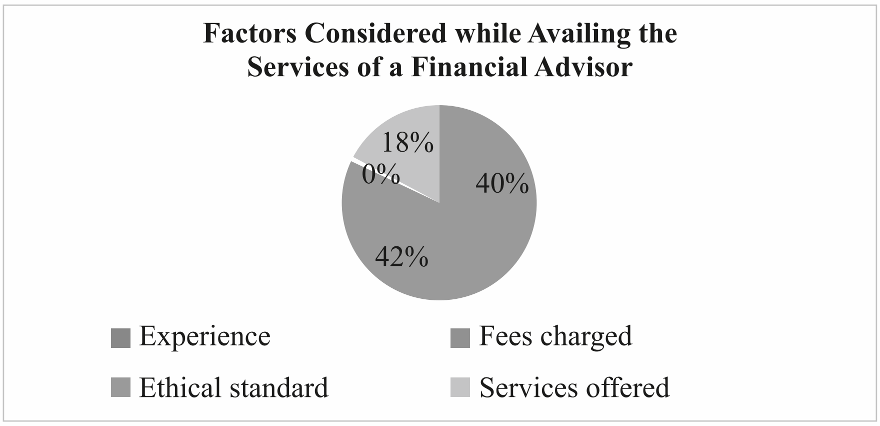
The above data shows that maximum number of respondents' i. e. 42% came to know about the financial advisor through recommendation from friends/family members, 40% from the broking firm and In case of 18% of the respondents the financial advisor contacted them directly.

Table 10 - Factors Considered while Availing the Services of a Financial Advisor

Factors	**No. of Respondents**	**%**
Experience	200	40
Fees Charged	210	42
Ethical Standard	00	0
Services Offered	90	18
Total	500	100

Source – Primary Data

Figure 10 - Factors Considered while Availing the Services of a Financial Advisor



Interpretation

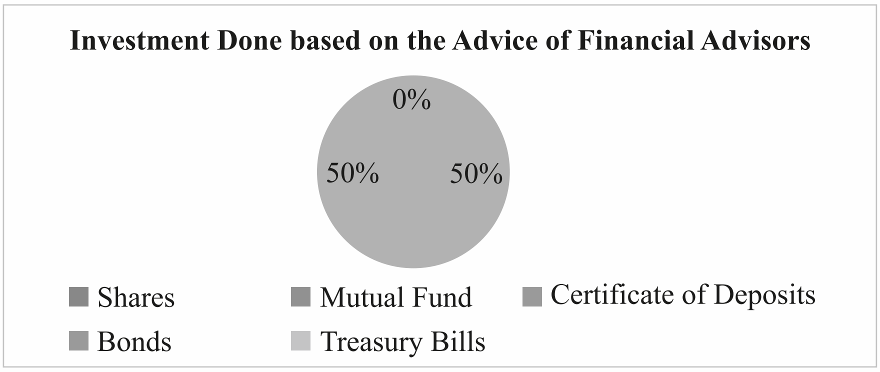
The data indicates that 42% of the respondents considered fees charged by advisor is the crucial factor while availing the service of a financial advisor, 40% considered experience of the advisors whereas 18% considered services offered by advisor as an deciding factor.

Table 11 - Investment Done based on the Advice of Financial Advisors

Mode of Investment	**No. of Respondents**	**%**
Equity Shares	250	50
Mutual Fund	250	50
Bonds	00	0
Treasury Bills	00	0
Certificate of Deposits	00	0
Total	500	100

Source – Primary Data

Figure 11 - Investment Done based on the Advice of Financial Advisors



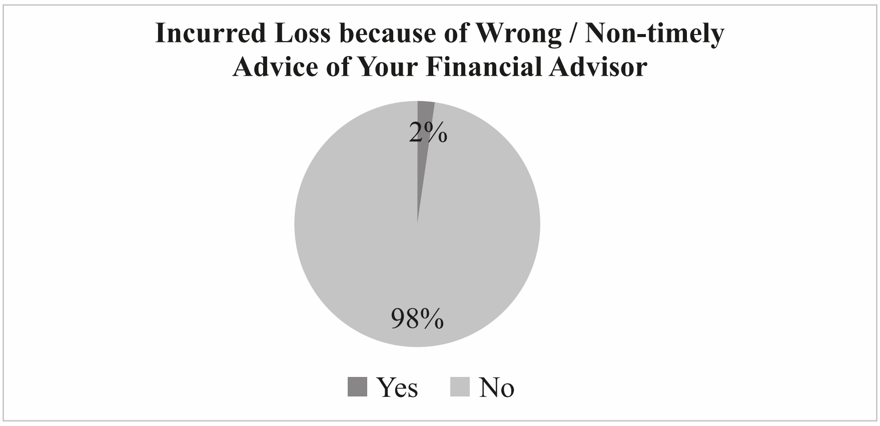
Interpretation – The study indicates that 50% of the respondents have made investment in equity and the remaining 50% invested in mutual funds based on the advice given by the financial advisors.

Table 12 - Incurred Loss because of Wrong or Non-timely Advice of Financial Advisors

Response	**No. of Respondents**	**%**
Yes	10	2
No	490	98
Total	500	100

Source – Primary Data

Figure 12 - Incurred Loss because of Wrong / Non-timely Advice of Your Financial Advisor



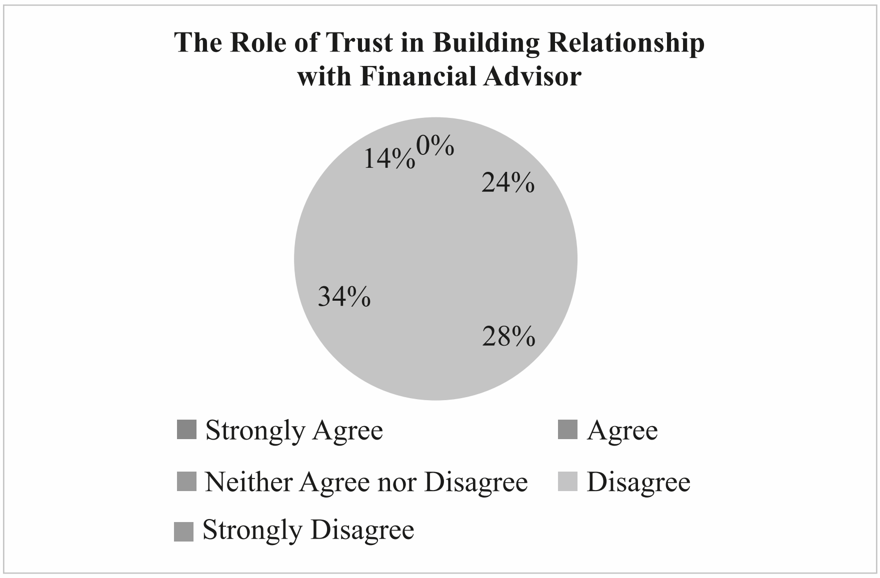
Interpretation – The survey reveals 98% of the respondents have not incurred any loss because of wrong or non-timely advice from the advisor.

Table 13 - The Role of Trust in Building Relationship with Financial Advisor

Response	No. of Respondents	%
Strongly Agree	120	24
Agree	140	28
Neither Agree nor Disagree	170	34
Disagree	70	14
Strongly Disagree	00	0
Total	500	100

Source – Primary Data

Figure 13 - The Role of Trust in Building Relationship with Financial Advisor



Interpretation

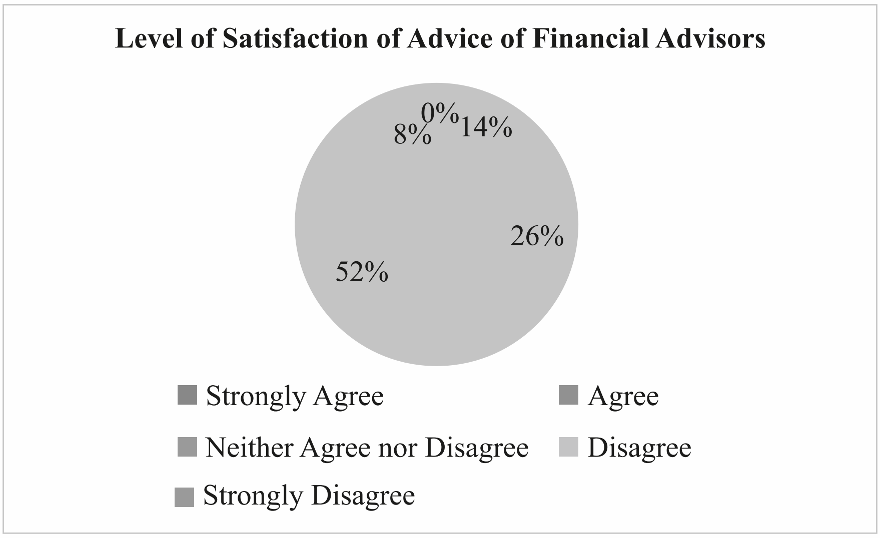
The survey indicates that 28% of respondents agree that trust is an important factor in building relationship with financial advisor and 24% of the respondents strongly agree, 34% of the respondents are neutral where as 14% respondents disagree with the statement.

Table 14 - Level of Satisfaction about Advice Given by Financial Advisors

Response	No. of Respondents	%
Strongly Agree	70	14
Agree	130	26
Neither Agree nor Disagree	260	52
Disagree	40	8
Strongly Disagree	00	0
Total	500	100

Source – Primary Data

Figure 14 - Level of Satisfaction of Advice of Financial Advisors



Interpretation

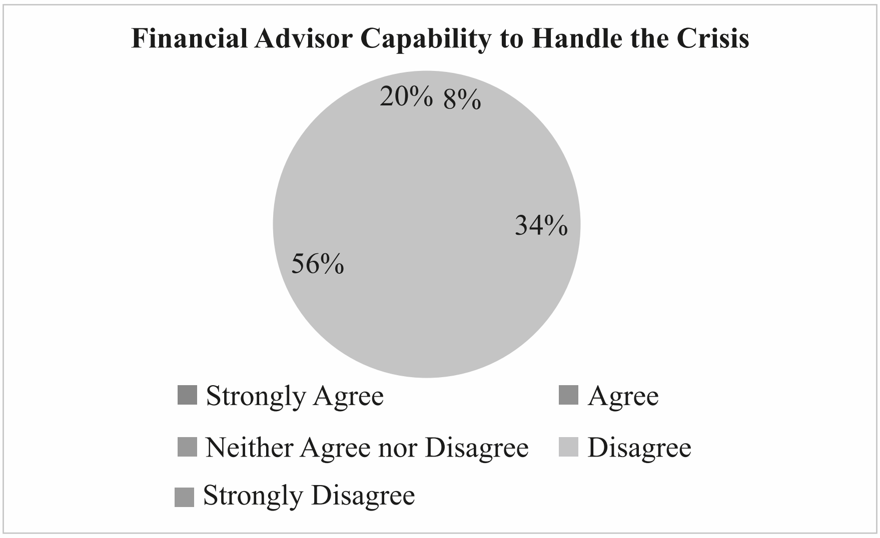
The survey indicates that 14% of the respondents are highly satisfied with the advice given by financial advisors and 26% are satisfied whereas 52% of the respondents are neither satisfy nor dissatisfied and 8% of the respondents are dissatisfied.

Table 15 - Financial Advisor Capability to Handle the Crisis

Response	No. of Respondents	%
Strongly Agree	40	8
Agree	170	34
Neither Agree nor Disagree	280	56
Disagree	10	2
Strongly Disagree	00	0
Total	500	100

Source – Primary Data

Figure 15 - Financial Advisor Capability to Handle the Crisis



Interpretation

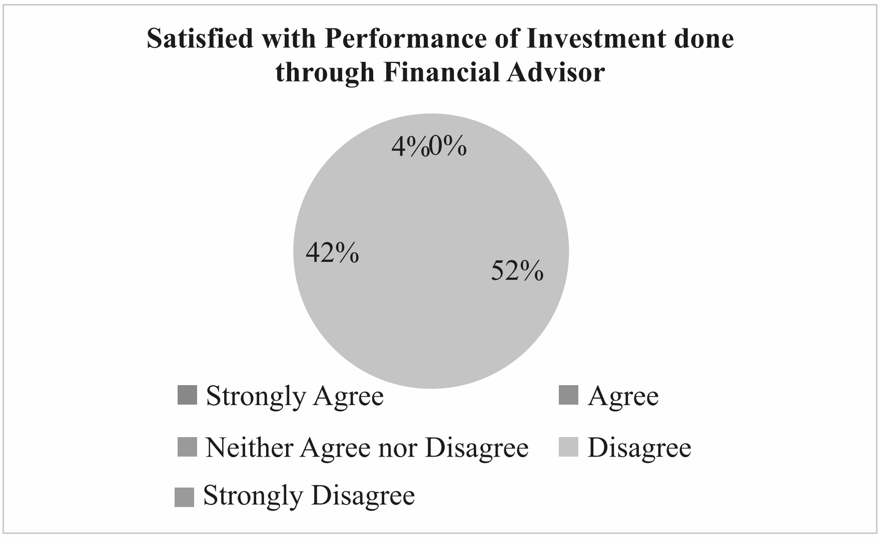
The study reveals that 34% of the respondents feel that the financial advisors are capable in handling the financial crisis and 8% strongly agree whereas 56% of the respondents are not confident that their advisor is capable to handle the crisis.

Table 16 - Satisfied with Performance of Investment done through Financial Advisor

Response	No. of Respondents	%
Strongly Agree	10	2
Agree	260	52
Neither Agree nor Disagree	210	42
Disagree	20	4
Strongly Disagree	00	0
Total	500	100

Source – Primary Data

Figure 16 - Satisfied with Performance of Investment done through Financial Advisor



Interpretation

The research indicates that 52% of the respondents are satisfied with the performance of investments done based on the advice given by financial advisors whereas 42% of respondents are neutral and 4% are not happy.

7. FINDINGS OF THE STUDY

The survey reveals that 38% of respondents falls in the age group of 25 to 34, 26% of respondents' falls in the age group of 35 to 44, 20% of respondents falls in the age group of under 25, 16% of respondents falls in the group of 45 to 54 and the male respondents are 82% and female respondents are 18%.

The study found that education profile of respondents i. e. 52% have completed degree, 24% are PUC, 16%PG and 8% are Diploma holders and the occupation/ profession of the respondents is as follows- 34% are Salaried, 28% of are having business, 16% are Students, 14% are professional and 8% falls in others category and the monthly income level of respondents is as follows 46% falls in the range of Rs. 20,000 to 30,000, 30% in the range of below Rs. 20,000 and 24% in the range of Rs. 30,001 to 50,000/-

The study indicates that 40% invest for a duration of 1 to 3 years, 38% for less than 1 year and 22% invest for a period of 3 to 5 years. 38% of respondents are of the opinion that availability of finance is the key factor for influencing investment decision, 20% feels that rate of return is the influencing factor, 20% presumes correct & timely advice is the important factor, 12% of the respondents feels that self-confidence and knowledge is the influencing factor whereas 10% perceive that economic growth is the influencing factor.

The important financial concern while investing is regular income for 38% of respondents, 26% are concerned about minimizing the risk, 18% are concerned about retirement plan, 10% are concerned about market volatility and 8% important financial concern is children education and marriage.

The study shows that maximum number of respondents' i. e. 42% came to know about the financial advisor through recommendation from friends/family members, 40% from the broking firm and in case of 18% of the respondents the financial advisor contacted them directly. 42% of the respondents considered fees charged by advisor is the crucial factor while availing the service of a financial advisor, 40% considered experience of the advisors whereas 18% considered services offered by advisor as an deciding factor.

The study indicates that the expectation from Financial Advisor is as under - 38% of respondents expects that the financial advisor should discuss the risk & return associated with investments, 28% respondents expects that the advisor should recommend good product, 18% respondent's expectations are is keeping personal information safe and 16% expects the financial advisor to solve queries & doubts on time.

The survey brings out the fact that the technology increases trusts with advisor and the advisors must fully disclose fees & other charges, providing investment reports and following ethical conduct for developing the good relationship with the investor.

The survey indicates that 14% of the respondents are highly satisfied with the advice given by financial advisors and 26% are satisfied whereas 52% of the respondents are neither satisfy nor dissatisfied and8% of the respondents are dissatisfied.

The study reveals that 34% of the respondents feels that the financial advisors are capable in handling the financial crisis and 8% strongly agree whereas 56% of the respondents are not confident that their advisor is capable to handle the crisis.

The research indicates that 52% of the respondents are satisfied with the performance of investments done based on the advice given by financial advisors whereas 42% of respondents are neutral and 4% are not happy.

8. CONCLUSION

Managing personal finances is not a rocket science. People have been doing since long ago but it is all a matter of trial and experience. Choosing the right financial advisor is crucial to the success of any financial plan. It is important to look around for the right advisor. Investors should find someone who puts their interests first. A financial advisor can advise, it is eventually the investors' decision to follow the given advice or not; after all, it is about investors' hard earned money.

In today's highly complex and volatile financial market the importance of financial advice in decision making is difficult to deny. People may seek for this type of help through close networks (like family or friends) or professional financial advisors. The financial advisors plays an important role in investment decisions. It is found from the study that the investors need experience and competent financial advisors who will help them in hedging the risk associated with investment, should guide the investors in capitalizing volatility in market and also suggest the plans which will help the investor for his/her post retirement, family obligations like children education, marriage and age releated ailments.Investors consider the following factors while availing the services of financial advisors such as fees charged, services offered and ethical standard followed by the advisors.

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Feasibility of Digital Applications for Toilet Locating and Monitoring Services in Urban Area

Key words: *Swachh Bharat Mission,Toilet Locator Platforms, Google Maps Toilet Locator, Swachh Bharat Toilet Locator, SBM Urban*

Aditya Kumar Gupta[*] and Shubham Ramchandani[**]

ABSTRACT

This study focuses on Swachh Bharat Toilet Locator (SBTL) and Google Maps Toilet Locator (GTL) comparing their feasibility, usability and review system. The study includes feasibility and content analysis of Google Toilet Locator (GTL) in comparison with other toilet locator applications available on the basis of reviews, ratings, comments and downloads with graphical comparison and analysis of data. The sample size includes 5,030 toilets located under 8 ULBs (Urban Local Bodies) i.e. NDMC, EDMC, SDMC, North DMC, Delhi Cantonmentunder Delhi Municipal Corporation (DMC) and GMC, MCG & Faridabad MC in NCR Region.

The study concluded that feasibility on the basis of number of toilets available are more in Delhi as compared to NCR but when the ratio of application usage or toilet vs review ratio is taken into consideration it was seen that out of 11 toilets in NCR 1 review was recorded which is better than Delhi which is 16 toilet visits – 1 person reviewed. Hence it had been concluded the review system introduced by app is poorly used by user.

Lack of awareness among users is an important factor that government had to take strong note and action. Most google app users use apps for various other navigation tools like to know real time traffic, locating travel route, location near restaurants, hotels etc. None of the users have used google app or any other app to locate public toilet locations. The users may be interested in using such app if mapping of toilet is done on periphery basis of at least 100 meters to 200meters. Most of the apps developed by private or public platform are lacking on this feature. Also, the rating criteria and app language should be in vernacular language so that people can do rating easily. Since most of the users of public toilets on regular basis belong to aspiring class or destitute class, awareness should be created for rating. Usage devices are installed in public toilets in Delhi area for better monitoring of toilet services. It is required to promote toilets and their rating mechanism through display boards, audio-visual devices showing citizen engagement in monitoring cleanliness and hygiene of toilet etc.

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 DOI:10.22552/jijmr/2019/v5/i1/182300

1. INTRODUCTION

“Swachh Bharat Mission”was launched throughout the country as a nationwide movement on 2nd October, 2014 by Prime Minister Narendra Modi to curb the problems of sanitation (by constructing IHHL, CT/PT and ODF) clean streets, roads and infrastructure of 4,041 Indian Urban Local Bodies (ULBs).

The Swachh Bharat Mission comprises of two major sub divisions:-

1. Swachh Bharat Mission (SBM) - Gramin for Rural Regions.
2. Swachh Bharat Mission (SBM) - Urban for Urban Regions.

Swachh Bharat Mission focuses on building Individual Household Latrines (IHHL), Community and Public Toilets(CT/PT), Open Defecation Free (ODF) cities/wards and 100% Solid Waste Management.

SBM is managed by Ministry of Urban Development (MoUD) and Ministry of Drinking Water and Sanitation (MoDWS).

In order to cater a healthy competition among cities, the Ministry of Urban Development (MoUD) started the “Swachh Survekshan” survey in 2016 which rated 73 cities across the country. Following the same, MoUD issued guidelines for “Swachh Survekshan” 2017 which will conduct a survey to rank 500 cities (having a population of 1 lakh and above).

Toilet Monitoring System - Swachh Bharat Toilet Locator (SBTLApp)

Swachh Bharat Toilet Locator is specifically useful for Indians who're committed for Swachh Bharat, Clean India as now they can not only locate and use but also help fellow brethren to do the same by submitting toilets and rating them. App supports public ratings based on hygiene, infrastructure and safety thus allowing user to know more clearly about the condition of toilet.

The app encourages you to give feedback and submit new toilets for public use and thus allowing you to help our nation in becoming cleaner and healthier. All the toilets are physically verified and images of toilet place are attached to let you pin point the exact location. Users can also filter the available toilets based on user ratings, reviews or type, i.e., western or Indian. Navigation within the app lets you reach at the exact location using transports, by foot or vehicle.

Swachh Bharat Toilet Locator also encourage you to be more actively involved in realizing the dream of Swachh Bharat by being a volunteer, and help us in physically verifying the toilets submitted by fellow citizens.

Figure 1 - Current Status of IHHL, CT/PT and ODF Cities Status as on July, 2017

Source: Swachhbharaturban Website

2. SWACHH BHARAT MISSION NEED

The aim of the Government’s Swachh Bharat Mission is to turn it into a nationwide movement requiring not only toilets, but also changing the behavior&mindsets of people (The Hindu, 2014). According to Government, urban India is estimated to generate 68.8 million tons of solid waste per year which is calculated to be 1.88 lakh tons every day. In near future, the amount of solid waste is estimated to touch 160 million tons by 2041. Further, it is calculated that one-third of the garbage in urban areas are left untreated that amounts to about 14 million tons.

The problem is cultivated further which estimates about 38 billion liters of sewage generated per day, out of which 26 billion liters of sewage is left in the open untreated. UN report states, India leads the world in open defecation which amounts to 8 million households without the access of toilets while most percentage of diseases in urban India is due to lack of clean water, sanitation and solid waste management.

University of Mumbai were the first ones in the country to align itself with SBM (The Times of India, 2014). International studies conducted have tried understanding the effects of cleanliness on natural and artificial environment. Michael A. Berry research found out that air, water, land and energy have to be kept clean in order to sustain. His research also stated, human beings manage their life by managing their environment.

Public toilets should be viewed as a core constituent of environmental framework and design which adds to city's quality and viability (Greed, 2004,2009). The first research study on restrooms was done by Kira (1966,1996),Wright (1967) who explored the social, physical, and cultural aspects of toilets. In recent years more research studies on Household Latrines, Public Toilets and Community Toilets has been conducted regarding their provision and governance. provision, governance, and implementation policies in governmental, professional, organizational, and cultural contexts. (Greed, 1996,2005, 2009; Bichard et al, 2004; Knight and Bichard, 2011; Kate M. Washington, 2014; Afacan, Y., & Gurel, M. O. ,2015).

The provision of public toilet quite often overlooks the needs of women, children, disabled people and elderly. Ensuring that provisions of public toilets are available to everyone can be considered important in removing the hindrances to wider participation in public life (Knight and Bichard, 2012). Adding to his study, it indicates that well-designed outdoor surroundings positively contribute to people's health and quality of life (Aspinall et al, 2010). Many people, especially elderly and disabled, rarely go outside and avoid long journeys due to lack of public toilets (Greed, 1996).

Hanson et al, (2007), study undertook a comprehensive three-year research project to determine the toilet needs of 548 people in London, Manchester, and Sheffield. The study addressed the access problems, design and sustainability issues. The methodology used was conducting user interviews and results were important in providing guidelines on public toilet provision from user-oriented perspective. Other resources like design, location and management of public toilets are considered to be helpful which will focus on Approved Documentation and Mobile Access to toilets.

3. SWACHH BHARAT TOILET LOCATOR INITIATIVE UNDER SWACHH BHARAT MISSION (URBAN)

In alignment with National Urban Sanitation Policy, 2008, the Government of India has developed a vision to transform Urban India into totally sanitized, healthy and livable towns. To achieve this vision, Swachh Bharat Mission (SBM - Urban) has been launched by the Ministry of Urban Development (MoUD) on 2nd October 2014 for all 4,041 statutory towns of India.

In order to increase the usage of public toilets, it is essential for citizens to be able to locate the nearest toilet. In this regard, on 24th November 2015, the Ministry of Urban Development (MoUD) announced the launch of a mobile application ("app") called the 'Swachh Bharat Toilet Locator (SBTL)', which provided urban citizens the service of locating toilets in their neighborhood or vicinity. The app offered two types of functionalities: an Administrator version, which provided access to Urban Local Bodies (ULBs) of the respective cities to add toilets to the app as well as verify them, and a Citizen version, which provided toilet locations to urban users and enabled them to submit feedback after use of these toilets. The app also provided for additional information such as quality rating, facilities available, free or paid usage, and navigation directions, however, the basic purpose of the app was directed towards locating public access toilets.

About Swachh Bharat Toilet Locator App

The app offered two types of functionalities:

- An Administrator version, which provided access to Urban Local Bodies (ULBs) of the respective cities to add toilets to the app as well as verify them.
- A Citizen version, which provided toilet locations to urban users and enable them to submit feedback after use of these toilets. The app also provides for additional information such as quality rating, facilities available, free or paid usage, and navigation directions, however, the basic purpose of the app was directed towards locating public access toilets.

Google Toilet Locator – Google Map Platform

About Google Toilet Locator

Further, it was envisaged that if the data can be made available on a publically available online maps platform, it will provide ease of access to citizens. To facilitate this, MoUD partnered with Google to provide location of toilets on Google Maps Platform and also has collated community and public toilet data in 5 cities of NCR (Delhi, Gurgaon, Faridabad, Ghaziabad and Noida). The Google Toilet Locator was launched by the Hon'ble Minister for Urban Development on 22 December 2016 at the National Media Centre, New Delhi.

Locating/ Reviewing Toilets on Google Maps

There are more than 5,100 public toilets in Delhi/NCR alone. The GTL Map feature includes information like the style of toilet, the cleanliness rating and whether the toilet is free or paid.

The present status is that the listings are appearing on the Google maps platform, the details are as follows:

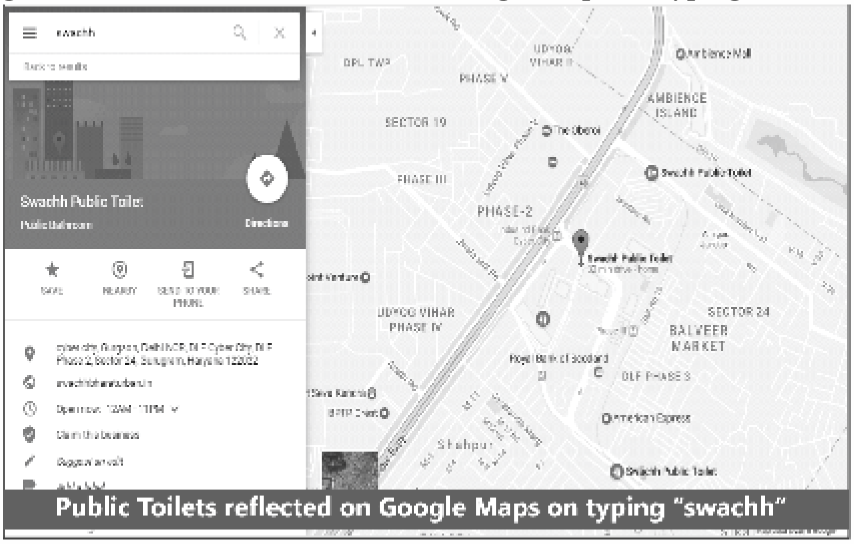
Table 1 - Listing on Google Maps

Cities	Malls	Hospitals	Bus/Train Stations	Fuel Stations	Metro Stations	CT/PT/ Misc.	Total
Delhi NCR	88	91	265	262	245	4,211	5,162

How to Locate a Toilet on Google Maps

1. Users can find their nearest clean public toilet by typing in "toilet" or the Hindi word for clean, Swachh, by searching in Google Maps (Mobile Application available at Android or IOS) on their smartphones
2. They can use the nearest Toilet and then rate it accordingly by the rating
3. You may also suggest an edit/ improvement in toilet address, timings, any contact number, or picture, if relevant.

Figure 2 - Public Toilets Reflected on Google Maps on Typing "Swachh"



Comparative Analysis: SBTL vs GTL - Why a need to introduce Google Map Toilet Locator arises?

Since, Swachh Bharat Toilet Locator (SBTL) Application was a Pilot Initiative under Swachh Bharat Mission which focused more on providing sanitation facilities or toilet services to citizens and also locating, rating and adding new toilets in the area.

However, the application somehow created less awareness (50,000 downloads on Google Play store), as it made users to download a separate application to locate a toilet which was its biggest disadvantage.

It was envisaged that if the data can be made available on a publically available online maps platform, it will provide ease of access to citizens.

To facilitate this, MoUD partnered with Google to provide location of toilets on Google Maps already existing application, and launched as "Google Toilet Locator" or "Google Map Toilet Locator" in December 2016.

The biggest advantage of Google Map Toilet Locator over SBTL is that Google Map already has most number of downloads (i.e. 5 billion downloads on Android devices itself) and almost every person has Google Map Application installed in their smartphones which also provided citizens with ease of access as now they need not have to download a separate application to locate a toilet. Instead now going on to Google Map Application, individual by typing 'toilet' or 'swachh' or 'Swachh Public Toilet' can locate a nearest toilet on their current location using GPS & Internet on the Phone.

4. RESEARCH OBJECTIVES

The paper presents a case study with following research aims & objectives:

i. To evaluate the utility of Google Maps Toilet Locator in Delhi-NCR Region.

ii. To study and evaluate the feasibility and content analysis of Google Maps Toilet Locator (GTL) compared with other toilet locator applications on the basis of reviews, ratings, comments and downloads with graphical comparison/presentation of data through quantitative research method.

iii. To identify the relationship between toilets vs application usage and frequency of users .

5. RESEARCH METHODOLOGY

The primary sources includes more of interview and on-field work based approach to understand the major players involved in the Mission. The former was derived from the statistical and graphical analysis of Survey conducted (structured questionnaire) where participants were asked about their demands and needs of using Swachh Public Toilets and to study/evaluate the utility, demography and frequency of users of Google Maps Toilet Locator. The questionnaire asks the respondents about the toilets condition in terms of hygiene, safety and availability of toilets in the region of Delhi-NCR. The sample size of toilets data includes 5,030 toilets located under 8 ULBs (Urban Local Bodies) i.e. NDMC, EDMC, SDMC, North DMC, Delhi Cantonment under Delhi Municipal Corporation (DMC) and GMC, MCG & Faridabad MC in NCR Region. The latter was determined by the experiences of participants on the provision of toilets.

On-field work includes conferences and interactions with various government officials including Joint Secretary of Swachh Bharat Mission in National Buildings Organization in Ministry of Urban Development (MoUD), National Mission Directorate, State Mission Directorates, Municipal Corporations, Urban Local Bodies, partners of SBM – Google, Dettol, Big FM, Infrastructure and Government Healthcare, Information and Communication Technology (ICT), PMU (Project Managing Unit) of SBM – KPMG India Consultancy and Advisory to Swachh Bharat Mission & MoUD, Quality Council of India (QCI), Quantum, GAIA Smart Cities, NIC and AMRUT (Atal Mission for Rejuvenation and Urban Transformation). These discussions elicited users opinions which made us understand the challenges faced by people while using swachh public toilets and explore areas regarding good sanitary hygiene, safety and healthy public toilets.

Sample Size

The sample size includes 5,030 toilets located under 8 ULBs (Urban Local Bodies) i.e. New Delhi Municipal Corporation (NDMC), East Delhi Municipal Corporation (EDMC), South Delhi Municipal Corporation (SDMC), North Delhi Municipal Corporation (North DMC) & Delhi Cantonment under Delhi Municipal Corporation (DMC) and Ghaziabad Municipal Corporation (GMC), Municipal Corporation of Gurgaon (MCG) & Faridabad Municipal Corporation (FMC) in NCR Region.

The data is taken from secondary sources like SBTL App, ULB's, Municipal Corporations, ledgers and swachh toilet website

6. DATA FINDING & ANALYSIS

According to Bladder and Bowel Community, an average person goes to toilet (urination) 6-7 times in 24 hours period. While a normal person rate to going toilet is calculated to be around 4-10 times in a day.

With context to toilet monitoring and locating schemes under SBM (Urban), the study includes data findings and feasibility analysis of 'toilets' available on Google Maps Toilet Locator (GTL) platform on the basis of reviews, ratings (most and least rated toilets), and comments with graphical comparison, presentation and interpretation of data.

The study analyzes data on following three grounds:-.

i. Data Comparison of Delhi's 5 ULBs.

ii. Data Comparison of NCR's 3 ULBs.

iii. Data Comparison of all 8 ULBs in Delhi-NCR.

These data include comparisons on following areas:-

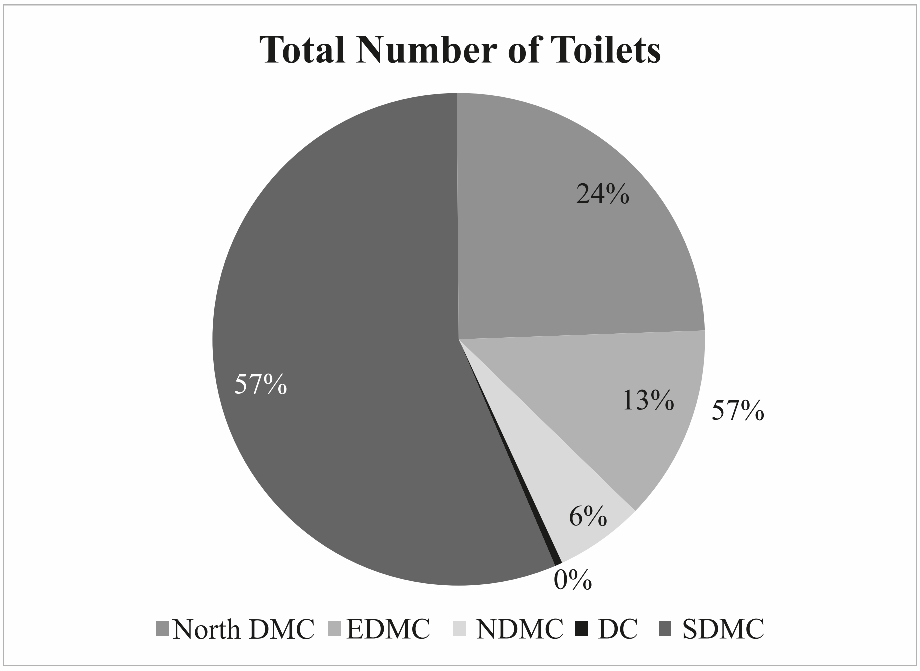
- Total Number of Toilets
- Total Toilets vs Total Reviews Ratio
- Total Toilets vs Total Ratings Ratio

Table 2 - Data Comparison of Delhi's 5 ULBs

S. NO	ULB Category	Total No. of Toilets	Total No. of Reviews	Total Toilets Reviewed	Total No. of Comments	Most Rated (5 Stars)	Least Rated (< 3 Stars)
1	North DMC	962	32	16	20	6	10
2	EDMC	511	34	15	21	3	12
3	NDMC	234	4	3	0	2	1
4	DC	13	2	1	2	0	0
5	SDMC	2231	171	74	102	27	47
		3951	243				

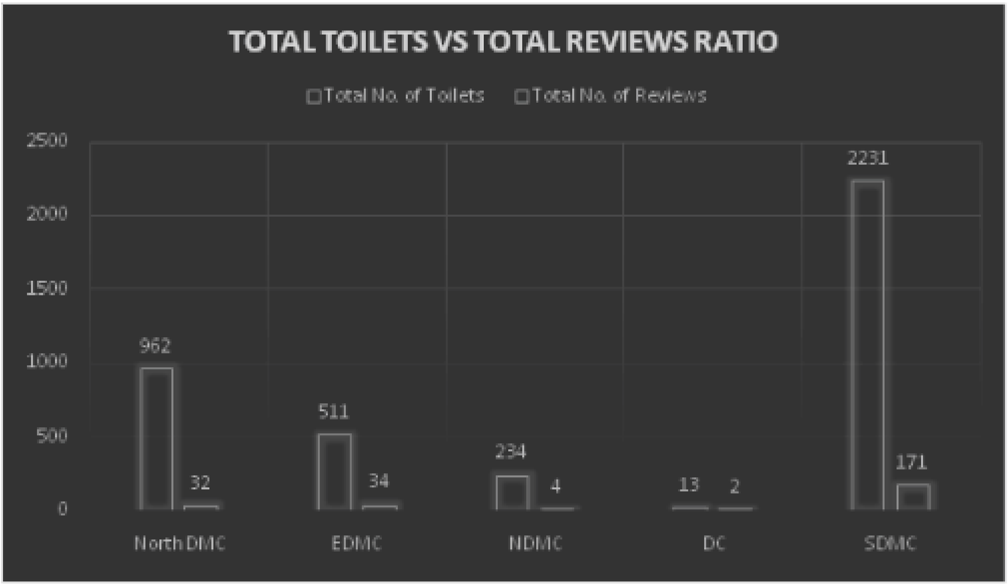
Source – Swachhtoilet.org website as on 20/07/2017

Chart 1 - Data Comparison on the Basis of Total Number of Toilets



Pie Chart 1 shows the comparison of total number of toilets located in all 5 ULBs of Delhi in the form of pie chart. The pie chart clearly depicts that SDMC leads by 57% of total Delhi toilets i.e. out of 3,951 total toilets in Delhi, 2,231 toilets comes under SDMC, followed by North DMC 24% (962 toilets), EDMC 13% (511 toilets), NDMC 6% (234 toilets) and lastly Delhi Cantt. Standing negligible (13 toilets).

Chart 2 - Total Toilets vs Total Reviews Ratio



Bar Chart 2 shows the comparison between total no. of toilets vs total number of reviews of the toilet according to ULBs in form of Bar chart. X- Axis represents ULB Category and Y-Axis represents the no. of toilets. Here also SDMC lead the chart in total toilets vs reviews ratio i.e. 2231:171 which means for every 13 visits only 1 person reviews the toilet.

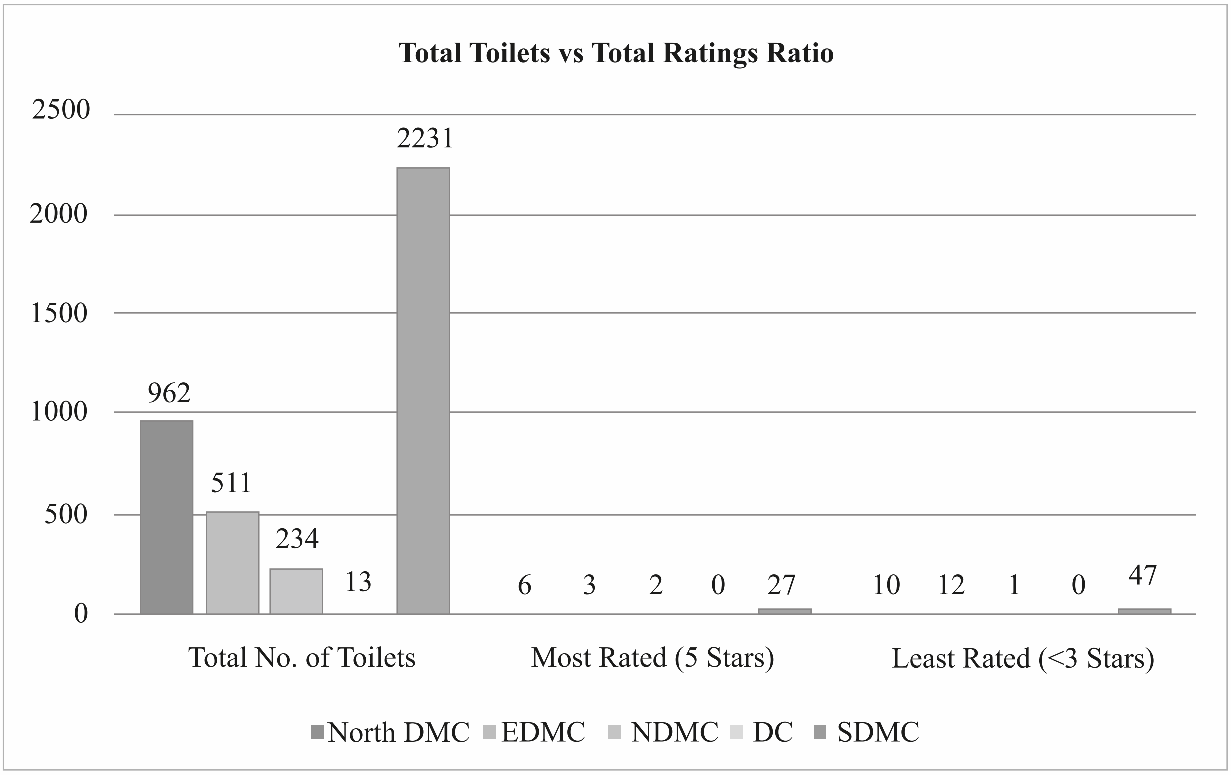
North DMC – 962:32 i.e. for every 30 visits only 1 person reviews the toilet.

EDMC – 511:34 i.e. for every 15 visits only 1 person reviews the toilet.

NDMC – 234:4 i.e. for every 58 visits only 1 person reviews the toilet.

Delhi Cantt. – 13:2 i.e. for every 6 visits only 1 person reviews the toilet.

Chart 3 - Total Toilets vs Total Ratings Ratio



Bar Chart 3 shows the ratio comparison between total toilets vs total ratings in all 5 ULBs of Delhi through bar diagram. Ratings are divided into two categories as Most Rated (5 stars) and Least Rated (less than 3 stars). The analyzed results are:-

SDMC – 2231:27 (Most Rated) and 2231:47 (Least Rated) i.e. for every 82 toilets only 1 person has rated 5 stars and for every 47 toilets only 1 person rates 3 star or below respectively.

NDMC – 962:6 (Most Rated) and 962:10 (Least Rated) i.e. for every 160 toilets only 1 person rates 5 star and for every 96 toilets only 1 person rates 3 stars or below respectively.

EDMC - 511:3 (Most Rated) and 511:12 (Least Rated) i.e. for every 170 toilets only 1 rating recorded as 5 star and for every 42 toilets only 1 rating recorded as 3 stars or below respectively.

NDMC – 234:2 (Most Rated) and 234:1 (Least Rated) i.e. for every 117 toilets only 1 rating recorded as 5 star.

Delhi Cantt. – No Ratings were given by people.

Table 3 - Data Comparison of NCR's 3 ULBs.

S.NO	ULB Category	Total No. of Toilets	Total No. of Reviews	Total Toilets Reviewed	Total No. of Comments	Most Rated (5 Stars)	Least Rated (< 3 Stars)
1	Ghaziabad MC	286	43	15	27	13	2
2	Gurgaon (MCG)	412	15	6	11	4	0
3	Faridabad (MCF)	185	18	7	14	0	1
		883	76				

Chart 4 - Data Comparison on the Basis of Total Number of Toilets

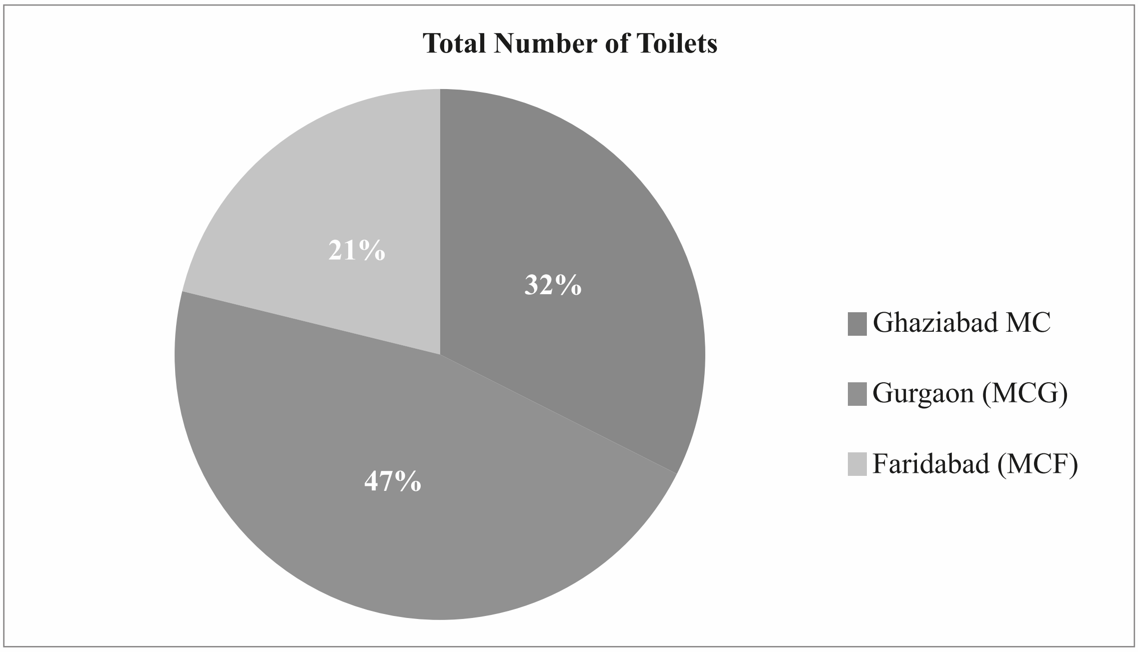


Chart 4 shows the comparison of total number of toilets located in all 3 ULBs in NCR Region in the form of pie chart. The pie chart clearly depicts the highest number of toilets are located in Gurgaon under MCG i.e. 47% of NCR total toilets i.e. out of 883 toilets 412 toilets are located in MCG, followed by Ghaziabad under GMC 32% (286 toilets) and lastly Faridabad under MCF with 21% (185 toilets).

Chart 5 - Total Toilets vs Total Reviews Ratio

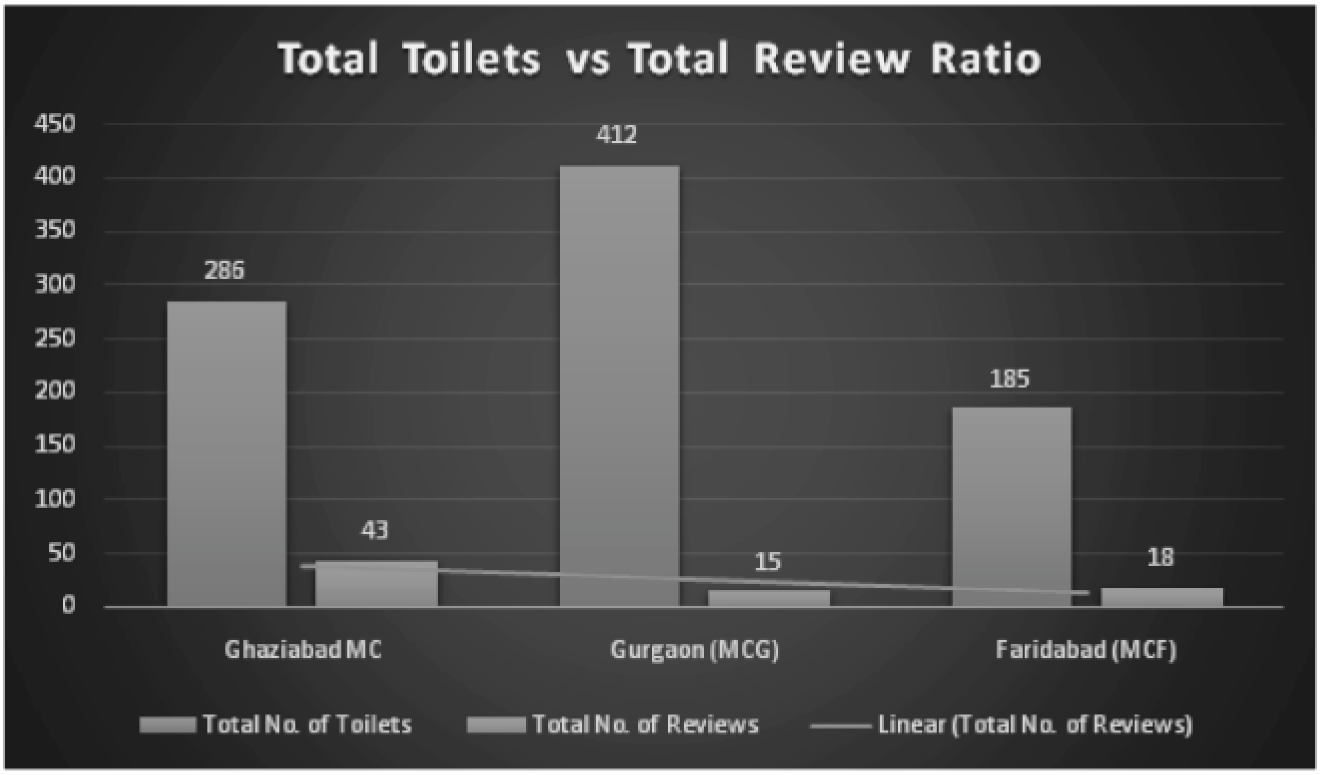


Chart 5 shows the comparison between total no. of toilets vs total number of reviews of the toilet according to ULBs in form of Bar chart. X- Axis represents ULB Category and Y-Axis represents the no. of toilets. As Gurgaon leads in total no. of toilets its no. of reviews is recorded as minimum. The analysis is as follows:-

MCG - 412:15 is total toilet vs total review ratio; which means for every 27 toilets in Gurgaon only 1 review was recorded.

Ghaziabad MC – 286:43 which means for every 6 toilets only 1 review was recorded.

MCF – 185:18 which means for every 10 toilets only 1 review was recorded.

Chart 6 - Total Toilets vs Total Ratings Ratio

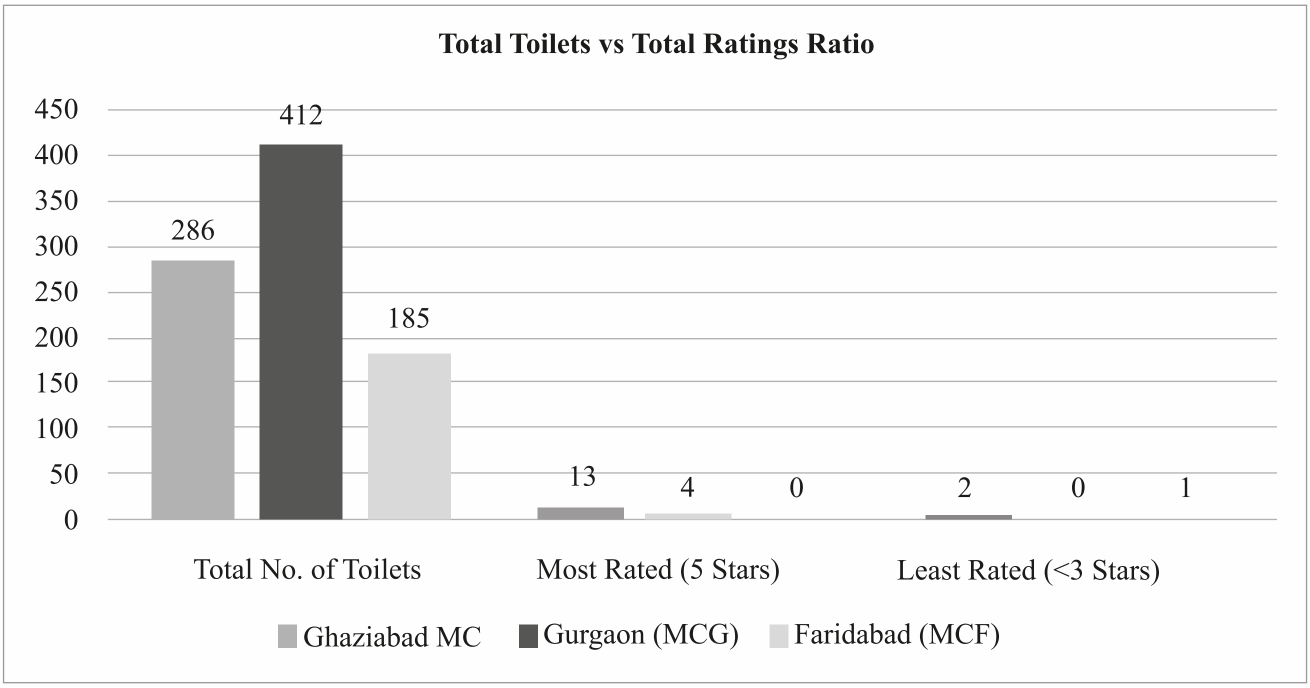


Chart 6 shows the ratio comparison between total toilets vs total ratings in all 3 ULBs in NCR through bar diagram. Ratings are divided into two categories as Most Rated (5 stars) and Least Rated (less than 3 stars). The analyzed results are:-

Ghaziabad MC – 286:13 (Most Rated) and 286:2 (Least Rated) which means out of 286 toilets in Ghaziabad only 13 people rated 5 stars and only 2 people rated 3 stars and below.

MCG – 412:4 (Most Rated) and No Ratings (Least Rated) which means for every 100 toilets only 1 person rated 5 stars.

MCF – No ratings (Most Rated) and 185:1 (Least Rated).

Table 4 - Data Comparison of all 8 ULBs in Delhi-NCR

S.NO	ULB Category	Total No. of Toilets	Total No. of Reviews	Total Toilets Reviewed	Total No. of Comments	Most Rated (5 Stars)	Least Rated (< 3 Stars)
1	North DMC	962	32	16	20	6	10
2	EDMC	511	34	15	21	3	12
3	NDMC	234	4	3	0	2	1
4	DC	13	2	1	2	0	0
5	SDMC	2231	171	74	102	27	47
6	Ghaziabad MC	286	43	15	27	13	2
7	Gurgaon (MCG)	412	15	6	11	4	0
8	Faridabad (MCF)	185	18	7	14	0	1

Chart 7 - Comparison of all the Toilets Located Under 8 ULBs

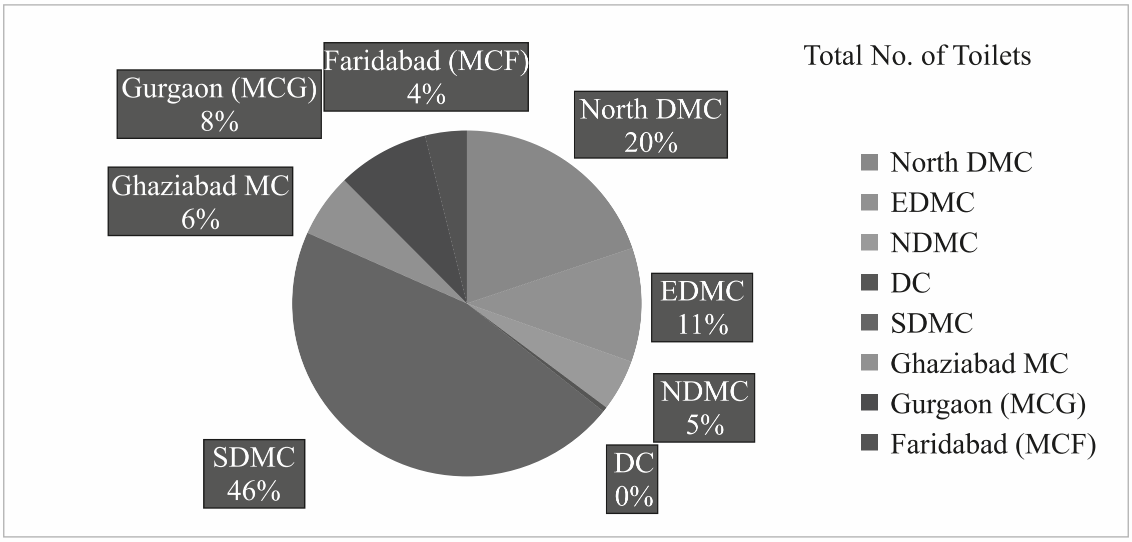


Table 5 - Total No. of Toilets Vs Reviews

S.NO	ULB Category	Total No. of Toilets	Total No. of Reviews
1	Delhi	3951	243
2	NCR	883	76

The above table depicts that 82% of toilets are located in Delhi 5 ULBs and remaining 18% in NCR 3 ULBs. These toilets are found in metro, railways, roads, restaurant, CT, PT and Misc. areas.

Chart 8 - Comparison of Total Toilets Vs Reviews Ratio

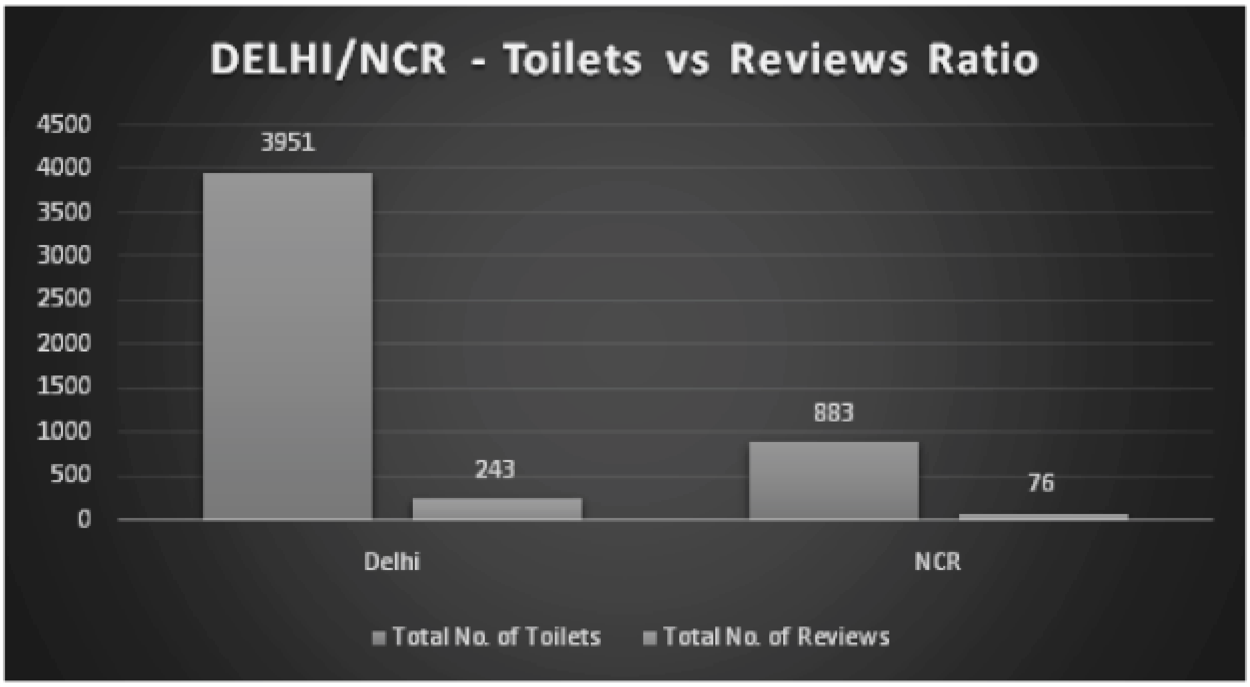


Chart 8 shows the comparison of total toilets vs review ratio in Delhi-NCR with the help of bar diagram. The analyzed results are:-

Delhi – 3951:243 which means out of 3951 toilets in Delhi only 243 reviews were recorded or given by people i.e. for every 16 toilets only single person reviewed the toilet.

NCR- 883:76 which means out of 883 toilets in NCR only 76 reviews were recorded or given by people i.e. for every 11 toilets only single review was recorded.

Purpose of Google Applications Usage

The result shows that 60% of respondents uses Google Maps only at times they visit a new location, while 5% of respondents admit to use Google Maps on a regular basis. questions asked the users specifically about the purpose of using Google Maps (where users were given freedom to select multiple options) which was helpful in identifying feasibility of Google Toilet Locator through Maps platform. The results show Zero percentage of user data was recorded which shows no respondent used Google Maps to locate toilets which is the most highlighted feature of Google Maps Toilet Locator campaign. Instead 75% of respondents uses Google Maps for Navigation, followed by 50% users to know Real Time traffic and 35% users uses Maps for route planning.

Awareness of Public Toilet on Toilet App Locator

The survey identified about users identification with Public toilets or Sauchalaya while travelling or nearby localities so as to test the feasibility and visibility of toilets according to users. Surprisingly, 15% of respondents claimed about not finding any public toilets near their locality, while 45% of people were less often to

come across any public toilets while travelling. Only 10% of population replied with finding of public toilets more frequently while travelling or were located nearby their localities. And there was 30% of respondents that replied by marking on "Can't Say" category.

Awareness of Google Toilet Locator on Google Map

The questions on participants about the new update and awareness of Google Toilet Locator (on Maps platform) campaign under Swachh Bharat Mission. The results came out to be shocking, as 50% about half of population didn't heard about the GTL campaign and remaining 50% population heard (25%) and know something about the campaign (25%).

When people were asked about that they are aware of Google Maps India new update of adding Swachh Public Toilets in the application to locate, find & navigate to nearest toilet in your area by typing Hindi word 'swachh' or 'toilet', 80% respondents replied with 'NO' as they were not aware about the new update and remaining 20% were aware about the new update.

Hence it can be concluded that a huge gap and lack of efforts were seen in creating awareness about the Google Map Toilet Locator of locating toilets on Google Map platform as more than half of populations were not aware about this campaign and new update of Google Maps India. The credibility to reach the mass media was lagging behind.

When asked about using Swachh Public Toilets or any Public Toilets, 55% respondents replied as 'Yes' on using public toilets at least once in their lifetime and remaining 45% claimed to never used any public toilet in their lifetime.

The next question in the survey analyzed attitude of users for locating Swachh Public Toilets through Google Maps Application, where 90% of respondents stated of never using any public toilet through Map application, while 10% of populations were one time user, of locating Public toilets with the help of application.

When asked to rate the availability and cleanliness of public toilets in Delhi-NCR, respondents does not seemed to be satisfied as 55% respondents stated the availability of toilets as 'Fair', 10% as 'Very Poor' and 30% as 'Good' whereas when asked about cleanliness, 45% of total respondents rated the cleanliness as 'Poor' and not up to the mark while 40% rated as 'Fair' and remaining 15% rated cleanliness as 'Good'.

7. CONCLUSION

Comparing the two, final analysis depicts that feasibility on the basis of number of toilets available in Delhi are more as compared to NCR but when the ratio of application usage or toilet vs review ratio is taken into consideration it was seen that out of 11 toilets in NCR 1 review was recorded which is better than Delhi which is 16 toilet visits – 1 person reviewed. Hence it had been concluded the review system introduced by app is poorly used by user. It can made success by creating awareness among user by doing campaign for same.

Lack of awareness among users, is the important factor the government had to take strong action on. Most google app users uses app for various other navigation tool like to know real time traffic, locating travel route, location near restaurants, hotels etc. None of the users have used google app or any other app to locate public toilet locations. The user are interested in using such app if mapping of toilet is periphery basis of at least 100 meters to 200 meters. Most of the app developed by private or public platform are lacking on this features. The rating criteria and app languages should be in vernacular language so the people can do better rating. Since the most of users of public toilet on regular basis are belong aspiring class or destitute class, awareness should be created for rating usage devices installed in public toilet in Delhi area for better monitoring of toilet services. The initiative should promote with private players in form of display board, audio-visual devices showing citizen engagement in monitoring cleanliness and hygiene of toilet.

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Understanding Customers Journey Mapping in the Context of Travel and Tourism

Banasree Dey[*]

ABSTRACT

In the highly complex omnichannel marketing environment of today, marketers are faced with the challenge of providing a satisfying consumer experience. Understanding the increasingly complicated customer journeys as they go through the process of decision-making, consumption and post-purchase experience becomes a key imperative for marketers. One approach that has gained the attention of academicians and practitioners alike for enhancing the consumer experience is Customer Journey Mapping. This refers to the process of visually documenting a customer journey from the customer's perspective for improved experience. Even in the context of travel and tourism, due to greater complexity of interactions between the travel service providers and the customers and diverse holiday preferences of customers, this approach appears relevant. Thus, the objective of this paper is to assess the application of the concept of customer journey mapping in the context of travel and tourism. A conceptual framework for customer journey mapping in tourism has been proposed. It is believed that there a need for more empirical studies from the perspective of travel service providers to achieve better clarity about how to create customer journey maps that incorporate the tourist perspective.

1. INTRODUCTION

In the increasingly omnichannel environment of today, providing a rewarding and seamless experience to customers has become a challenge for retailers. In fact, failing to do so may lead to significant losses for businesses. According to one study, interruptions in the customer journeys due to situations such as out-of-stock productsled to around $1 trillion losses for retailers (ETRetail, 2018). To grapple with the challenges of today's omni-channel environment, one approach that is gaining the attention of marketers is customer journey mapping (Whitler, 2018; ETRetail, 2018). This involves a deep understanding of consumer expectations and preferences across multiple touchpoints which would translate into creation of consumer personas and individualized journeys for superior consumer

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 DOI:10.22552/jijmr/2019/v5/i1/182301

experience (ETRetail, 2018). However, not all marketers are confident of their firm's understanding of the customer journey (Whitler, 2018).

While there are several articles/blogs pertaining to customer journey mapping available on the internet from the practitioner's perspective, yet there is a relative dearth of empirical studies from the academician's perspective (Lemon and Verhoef, 2016). Even in the context of travel and tourism, due to greater complexity of interactions between the travel service providers and the customers (due to proliferation of media and channels) and diverse holiday preferences of customers (Rodgers, 2018), there is a need for tools such as Customer Journey Mapping. This paper seeks to gain a better understanding of the concept, elements and applications of Customer Journey Mapping, particularly with regard to the services provided by travel service providers.

2. LITERATURE REVIEW

Customer Experience

In recent years, managing the customer experience has emerged as a priority for most service organizations (Lemon and Verhoef, 2016). Today, organizations appear to have lesser control of customer experience considering that numerous interactions occur between customers and firms through multiple channel and media. Therefore, for service researchers, understanding how to enhance the customer experience has assumed importance (Folstad and Kvale, 2018). In fact, customer experience has been regarded as a significant research challenge in the upcoming years by the Marketing Science Institute for 2014-16 (Lemon and Verhoef, 2016).

It has been pointed out that customer experience is a multidimensional construct which focusses on the cognitive, emotional, behavioural, sensorial and social responses of a customer to an organization's offering throughout the entire purchase journey (Lemon and Verhoef, 2016). It is believed that positive customer experiences have several benefits such as improvements to the bottom line, higher conversions and increased customer loyalty (Lemon and Verhoef, 2016). However, even though customer experience is widely recognized as an important driver of customer satisfaction and loyalty, yet there has been limited research on measuring such experiences (Liu et al, 2014).

Customer Journeys

This is one of the concepts that has been greatly used for service management and design to describe service processes and experiences from the consumer perspective (Folstad and Kvale, 2018). Customer journeys have been described in various ways by researchers and academicians. In one of the pioneering articles on the concept, Richardson (2010) refers to customer journey as "a diagram that illustrates the steps your customer(s) go through in engaging with your company, whether it be a product, an online experience, retail experience, or a service, or any combination (Richardson, 2010). It has also been described as a 'cycle of relationship' between a customer and the service provider (Wang, 2013). Again, Norton and Pine (2013) define customer journey as "a sequence of events that customers go through while learning about, purchasing or otherwise interacting with a company". Customer journey approaches have been used for various purposes, which include: to summary customer research, for communicating and strengthening stakeholder empathy with customers, for management and design of public sector services and for service innovation in consumer markets. According to one perspective, customer journeys have been conceptualized along three stages: pre-purchase, purchase and postpurchase (Lemon and Verhoef, 2016).

Today, with the fast-paced developments in technology, there are tremendous possibilities for customization and value addition in the customer journey. According to Nolle and Wisselink (2018), there are huge complexities in the purchasing and decision process of the customer in the era of online shopping which makes it imperative to take the interactions between consumers and service providers to the next level. The Internet of Things (IoT) and artificial intelligence may now enable marketers improve the customer experience along the customer journey in a whole new way. This has been further reiterated by Purcarea (2018) who points out that with the evolving technology and channel preferences of customers, marketers have to incorporate customer intelligence tools and artificial intelligence to create a better customer experience and improve the customer journey.

Customer Journey Mapping

Recently, there has been an increased interest in practitioners regarding developing customer journey maps. Customer journey mapping refers to the practice of creating a visual depiction and documentation of a customer journey (Rosenbaum et al., 2017). The objective of this exercise is to develop a great experiential journey for customers (Parker and Heapy, 2006). In order to enhance the customer experience, organizations make an effort to understand the expectations and perceptions of customers with regard to different touchpoints. This provides designers an opportunity to design services from the customer's perspective (Wang, 2013). Thus, customer journey mapping has been summed up as "a well-known customer-oriented technique used to document and understand a customer's emotional responses to a product/service on an individual journey for improving the overall experience"(Ayutthaya and Koomsap, 2018).

This tool incorporates the customer viewpoint differentiating it from other service design tools such as service blueprinting where the focus is on the company's internal strategy for providing services.

Customer journey analysis has become interesting from a multichannel management point of view and understanding such journeys has become a necessity to manage customer experience in the current multi-channel environment (Lemon and Verhoef, 2016, Wolny and Charoensuksai, 2014). A study by Liu et al. (2014) uses customer journey mapping as a tool to develop a better understanding of how to enhance the customer experience at various touchpoints in the context of a food and wine festival. Halvorsrud et al. (2016) have proposed a framework for describing service experiences in a multi-channel environment using Customer Journey Analysis. This study discusses the touch points in the service delivery process of broadband services and elucidates on individual customer journeys based on insights from interviews, diary studies and process tracking. A review of extant literature pertaining to customer journey mapping is provided in Table 1.

Table 1 - Studies on Customer Journey Mapping

S.No.	Researcher/Year	Study Objectives/Purpose
1	Halvorsrud et al., 2016	Proposes a framework for a structured service delivery through customer journeys that incorporate customer perspectives and customer experiences in a multichannel environment.
2	Ihamaki and Heljakka, 2017	Presents a service design process that creates four-stage customer journeys using gamification for an improved customer experience in the context of a ski resort.
3	Haugstveit et al, 2016	Provides an approach for modelling customer journeys in complex technology-driven service systems by obtaining a detailed understanding of service process and customer experiences.
4	Wolny and Charoensuksai, 2014	Assesses consumer use and reactions to different media and channels in their shopping journeys for cosmetics.
5	Rosenbaum et al., 2017	Demonstrates how customer journey maps may be developed to improve a customer's experience at each touchpoint through a case study.
6	Kojo et al, 2016	Reports the usage of a mobile self-reporting tool called Qualiwall for the customer journey mapping of an experience-centric service.
7	Liu et al., 2014	Presents a customer journey map which incorporates a deep understanding of the customer experience, illustrates service processes and identifies opportunities for creating enhanced customer experiences in the context of a food and wine festival.

As per the discussions in various studies, the components of Customer Journey Maps may primarily include:

(a) Consumer Personas

(b) Touchpoints

Consumer Personas

Personas are created by combining the personal characteristics/attributes of users which are then presented in the form of a hypothesized person (Gagliano, 2006). Thus, consumer personas are models of actual consumers (current or potential) which are created by observations regarding their consumption patterns, motivations, goals as well as likes/dislikes (Voyer et al., 2017). This are then used to develop customer journey maps. In the online context, Voyer et al., (2017) studied consumers navigating through various websites and created consumer personas by using big data consumer clickstreams.

Touchpoints

Service providers interact with their customers through various channels such as call centers, SMS, chat, e-mail, as well as face-to-face interaction, these are referred as customer touchpoints by practitioners (Alawad et al, 2018). It has been noted that there is an inconsistency in the terminology and definition of touchpoints in previous studies as well as lack of practical guidance regarding discovery and evaluation of touchpoints (Folstad and Kvale, 2018; Wang, 2013). Lemon and Verhoef (2016) have identified four categories of customer experience touch points: (a) Brand-owned touch points (e.g. advertising, websites), (b) Partner-owned touch points (e.g. marketing agencies), (c) Customer-owned touch points (customer's choice of payment method), and (d) Social/external touch points (e.g. other customers, peer influences).

Customer Journey Mapping in Tourism

With growing digitization and fast evolving consumers, the travel industry trends are also changing. As opposed to the limited number of touchpoints in a travel service earlier (such as looking at travel brochures, discussing with a travel agent and deciding where to book), today travel service providers are faced with multiple customer journeys as there are huge differences in holiday preferences of customers and myriad touchpoints accessed by them (Rodgers, 2018).

In this complex environment, Customer Journey Mapping has been suggested as a tool for destination marketers to improve the visitor experience (Sprangers, 2016). According to this approach, an understanding of visitor insights Organizations could use to improve the travel experience. Back in 2009, Stickdorn and Zehrer (2009) pointed out the importance of assessing customer journeys in tourism and presented a visualization of the assessed customer journey in the case of a hotel service. The concept of tourist customer journeys was also discussed by Shaw and Williams (2012) in the context of service innovation.

The Customer Journey Mapping approach has a few applications in the context of travel and tourism. Using customer insights gained through observation and interviews, customer journeys were created for Ecotravellers Ltd, a Finnish company to provide recommendations on improving their services and their promotions (Koskinen, 2018).An interesting approach called mobile ethnography has been used by Stickdorn et al (2014) for enhancing the customer experience in tourism destinations of Europe. Herein, customer journey maps that visualize the sequence of various touchpoints encountered by customers beginning with their first online search and ending with writing of online reviews had been developed by the authors. In this study, tourists themselves pointed out the touchpoints through this ethnographic research using touchpoints.

3. MODEL FOR CUSTOMER JOURNEY MAPPING

However, the review of extant study reveals that there are practically no conceptual models or frameworks that have been presented from the perspective of approach of Customer Journey Mapping in tourism. In keeping with this need, this paper presents the following conceptual framework based on which travel service providers may develop their customer journey maps which would lead to improved tourist experiences and tourist satisfaction. This conceptualization of the author is based on an understanding of the perspectives presented in the above literature review. Auther contend, that tourist personas may be created based on consumer insights derived through surveys, social media, blogs, interviews etc. Such personas would include the personal characteristics of tourists, holiday preferences and travel motivations. An understanding of these tourist persons combined with their expectations and perceptions as well the multiple touchpoints through which they interact with the service providers would help in creating well-designed Customer Journey Maps. Finally, it is felt that the process customer journey mapping would lead to enhances tourist experience and overall satisfaction with the travel experience.

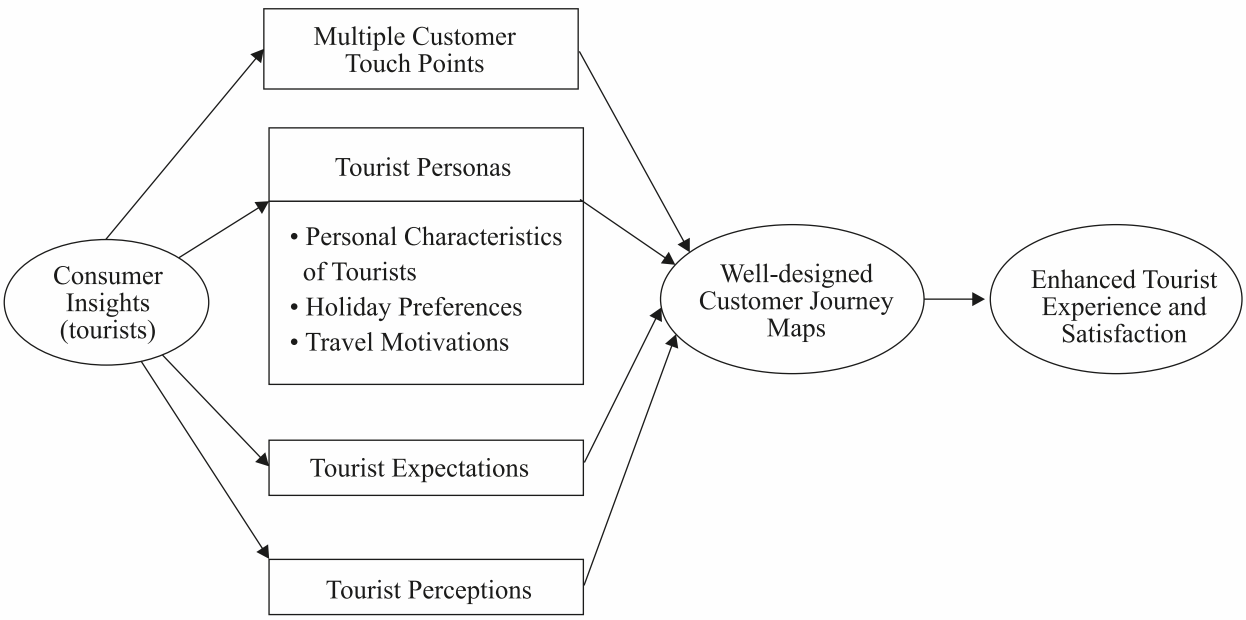

Figure 1 - Conceptual Model of Customer Journey Mapping in Tourism

4. DISCUSSION

The brief review of extant literature helps in uncovering a few issues pertaining to the use and applications of customer journey mapping. In an extensive review of this concept and its applications by Lemon and Verhoef (2016), it has been pointed out that despite the significance of understanding customer journeys and the customer experience, there is a paucity of empirical research pertaining to these. As of now, there is a lack of studies focusing on the development of practical frameworks for monitoring customer experiences throughout the customer journeys (Folstad and Kvale, 2018). This is equally true in the context in the context of travel and tourism.

Even though there are a few early studies that discuss the concept of customer journeys (Stickdorn and Zehrer, 2009; Shaw and Williams, 2012), yet there are very limited studies that utilize customer journey mapping as a tool for enhancing service experiences of tourists. Considering the fact that tourists today are highly demanding and require personalized experiences and itineraries, this approach of customer journey mapping may provide an opportunity to travel service providers to identify tourist's expectations, needs and perceptions, create visitor personas and thereafter improve the visitor experience. Thus, there is the need for more empirical studies from the perspective of travel service providers which helps in achieving better clarity about how to create customer journey maps that incorporate the tourist perspective. A conceptual model for customer journey mapping in tourism has been proposed here. This framework could be empirically tested in future studies. Hopefully, it would eventually lead to better understanding and further research in this domain for more clarity and application.

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Case Study

A Falling Giant Corporation and False Optimism among Employees

Jitender Sharma[*]

Each day is really becoming from tough to tougher for Mr. Ajay Jain who is getting notices from his wards' school for not paying the school fee. He is not able to get his ailing mother admitted to the hospital in spite of the fact that she is at advanced stage of cancer. It is becoming very hard to run the house chores. Moreover, he has already got notices from the lender bank for not paying his monthly installments of the housing loan for last several months and now the final notice has been served about a week before to either pay the installments or bank will take over their home and evict them. He tried to borrow money from the colleagues but they are also on the same boat and struggling with their own problems. Borrowing from provident and pension fund couldn't also materialize as several months' dues to the fund have not been paid by the company he works for. It has become very frequent that he thinks to end his life but the innocent faces of his children and family members come in the way.

It is not the case that Mr. Ajay Jain was an unemployed youth. He worked for Jet Airways which was one of the best airlines till about a year back. Mr. Ajay never bothered about finances as he was well paid. He had all facilities that an employee can hope for. After joining Jet Airways about a decade back, Mr. Ajay bought a three bed-room apartment in a posh locality through a bank loan for about 1.5 crore rupees which he was regularly repaying. He got married and have got one son and a daughter whom he admitted to the best school in the area. He brought his mother from his native place after his father got expired and was taking her to the best oncologist for her cancer' treatment.

Mr. Jain's problems started when his employer Jet Airways went to continuous losses and started defaulting on timely payment to employees and to the creditors. With each passing month, troubles started accumulating further and the employees were not paid for months together.

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 DOI:10.22552/jijmr/2019/v5/i1/182303

Company has defaulted on paying the statuary dues towards employee medical insurance, provident and pension fund. With each day, one or the other facility that company was providing to employees since beginning were taken off. A glimpse of uncertain future was further evident when Jet Airways management announced to lay off about 1100 employees. Company argued that they were compelled to take this step to save the job of other 15000 employees. Mr. Jain stuck to his job in spite of the continuously boiling troubles hoping that things will improve sooner or later. As Mr. Jain was working in the technical staff who looked after maintenance of aircraft to check for their flight worthiness, he was hopeful that company will require his services for sure. However, the last nail to the coffin came when finally,in April 2019, the management has finally grounded off its fleet completely and the lenders forced the Chairman Mr. Goyal to step down. Lenders are trying hard now to find a buyer for the troubled airlines but without any success so far and then there are complex issues of loan repayment, shareholders' concerns, employees future and so on.

It has now become completely dark for the remaining employees of Jet Airways as the revival of airlines seems very bleak at the moment. They were already facing much hardships as their salaries were not paid since January 2019 and there is no surely when their dues will be paid off and by whom. They had together tried legal measures also but got only reply from the CEO of Jet Airways that management has no answers to their concerns at the moment and management even can't comment on what will happen to them during the sale process of the airlines. Jet employees irrespective of their ranks have approached Government of India also requesting it to intervene and for release of their dues so as to avoid their fate also become like Kingfisher employees whose pending salaries and dues were never paid by the airline.

Like other employees, Ajay is also looking for job opportunities available with other airlines but overall position in aviation sector is very tight. The other erstwhile Kingfisher Airlines has already been grounded and the remaining are also either running in loss or at least not profitable. Jet employees are facing hostilities from other airlines senior staff as they try to approach to their airlines for job. Ajay was told on the face by one of the airlines senior recruitment manager that it is kind of charity their airline is doing by hiring some of the Jet Airways staff. And this is not the case with Mr. Ajay but with almost all employees of Jet Airways who are seeking opportunities elsewhere. To rub the salt on their wound, most of the other airlines in India are also not working profitably. The biggest airline owned by the Government of India, Indian Airlines is also under huge debt and they are also on the verge of selling out or close their operations.

This case raises an important question why do top and mid-level employees waited so long and didn't decide to leave the organization in time and look for other opportunities. They were certainly in know-how of how things were shaping up at Jet Airways and where it will all lead to. Response of this question as reported by media and validated also by discussion with different professionals by the author of this case is an unrealistic optimism of employees that things will improve or a better and stronger leadership will takeover and issue will be resolved. But businesses don't run on optimism alone. What the employees didn't take into account perhaps is the fact that Jet owed eight thousand five crore rupees to its lenders and there was no easy recovery and the another brutal fact that employees pending salaries and other dues will be last priority for lenders whose foremost interest would be in recovering of their dues to the extent possible.

Questions:

1. If you would have been in Mr. Ajay Jain's shoes, what would be your strategy to come out of this position?
2. Is it a right decision for employees to wait indefinitely for conditions to improve when writing seems on the wall?
3. What, according to you, can be the best possible solution to solve the Jet Airways crisis?

Book Review

Mind Without Fear by Rajat Gupta

New Delhi: Juggernaut Books, 2019. ISBN: 978-93-8622-887-1), xiv, 342p.

Jitender Sharma*

"Mind Without Fear" is a self-narrated real life story of an international business tycoon who reached to the peak of corporate world from scratch and then equally fall from it when he was charged with insider trading, arrested and then was imprisoned for two years. Rajat Gupta never accepted the charges and in this book he has told his side of the story what actually happened and how just a business relation with a subcontinent acquaintance and his fraud or wrongful acts brought him the shame and made his accused of something which he never committed. Not only this scandal, he has also given an account of his journey from troubled childhood, his father struggle in freedom movement, how he reached United States, his stint as McKinsey, his trial and imprisonment and how he has moved in life after his release and his current work in health and education and on criminal justice and prison reforms.

Title of this work, "Mind Without Fear", is taken from a poem, published in 'Gitanjali', the famous compilation of poems of Rabindranath Tagore that inspires one not to surrender before hardships but to keep head and hopes high. And whereas some may dispute and may call this work as a one sided explanation of someone who was found guilty of unprofessional conduct, but the details and reasons provided by the author seems convincing and force one to think if Mr. Rajat Gupta was not made a scapegoat for a bigger scandal.

Rajat Gupta regrets in the book why he didn't testify at his own trial and didn't persuade the jury that false charges

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 DOI:10.22552/jijmr/2019/v5/i1/182304

were made against him and he feels that he was a victim of human misjudgment. He however feels that three years of prison has helped him in better understanding of himself, life and people around him. If many doors are closed to him due to his imprisonment, many new avenues have opened up and he feels that it is the best time to speak out, to tell his side of story so that he may face the future with a “mind without fear and a head held high”.

Author provides with some concrete logic and argues why the charges made against him were wrong. While the said beneficiary Rajaratnam was never charged for illegal trading in two companies for which prosecutor claimed that author passed him the “insider information”, how was the author charged for that offence seems to be a valid question raised by author.

Author has also given details of prisons and how the life is tough for most of the prisons even in the most developed country like United States. How the prisoners are just thought to be subservient and raising any question or disagreement means tagging the prisoner as bad guy and shifting, subjected to further harsher conditions and solitary confinement. Author feels that in a way these harsher conditions and confinement helped him to return to his core values and helped him achievement enlightenment and he resolved to emerge as a better and stronger person, physically, mentally and spiritually.

Author has given a detailed account of how he came in touch of Rajaratnam through a common friend while working on his project to establish Indian School of Business, how Rajaratnam has donated a million-dollar donation for the project and how author became a partner with the common friend and Rajaratnamby launching an investment fund and how Rajaratnam has taken out large sum out of the fund unfairly without information resulting in a dispute between their relationship. Author argues that Rajaratnam was in touch with some other contacts at Goldman and author could never even imagine to pass classified information as it was against all his personal and professional ethics.

He then describes about his another colleague Anil working with him at McKinsey and writes how he played in hands of Rajaratnam in order to impress him and got caught with Rajaratnam on ‘inside trading’ charges and how he pleaded with him to help to let continue his insurance cover provided by the company so that his son treatment can continue and then writes how all these summed up resulting him also blamed as an accused of inside trading.

There are many more incidents and details which are spread over 18 chapters of the book, all of which give one or the other details of author’s different phases of life, family, his stints with different organizations, his academic pursuit, his case, confinement and how the holy book “Bhagwad Gita” gave him inner strength and helped him in becoming a “Karma yogi” and how he won inner freedom even in solitary confinement by reciting and understanding deeper meaning of shlokas of Bhagawad Gita. He writes that he came out of prison in January 2016 as a much stronger and spiritual being and then in epilogue he has given an account how he then chose a different path that has given him inner satisfaction and a different perspective of life.

In brief, this book is primarily a detailed account of Rajat Gupta’s life and the problems he encountered including imprisonment for a fault he never committed, as he claims, and how different incidents changed his outlook towards life. How he reached at the peak of corporate world and how some misunderstandings resulted in his falling from grace and how he is trying to build up his life post his imprisonment period by working for betterment of society. He feels that there is scope of lot of improvement in criminal justice system and there is urgent need of prisons reforms in United States.

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The author(s) may send their manuscript in MS Word to jijmr@jaipuria.ac.in, jitender.sharma@jaipuria.ac.in and shalini.srivastava@jaipuria.ac.in.

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3. The recommended length of full paper is 5000 words.
4. Book reviews should be approximately 1000 words.
5. All tables, charts and graphs should be in black and not in colour. Source, if any, must be quoted at the bottom. Figures must be given in international standards of millions/billions and not in lacs/crores etc. Tables, charts and graphs are either included within the text or else proper referencing on a separate line has be clearly mentioned at the position where a particular table, chart and/or graph has to be placed.
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Single author of book

Gore, A. (2006). An inconvenient truth: The planetary emergency of global warming and what we can do about it. Emmaus, PA: Rodale.

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FORM-IV

1.	Place of publication	:	Noida, Gautam Budh Nagar
2.	Periodicity of its publication	:	Half-Yearly
3.	Printer's Name	:	Dayanand Pandey
	Nationality	:	Indian
	Address	:	A-32 A, Sector – 62, Noida – 201309
4.	Publisher's Name	:	Dayanand Pandey
	Nationality	:	Indian
	Address	:	A-32 A, Sector – 62, Noida – 201309
5.	Editor's Name	:	Dayanand Pandey
	Nationality	:	Indian
	Address	:	A-32 A, Sector – 62, Noida – 201309

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Printed and published by Dayanand Pandey on behalf of Jaipuria Institute of Management, Noida, A-32A, Sector-62 Noida, Gautam Budh Nagar and printed at M/s N Thirty Offset, Chaura Raghunathpur, Sector 12-22, Noida, Gautam Budh Nagar, Editor - Dayanand Pandey

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Printed and published by Dayanand Pandey on behalf of Jaipuria Institute of Management, Noida, A-32A, Sector-62 Noida, Gautam Budh Nagar and printed at M/s N Thirty Offset, Chaura Raghunathpur, Sector 12-22, Noida, Gautam Budh Nagar, Editor - Dayanand Pandey

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