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## MANAGEMENT INNOVATOR

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### *Editorial*

At this time of COVID19, researchers across the world are in the quest to find the vaccine for the pandemic. At the same time, management researchers have worked hard on some of the recent researches in the various areas including social media. This issue portrays the importance of multitude of research interests from scholars across the field. Green marketing in Srilankan hotels is one of them. There are many instances of basic and applied research being conducted in the field to test the theories and applications of the functions across the world. There are more thought provoking articles on urbanization or ruralisation, Telecom industry, Retail industry, Pharmaceutical industry and Kerala shops and Establishment Ordinance 2018 which give new directions to research as such. The article on blue economy which is highly relevant in the present Kerala context is also included.

I am sure you will find the articles worth reading and your feedback is important for the improvement of the journal. It can be mailed to [kscnair@keralauniversity.ac.in](mailto:kscnair@keralauniversity.ac.in).

Thanking you

Dr.K.S.Chandrasekar

Chief Editor

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## Relevance of Artificial intelligence in Social media and its impact on marketing communication

Adithyan B.S, CHRIST (Deemed to be University), Bengaluru

### Abstract:

Artificial Intelligence (AI) holds the possibility to change how brands make and oversee web-based social networking showcasing. When we constantly interact with social media, personal data and information are created which is collected online by companies can be used to design and personalise advisements, improve one's promotion expenditure plan, customize ones clients' understanding, propose the most exact attribution model, help ones showcasing examination, and even produce unique brand content, including pictures and publicizing trademarks. This article looks at the promises, challenges, and future research directions of these transformative technologies in the areas of marketing and advertising. Not only are the technological aspects investigated, but behavioural, societal, policy. This article discusses the various possibilities of AI, automation, machine learning, and robotics. this article will increase attention to the significance of understanding the exponential headway in man-made consciousness, mechanical technology, and mechanization are quickly changing businesses and social orders over the world.

Keywords: *Artificial intelligence, social networking, social media, business, World*

### Introduction

Technological innovations and profligate development of communication technology over the past two decades have played a predominant role in everyone's life especially the development of mobile technology has led to the wide use of social media. Today people are constantly active in various social media like Facebook, Twitter, Instagram etc. updating what is going on in our lives, this constant engagement in social media gives a lot of information about an individual. Artificial Intelligence (AI) is swiftly becoming more vital to the day-to-day digital world, and the marketing and advertising world. AI in simple terms means systems will logically demonstrate behaviours associated with human intelligence such as planning, learning, reasoning, problem-solving, knowledge representation, perception, motion, and manipulation and, to a lesser extent, social intelligence and creativity automatically. AI and social media together provide to be highly beneficial for businesses. Artificial Intelligence services can be used to study user behaviours and searching habits of their customers. This would eventually ease in reaching their target audience. Additionally, AI helps firms and brands in tracking changes efficiently owing to a better marketing strategy and saving a huge amount of money.

### Artificial intelligence and its possibilities

Artificial Intelligence is revolutionizing industries one by one. nearly all industry like self-driving cars, spam detecting, personal assistants like Siri, Alexa, etc. As days passing on, AI becomes constantly more essential to our world. and, digital marketing is one such area with exciting possible use for AI. Computer-based intelligence makes the way toward looking and breaking down customer conduct simpler through enormous information and data. In this way, learn Artificial Intelligence today to have an extraordinary profession ahead. Advanced advertising has gotten the best result for the entrepreneurs to develop their brand image, to reach focused on clients quicker, and to adapt up to the high rivalry in their separate fields. As the use of the web developing quickly, the pursuit volume of clients on web indexes to



locate their ideal help or item expanding. In this manner, web indexes pick too deep Machine Learning, which empowers web search tools to comprehend the customer circumstance and give them noteworthy information and further structure up the degree of man-made reasoning. Through man-made brainpower, the purchaser's very own data can be acquired. Digital marketers can predict the buyer's wants & needs and successfully reach their targeted audience by obtaining the buyer's personal information through artificial intelligence.

The enormous reach of informal organizations gives a chance to gather and decipher immense measures of client created information. Computer-based intelligence's capacity to filter through enormous measures of unstructured information is one of the most significant manners by which we can apply the innovation. ai be able to figure out such data and decipher it, however, it can likewise do it quicker than any human. When client data is found out, it would then be able to be utilized by brands gathering it to make customer personas with data about who is buying their items and communicating with their posts and what persuades them to do as such. After adding a friend on Instagram, one may notice a list of suggested people to connect with or when they order a shoe from amazon there are advertisements in the social media account displaying similar products, which utilize machine learning to filter information based on user preferences, contribute to the creation of this customized list. When one engages with social media accounts and posts, the recommendation engine learns from ones past activity and then interprets patterns in ones data to predict a list of accounts, products, videos, images etc one could relate with. Computerized reasoning is carrying change to each part of our everyday callings. This will change the way advertisers do their battles to the way the crusades themselves are estimated and run. Computerized reasoning will characterize how advanced showcasing will be led now and in what's to come

### **Artificial intelligence and e-mail marketing**

AI is making email showcasing far and away superior, both for the advertiser and their client. Personalization at scale is each marketer's dream – and Artificial knowledge makes it conceivable. Computerized reasoning can utilize information to make customized messages to all of the organization supporters, given their past associations with the brand. It can redo dependent on what content they used, what is on their list of things to get, what pages they have invested the most energy on, and the sky is the limit from there.

the whole substance of the email can likewise be computerized. Computer-based intelligence-controlled programming can utilize pre-composed duplicate, pictures, advancements, blog entry pieces, curated substance, interfaces, and even machine-created substance to deliver messages that are enhanced for a high commission rate. Artificial intelligence calculations can not just decide the ideal blend of various kinds of substance, however, this robotization additionally fundamentally eliminates the time and assets expected to keep ones's email crusades running which is more efficient.

### **Artificial intelligence and Advertising**

In a conventional market scenario, it was very difficult to reach to the right centred around people truly due to the tremendous geographic structure of our planet. In any case, presently in the present digitalized world, the AI can infiltrate into the huge information which is open through various sources and help advanced advertisers to contact the correct crowd through division and dependent on different inclinations like gender, age, interests, profession, and so on.

Artificial intelligence tools exist today can write Facebook and Instagram ads for one. The ads are optimized for clicks and conversions, thanks to AI's ability to predict at a scale which language will improve results. According to marketing experts, Google and Facebook control over 60 per cent of all PPC campaigns in the United States. By utilizing Predictive Analytics, Netflix can offer better proposals to their clients, permitting them to benefit as much as possible from their memberships. These outcomes in extraordinary consumer loyalty and expanded offer. Example, if a brand and want to devise an effective reach of one's products in the market they can use IBM's Watson (an IBM supercomputer that combines artificial intelligence) can be used to combines the data from its Record app with data from third parties to deliver more personalized keeping fit to their users.

This way personalised advertisements with emotional appealing features are distributed digitally to the targeted audiences on social media, websites or apps or any medium. Programmatic advertising assumes a key job here - meeting the clients in the perfect spot with the correct messages that they find important and genuinely engaging enough to draw in with. This is progressively close to home and likely additionally captivating because it is explicitly focusing on the person's need and not only a conventional ad. This way firms can provide user-based advertisement promotions with less labour and time consumption.

### **Content Marketing**

a type of marketing strategy that creates and share online material (such as videos, blogs, and social media posts) that does not explicitly promote a brand but is aim to stimulate interest in its products or services. Google's algorithm, a.k.a. RankBrain has been paying close analysis to what people want when they search. Over the years, the algorithm has gotten smarter in analysing and predicting what users want. This makes it important to create content that focuses on user intent.

### **Chatbots**

digital marketers can effectively chatbots as a way to provide personalized customer service. chatbots also help guide users through a customer journey to a sale. Chatbots are software that conducts conversations to communicate between customers (via auditory or textual methods) and firms because they are programmed to respond immediately to inquiries, saving time and enhancing the overall customer, for example, Dominos introduced Dom, a pizza ordering bot that allowed customers to order directly through Facebook Messenger. Mastercard's Facebook Messenger bot makes it convenient for people to check on account transactions just by asking ask "what is my recent transaction history?". With Master pass, customers can also now buy from Mastercard partners like Subway, and The Cheesecake Factory.

AI algorithms are mixing the ability to identify key emotions and produce understandings that make searching more effective for potential buyers, with sales data on thousands of customers and the different items they have bought.

For example, a popular combination of products bought together by consumers is shampoo and hair conditioner, and 75% of people who bought this combination also purchased a product hair serum along with it. Now the company can easily analyse the remaining 25% of the customers and suggest them the hair serum. This way, the company can recommend customers a valuable product that has been found useful and effective by other similar minded buyers as well and can increase sales with the help of AI algorithms

### **Sentiment Analysis**

A practicable analysis of brands can be formed with constant social media analysis. Sentiment analysis uses natural language processing (NLP) to identify positive and negative words in posts and comments on social media. With this information, businesses can consistently, quickly, and accurately respond to customer grievances. When a buyer post a complaint about a product from amazon, with the help of sentiment analysis, social media software can detect the negative words in a tweet, enabling amazon to understand how a customer feels toward their brand. Twitter uses python to conduct sentiment analysis. Yet, following and dissecting the promotions and posts on these webs can be troublesome. Man-made intelligence has made it simpler to break down and track such errands and thusly, spares a ton of time and exertion.

### Conclusion

From Google's Rank Brain and Voice search to customized proposals by Amazon, AI has changed the essence of the Digital scene. Computer-based intelligence has a more profound comprehension and examination of information and information AI is assuming control over the human job in recognizing promoting patterns. Advertisers and brands are joining Machine Learning and Artificial Intelligence to spare time and resources. Next time when we notice a fascinating commercial or remark on a post in one's social media feed remember that with the assistance of AI, information about one's activity is ceaselessly being arranged and broke down

With AI's information-driven investigation, one would now be able to make a progressively successful promoting system for one's business. AI engages dynamic and encourages one to make better-performing content. Actualizing AI in advanced advertising procedures will assist the firm in connecting with the correct crowd and can increase company's chance for profit maximisation.

Now the number of organizations put resources into innovative work of AI and coordinate it into showcasing and promoting is increasing. we're going to see robotization system ruling deals and advertising spaces, helping organizations spare assets, and drive more an incentive to their clients over the coming days.

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## GO GREEN INNOVATION MANAGEMENT ADOPTED BY AUTOMOBILE INDUSTRIES WITH REFERENCE TO BMW INDIA

*AL AMEEN. M, SUMI . A. M, ASHA DEVI . J, M. Phil, Institute of Management in Kerala, University of Kerala, Kariavattom, Trivandrum*

### ABSTRACT

Go Green innovation is an economic effort that operates with respect for the environment. Eco-Innovation is a single project carried out by an organization whose entire aim is to promote sustainability. Go Green can lead to more environmentally friendly and ecologically responsible decisions and lifestyles, which can help to protect the environment and sustain its natural resources for current and future generations. In 21st Century, many Governments adopt eco-innovation as part of their growth strategy. The big global challenges like economic downturn, environmental degradation and resource scarcity, Go green innovation is seen as a way to reconcile economic and environmental priorities and open new sustainable opportunities for organizations. As a part of Eco-Innovation, many organizations are required to respond to environmental and social demands and emerging markets for environment friendly products and services on the one hand and the provide corporate social responsibility and economic sustainability.

The essence of the study is to identify the Go Green innovation adopted by the automobile industries with reference to BMW India. BMW India is a 100% subsidiary of the BMW Group and is headquarters in Gurgaon (National Capital Region). The wide range of BMW activities in India include a manufacturing plant in Chennai, a parts warehouse in Mumbai, a training centre in Gurgaon NCR and development of a dealer organization across major metropolitan centres of the country. BMW India is a charter member of the EPA's National Environment Achieve Track that recognizes companies for their environmental stewardship and performance.

**Key Words:** Go Green, Eco- Innovation, Environment, BMW India, Corporate Social Responsibility, Environmental Protection Agency (EPA).

### INTRODUCTION

The effective implementation of eco friendly business is to eliminate or reduce the environmental harm caused by the production and consumption of goods. Go Green is a Corporate Social Responsibility (CSR) of every organization to ensure the protection of environment. An outstanding part of implementing eco-innovation are Eco-innovative products, waste regeneration systems, renewable energy-based systems, efficiency retaining, aggressive sales, innovating financing, sustainable mobility systems, industrial coordination and eco-urban areas.

The purpose of Go Green innovation management of BMW India is to explore the potential and eco-friendly business activities and to identify the effect of Eco-innovation to the establishment and to the public. A green vehicle or clean vehicle or eco-friendly vehicle is a road motor vehicle that produces less harmful impacts to the environment. Green vehicle is a strategy used by the automobile industries powered by alternative fuels and advanced vehicle technologies and include hybrid electric vehicles. BMW's 2017 latest model electric BMW i8 is a green vehicle. BMW group has a long tradition of minimizing its impact on nature and the environment. They reduce resource consumption, lowering emissions and avoiding waste

and also take environmental factors into account on the basis of their choice of locations. BMW's investments in group wide environmental protection are constantly improving their resource efficiency and have generated cost savings. BMW radically reducing their environmental foot print in the area of energy usage by continuously enhancing the energy efficiency of their processes. The use of wind and hydropower at BMW's sites produces renewable energy. The long-term goal is to obtain 100% of their electricity from renewable sources. Water is the most important resource for the production purpose, so they rely on closed water cycles and waste water free processes.

This study prioritizes to identify the Go Green innovation management adopted by BMW India and its impact on both the organization and to the environment. Sustainable commitment is an integral part of BMW Groups. It includes:

- Promoting interculturality and innovation.
- Contributing to social mobility and inclusion.
- Experiencing mobility and sustainability.
- Teaching road safety.
- Inspiring the next generation of engineers.
- Taking responsibility for society and the environment.

They strive for a closed loop resource management focused on waste prevention and recycling for better resource and energy efficiency. BMW Groups strategic sustainability targets up to 2020 cover areas from products and service.

## **OBJECTIVES OF THE STUDY**

1. To identify the CSR activities of BMW India.
2. To analyze the impact of eco-innovation or go green innovation adopted by BMW.
3. To find out the benefits obtained for BMW from the Go Green innovation.

## **METHODOLOGY**

Data for the present study have been collected from secondary source. The present study mainly considers the secondary data for the analysis of go green innovation management adopted by automobile industries with the reference from BMW India. The secondary data were collected from various publications of economic reviews, Journal of Business Venturing, Journal of Business Ethics and Various reports about Corporate Social Responsibility (CSR) of BMW India.

## **STATEMENT OF THE PROBLEM**

Go Green is a project that focuses on environmental protection. It is a responsibility of every citizen and every organization. Every organization have Corporate Social Responsibility (CSR) to prevent environmental impacts like atmospheric pollution ( global warming and ozone layer depletion), scarcity of fresh water, scarcity of raw material and land availability. In the light of BMW, they have an efficient Go Green management that efficiently manage the construction, production and operation of facilities and in other activities, adequate technical and economic facilities are to be used to conserve energy and resources, prevent CO2 emissions and minimize any environmental impact. The environmental protection activities adopted by the BMW India were identified through this study and also evaluate the impacts of Eco- innovation of the organization.

## **FINDINGS**

- The environmental management system is established at all production sites of the BMW Group and in the central planning departments. With the exception of the Manaus location, the systems are certified according to DIN ISO standard 14001:2015.
- BMW has Eco Management Audit Scheme (EMAS), it includes elements of the internationally recognized environmental management standard DIN EN ISO 14001.
- BMW has group wide environmental protection and higher priority must be given to the protection of health even in periodical service parts they are using biodegradable ingredients.
- BMW use the latest technology to increase safety and reduce exhaust emissions, noise emissions and fuel consumption.
- To avoid waste BMW develop and systematically implement solutions for the recycling of end of life vehicles. Their aim is to further promote recycling optimized product design and the use of secondary raw materials in order to reduce the total consumption of energy and resources from production and operation and to close material cycles.

## CONCLUSION AND SUGGESTIONS

It is concluded from the studies that, Go Green innovation management of BMW are most efficient and they are giving more priority to environment friendly vehicles. The environmental and energy guideline of the BMW Group are the basis for action throughout the group. They require all employees to realize ecological weaknesses in processes and products and to commit to implementing the resulting solutions. This also applies to external partners such as commissioning parties, suppliers and contractual partners. Compliance Management System of BMW will integrate into the environmental management system. The BMW Group puts into practice the five level waste hierarchy worldwide. The five levels are prevention, re-use, recycling, recovery and disposal. They used most advanced Go Green Innovation Management to protect the environment and ensure safety to their employees, customers and to the society.

Thus, based on this the following suggestions are forwarded. BMW provides maximum safety of the environment but there is still a risk like fire, handling of chemical products. So they have to ensure that regular inspections should be done for dealing the emergencies.

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## A STUDY ON THE SATISFACTION OF MANAGERS TOWARDS THE SALES PROMOTIONAL STRATEGIES ADOPTED BY THE LIFE INSURANCE COMPANIES

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### **Abstract:**

Everyone faces dangers and risks in daily life. The uncertainty of human life has given rise to the necessity of life insurance. It provides some form of protection against loss of income arising from death. The managers of Life insurance companies are usually the permanent employees of the insurance companies. They are working for salaries and incentives, which are on the basis of their performance. Their job is secured and is eligible for career advancement. They are usually motivating the agents under him for the achievement of business target. They are responsible for the smooth functioning of the branch. They are inevitable in the success of a life insurance companies.

The companies operating in the life insurance sector include public sector and private sector companies. In the Public sector, LIC is the only one player carrying out the life insurance business. The success of a life insurance company is largely depending on the satisfaction of the policy holders. As a long term investment device, the policy holders satisfaction and their learned perception on the value added facilities offered by the life insurance provider is important. The customers are more influenced by the sales promotional strategies adopted by the life insurance companies.

### **Statement of the Problem**

At present the Indian life insurance sector witnesses a match between LIC, the sole Public sector player and 23 Private sector players on a competitive basis. While making a selection of a life insurance provider, the customers make a comparative analysis regarding the relative merits and demerits of each one of them. The transparency of the companies with regard to their operation, claim settlement and grievance redressal mechanism, value added services, performance of insurance agents, marketing strategy of the companies etc., plays an important role in the selection of a life insurance provider. In the present study, it is tried to measure the level of satisfaction of managers on the effectiveness of the sales promotional strategies adopted by the public sector and private sector companies.

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### **Objective of the study**

- To study the satisfaction of managers towards the sales promotional strategies adopted by the public sector and private sector life insurance companies

### **Hypothesis used for the study**

The following hypothesis have been formulated on the basis of the objectives set for the study:

*Ho:* There is no significant difference in the level of satisfaction of managers of publicsector and private sector life insurance companies towards the sales promotional strategiesadopted.

### **Scope of the study**



The present study has been conducted in the state of Kerala and the respondents of the study were the Managers of public sector and selected private sector life insurance companies. Thus from the public sector Life Insurance Corporation (LIC) and from the private sector ICICI Prudential, SBI Life, HDFC Standard and Bajaj Allianz have been selected as samples for the study.

#### **Database and Methodology**

The research design chosen for the present study is a 'descriptive and analytical research design' based on the survey method. Both primary and secondary data have been used. The primary data were collected by administering a Structured Interview Schedule among the Managers of Public sector and selected Private sector life insurance companies.

#### **Sampling frame in the selection of Life Insurance Companies**

The respondents selected for the study involve the managers of life insurance companies. In the public sector, Life Insurance Corporation (LIC) is the sole player and in the Private sector 23 companies are doing the business. In order to get more accurate results, the study is limited to the top players in public sector and private sector life insurance companies. For conducting the present study it has included LIC from the Public sector and four top companies have been selected from the private sector i.e., ICICI Prudential, SBI Life, HDFC standard and BAJAJ Alliance are selected. The selection has been made on the basis of the business performance in terms of average premium collection of the life insurance companies. Thus 15 companies have been identified considering this background and are shown in the Table 1

**Table 1 Premium collection of the life insurance companies  
(Rupees in crores)**

Sector	Sl. No.	Insurer	Average Premium	Rank
Private Sector	1	<b>ICICI Prudential</b>	14569.913	<b>1</b>
	2	<b>SBI Life</b>	10182.689	<b>2</b>
	3	<b>HDFC Standard</b>	9401.925	<b>3</b>
	4	<b>Bajaj Allianz</b>	7885.898	<b>4</b>
	5	Max Life	5644.086	5
	6	Birla Sun life	4755.108	6
	7	Reliance	4518.43	7
	8	TATA AIA	2695.518	8
	9	Kotak Mahindra	2627.513	9
	10	PNB Met life	2132.97	10
Public sector		<b>LIC</b>	197919.86	

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Source: IRDAI annual report 2019-20

In India, in the private sector there are fifteen (15) life insurance companies have high business performance and track record. They have been operating from the last twelve years. Among the 15 private life insurance companies, 25 per cent of the top companies have been included in the study. Thus in the present analysis, from the private sector four top companies namely ICICI Prudential, SBI Life, HDFC standard and BAJAJ Allianz have been selected for conducting the study.

### Sampling design of Managers

The Managers of the selected public sector and private sector life insurance companies constitute the respondents for the study. Thus the manager of each branch is taken as the sample respondents of the study. Thus a total of 92 Managers are included from 92 branches of the selected districts. Out of which 35 managers from Thiruvananthapuram district (35\*1) 33 managers from Ernakulam district (33\*1) and 24 managers are from Kozhikode district (24\*1). The district wise selection of managers is given in Table 2

**Table 2**  
**District wise selection of Managers (no's)**

District	Branches	Managers	Total
Thiruvananthapuram	35	1	35
Ernakulam	33	1	33
Kozhikode	24	1	24
Total	92	1	<b>92</b>

The detailed company wise selection of managers is given in table 3

**Table 3**  
**Company wise selection of Managers (no's)**

District	Public sector	Private sector					Total
	LIC	ICICI	SBI	HDFC	BAJAJ	Private Total	
Thiruvananthapuram	10	2	9	5	9	25	35
Ernakulam	11	4	7	5	6	22	33
Kozhikode	9	3	4	2	6	15	24

Total	30	9	20	12	21	62	92
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The selection of Managers from public sector and private sector life insurance companies is shown in Table 3. Accordingly 35 managers (10 managers from public sector and 25 managers from private sector life insurance companies) from Thiruvananthapuram district, 33 managers (11 managers from public sector and 22 managers from private sector life insurance companies) from Ernakulam district, 24 managers (9 managers from public sector and 15 managers from private sector life insurance companies) from Kozhikode district are taken for the study.

### Tools used for Data Collection and analysis

Three well-structured interview schedules were used for collection of primary data from the policy holders of public sector and private sector life insurance companies. The data collected from the respondents through the structured interview schedules were tabulated with the help of computer software SPSS Version 23.

### Tools of Analysis

The method of analysis used in the study is both descriptive and analytical in nature. For the proper analysis of data and for establishing the relationship between variables, suitable mathematical tools such as Relative Importance Index (RII), percentages, weighted average, mean score, standard deviation etc. are employed along with other statistical tools like one way ANOVA (F-test), Chi-Square test

### Personal profile

The personal profile includes the age, gender and monthly income of the managers of life insurance companies.

### Age wise classification of managers

Table 4

Age wise classification of managers

Age	Frequency	Per cent
25-35	3	3.3
35-45	56	60.9
45 and above	33	35.8
Total	92	100

Source: Primary data

Table 4 revealed that 56/92 (60.9 per cent) of the managers belongs to the age category of

35-45 age category and 33/92 (35.9 per cent) belong to the age category of 45 and above.

3/92 (3.3 per cent) of the managers come under the age category of 25-35. Thus it is to be concluded that most of the managers come under the age group of 35-45.

**Gender wise classification of managers****Table 5****Gender wise classification of managers**

Gender	Frequency	Per cent
Male	59	64.1
Female	33	35.9
Total	92	100

*Source: Primary data*

Table 5 revealed that 59/92 (64.1 per cent) belong to male category and 33/92 (35.9 per cent) belong to female category. Most of the managers come under the category of male.

**Monthly income wise classification of managers****Table 6****Monthly income wise classification of managers**

Monthly income	Frequency	Per cent
20000-40000	23	25
40000-60000	57	62
Above 60000	12	13
Total	92	100

*Source: Primary data*

Table 6 revealed that 57/92 (62 per cent) of the managers belongs to 40000-60000 income Category 23/92 (25 per cent) belong to the income category of 20000-40000. 12/92 (13 per cent) come under the income category of above 60000. Thus most of the managers are come under the income group of 40000-60000. The companies are adopting different promotional strategies for marketing their policies. The strategies include advertisement through various medias, through individual agents, corporate agents etc. Three point scaling technique has been used to measure the level of satisfaction of managers about the sales promotional strategies adopted by the companies. The contribution of the factors in terms of their importance as perceived by the managers was done by the use of RII (Relative Importance Index). The criteria are that any value which is above 0.50 is considered as satisfied and below is considered as not satisfied. The result of the analysis is presented in table 8

**Table 8**

### Manager's satisfaction on the sales promotional strategies

Sales promotional strategies	RII	Mean score	SD	Rank
Newspaper advertisement	0.69	2.68	0.28	
Radio advertisement	0.65	2.64	0.38	
T V advertisement	0.60	2.60	0.53	
Magazine advertisement	0.59	2.58	0.56	
On- line advertisement	0.77	3.18	0.57	III
Bill Boards	0.76	3.17	0.50	
Through individual agents	0.86	3.55	0.32	II
Through corporate agents	0.92	3.89	0.35	I
Through retired employees	0.65	2.67	0.44	
Through employees	0.62	2.62	0.59	

*Source: Primary data*

The table 8 clearly indicated the manager's satisfaction on the sales promotional strategies adopted by the life insurance companies. The sales promotional strategies through corporate agents has got the first rank with RII of 0.92 followed by individual agents with RII score of 0.86 and online advertisement with an RII score of 0.77 and the last rank goes to magazine advertisement with RII score of 0.59. From the analysis it is clear that by considering the 10 factors, managers have satisfaction with regard to all factors as the RII is greater than 0.50. Thus it is inferred that the managers are satisfied with the sales promotional strategies adopted by the life insurance companies.

### Comparison of satisfaction based on different category of managers

In order to know whether there is any significant variation in the satisfaction of managers of public sector and private sector life insurance companies, following statistical hypothesis is formulated and tested,

Hypothesis:

H0: There is no significant difference in the satisfaction of managers of public sector and private sector companies

H1: There is significant difference in the satisfaction of managers of public sector and private sector companies

**Table 10**  
**Sector wise analysis of the satisfaction of managers**

Sector	Mean score	SD	t-value	p-value	Accept / Reject
Public sector	51.64	2.83	0.399	<0.001**	Reject H0
Private sector	55.75	3.85			

Source: Primary data

Note: 1. \*\*significant at 5% level

Table 10 revealed the sector wise analysis of the satisfaction of managers of public sector and private sector life insurance companies. From the analysis it is clear that the satisfaction of managers of private sector companies is high as compared with the satisfaction of managers of public sector companies. The t-value is statistically significant since the value of  $p < 0.05$ . Hence the null hypothesis is rejected and the alternative hypothesis is accepted that there is significant difference in the level of satisfaction of managers of public sector and private sector companies.

### Major findings of the study

1. Most of the managers come under the age group of 35-45.
2. Most of the managers come under the category of male
3. Most of the managers are come under the income group of 40000-60000.
4. The manager's satisfaction on the sales promotional strategies adopted by the life insurance companies revealed that the sales promotional strategies through corporate agents has got the first rank and the least rank goes to magazine advertisement.
5. The satisfaction of managers of private sector companies is high as compared with the managers of public sector companies

### Suggestions

Based on the findings and the first-hand information that the researcher has gathered from the interactions of the respondents, a number of suggestions are put forward, that will help to provide better satisfaction to the policy holders. The study also facilitates the life insurance companies to make certain changes in their policies and sales promotional strategies to cater to the needs of different categories of people who are directly and indirectly associated with the life insurance sector.

1. As a second largest populated nation, India has a wide scope in the life insurance business. But now the insurance penetration in India is just 2.72 per cent which is far below the international standard. During 2015, the Central Government increased the FDI in the insurance sector from 26 per cent to 49 per cent which induced a large number of companies in the insurance market. Thus the life insurance sector of India offered a better scope for the new companies to capture the market. This is possible only through providing satisfaction to the different stakeholders of the insurance business.

2. As mentioned earlier the insurance penetration in India is low as compared to the international standards. This is possible only through the operation of more branches in the rural areas. This is more applicable in the case of private sector companies because the presence of private sector companies is very few in the rural areas. Thus the life insurance companies should take necessary steps to open new branches in the rural areas.
3. India with about 200 million middle class household shows a huge untapped potential for players in the insurance industry. Saturation of markets in many developed economies has made the Indian market even more attractive for global insurance majors. The insurance sector in India has come to a position of very high potential and competitiveness in the market. Day after day new private sector companies are entering the life insurance sector of India. Thus in order to capture the Indian insurance market, the companies should develop new promotional strategies and offer variety of choices to the policy holders.
4. Consumers remain the most important centre of the insurance sector. After the entry of the foreign players, the industry is witnessing a lot of competition and it resulted in the improvement of customer service in the industry. Computerization of operations and updating of technology has become imperative in the current scenario. Foreign players are bringing in international best practices in service through use of latest technologies. Thus it is suggested that the public sector company (LIC) should adopt the latest technologies in tune with the technology.
5. The branch managers have opined that the sales promotion through individual agents, retired employees, and corporate agents are more effective than others. Thus the companies should focus on these techniques to promote the sales of insurance policies.

### **Conclusion**

Life insurance sector has become a highly competitive and very fertile ground for business. The sales promotional strategies helps the companies to effectively transact their business among the public. The findings of the study will also help to improve the companies to adopt innovative sales promotional strategies to attract new customers.

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## SKILLS OF MANAGERS IN 2025 - IT SECTOR OF TECHNOPARK AT KERALA

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### Abstract

In business, we always tend to contemplate less on excellent management, and more on leadership's enchanting and stirring job. Managers, though, are accountable for ensuring that tasks are properly handled. Management skills play a predominant role in improving a person's career as a manager. Since the business's vision is to achieve the desired end result in the long horizon, the managers' abilities must be established accordingly. The present study is therefore an effort to analyse the skills of managers in 2025. Structural Equation Modelling is used to study the Skills of Managers in 2025 at IT Sector of Technopark of Kerala. 'Working with people,' Technology Usage and Administration' and 'Self-management and Problem Solving' are the anticipated abilities of the managers assumed in 2025.

### Introduction

The best boss I've ever had." At some point, that's a phrase most of us have said or heard, but what does it mean?"What differentiates a great boss from an average boss? The literature is full of stimulating writing about the intrinsic worth of executives and leaders and why the two vary, but little has been said about what turns out in the thousands of everyday interactions and choices that assist executives to get the most out of their people and achieve their devotion. Currently, what do great managers do? In business, we always tend to contemplate less on excellent management, and more on leadership's enchanting and stirring job. Managers, though, are accountable for ensuring that tasks are properly handled. And while leaders may bring us vision, motivation and challenge, without the successful execution brought about by good management, these things count for nothing. Thus, management skills play a predominant role in improving a person's career as a manager. In order to perform specific tasks in an organisation, management skills can be described as certain characteristics or abilities that an executive should possess. They include an organization's ability to fulfil executive roles.

### Need and significance of the study

The basic qualities need to have a wide set of skills, from policy and delegation to communication and motivation, to be an outstanding executive. Since the skill set is so broad, it is desirable to build skills in management areas that are already familiar to a promising manager. But it is wise to assess the strengths for long-term performance in all fields of management and then to force the current manager to change in all of these areas. Technopark is one of India's most vibrant and futuristic IT campuses and is the most customer-friendly IT campus that is open to teamwork, excellent data connectivity and maintenance offers an opportunity for support for start-ups and incubation. The managers of Technopark need vital skills to be able to interact clearly, coordinate and enthuse staff, as well as effectively plan projects. Management skills are key because they enable the organisation to function like a well-oiled machine and help to develop career of the executives in the long term perspective. Since the business's vision is to achieve the desired end result in the long horizon, the managers' abilities must be established accordingly. The present study is therefore an effort to analyse the skills of managers in 2025, where it is expected that India, which appears to have been moved back to becoming the sixth largest



economy in the world in 2020, will once again overtake the United Kingdom to become the fifth largest in 2025 and to climb to third position by 2030.

**Objective:** To confirm the the Skills of Managers in 2025 at IT Sector of Technopark of Kerala

**Null hypothesis (H0) :** The statements confirming the Skills of Managers in 2025 at IT Sector of Technopark of Kerala is accepted

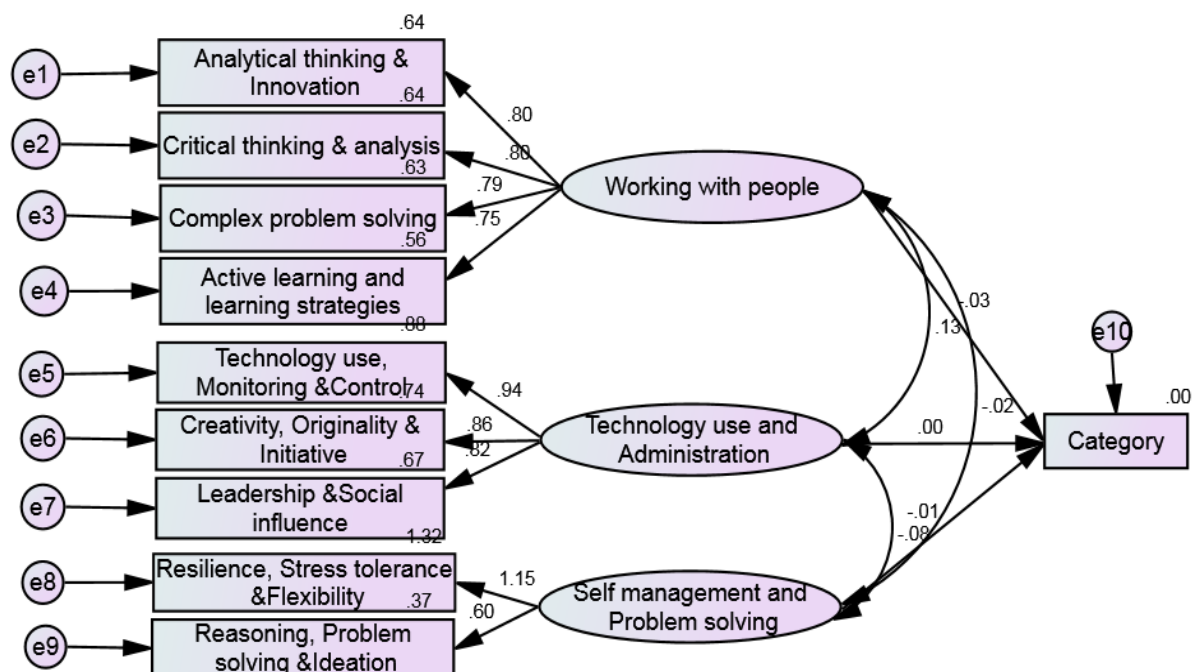
**Methodology of the study**

The rationale of the present analysis is to confirm the Skills of Managers in 2025 at IT Sector of Technopark in Kerala, based on the Software and hardware sector. Primary data were collected from the managers of Software and hardware sector at IT Sector of Technopark in Kerala through a questionnaire issued based on Google Survey Method. In the present study, the population constitutes the entire managers of Software and hardware sector at IT Sector of Technopark. As on 31.03-2020, there were 450 registered IT Companies at Technopark. Out of these, the sample is confined to the 75 registered IT Companies at Technopark. The input used to determine the sample size of the companies for the present study is population 450; Z value at two tailed test in a normal distribution 1.96; level of significance 5% and Confidence Interval 10%. In each company 4 managers are considered. Thus, a total size of the managers is 300 for the present study, equally divided into the managers of Software and Hardware sector. One month period during September 2020 has been selected for the present study to administer the questionnaire. Structural Equation Modelling is used to study the Skills of Managers in 2025 at IT Sector of Technopark of Kerala.

**Results and Discussion**

**Figure 1.1**

Skills of Managers in 2025 at IT Sector of Technopark of Kerala



Source: Primary data

As shown above, there are 10 observed variables; 13 unobserved variables, 13 exogenous variables used and the corresponding endogenous variables include 10 items. Thus the total number of variables in the CFA model is 23.

**Table 1.1**

**Skills of Managers in 2025 at IT Sector of Technopark of Kerala**

Relationship			Un- standardized Estimate	S.E.	C.R.	P	Standardized Estimate
Resilience, Stress tolerance and Flexibility	<---	Self management and Problem solving	.749	.032	12.846	***	1.149
Reasoning, Problem solving and Ideation	<---	Self management and Problem solving	.556	.499	1.114	.265	.604
Active learning and Learning strategies	<---	Working with people	.840	.067	12.517	***	.747
Complex problem solving	<---	Working with people	.983	.074	13.369	***	.794
Critical thinking analysis	<---	Working with people	.982	.073	13.467	***	.800
Analytical thinking and Innovation	<---	Working with people	.992	.065	14.769	***	.798
Creativity, Originality and Initiative	<---	Technology use and Administration	.986	.051	19.253	***	.859
Leadership and Social influence	<---	Technology use and Administration	.899	.050	17.846	***	.817
Technology use, Monitoring and Control	<---	Technology use and Administration	.994	.035	15.211	***	.937
Category- Software &Hardware	<---	Working with people	.016	.036	.456	.649	.030
Category- Software &Hardware	<---	Technology use and Administration	.000	.019	.024	.981	.002
Category- Software &Hardware	<---	Self management and Problem solving	.004	.020	.226	.822	.012

Source: Primary data

According to the Standardized Estimate, the influence of the dependent variables at the OLS equation on the Skills of Managers in 2025 at IT Sector of Technopark of Kerala is shown below.

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Working with people = Critical thinking analysis (0.800) + Analytical thinking and Innovation (0.798) + Complex problem solving (0.794) + Active learning and Learning strategies (0.747). When Working with people goes up by 1 standard deviation, Critical thinking analysis, Analytical thinking and Innovation, Complex problem solving and Active learning and Learning strategies go up by 0.800, 0.798, 0.794 and 0.747 standard deviations respectively and all relations are significant at 1%.

Technology use and Administration = Technology use, Monitoring and Control (0.937) + Creativity, Originality and Initiative (0.859) + Leadership and Social influence (0.817). All relations are significant at 1%.

Self management and Problem solving = Resilience, Stress tolerance and Flexibility (1.149) + Reasoning, Problem solving and Ideation (0.604). The relation of Resilience, Stress tolerance and Flexibility is significant at 1%.

Category-Software & Hardware = Working with people (0.30) + Technology use and Administration (0.002) + Self management and Problem solving (0.012). All relations are not significant at 1%.

**Table 1.2**  
**Squared Multiple Correlations - Skills of Managers in 2025 at IT Sector of Technopark of Kerala**

Dependent Variables	Estimate
Category-Software & Hardware	.001
Reasoning, Problem solving and Ideation	.365
Resilience, Stress tolerance and Flexibility	.854
Leadership and Social influence	.668
Creativity, Originality and Initiative	.737
Technology use, Monitoring and Control	.878
Active learning and learning strategies	.558
Complex problem solving	.631
Critical thinking and Analysis	.641
Analytical thinking and Innovation	.637

Source: Primary data

It is estimated that the predictor (Independent variable namely Self management and Problem solving) influence the Reasoning, Problem solving and Ideation to explain 36.5 percent of its variance. In other words, the error variance of Reasoning, Problem solving and Ideation is approximately 63.5 percent of the variance of Self management and Problem solving. Likewise, the remaining R Square values are satisfactory in the current model. But it noted that the prediction level of the category of the IT Sector namely Software and Hardware has no considerable influence from the predictors namely Working with people, Technology use and Administration and Self management and Problem solving.

**Table 1.3**  
**Model fit summary of Structural Equation Model- Skills of Managers in 2025 at IT Sector of Technopark of Kerala**

Indices	Value	Suggested value
Chi-square value	35.359	-

DF	30	-
P value	0.230	> 0.05 ( Hair et al., 1998)
Chi-square value/DF	1.179	< 5.00 ( Hair et al., 1998)
GFI	0.975	> 0.90 (Hu and Bentler, 1999)
AGFI	0.953	> 0.90 ( Hair et al. 2006)
NFI	0.972	> 0.90 (Hu and Bentler, 1999)
CFI	0.996	> 0.90 (Daire et al., 2008)
RMR	0.046	< 0.08 ( Hair et al. 2006)
RMSEA	0.026	< 0.08 ( Hair et al. 2006)

From the above table it is found that the calculated P value is 0.230 which is greater than 0.05 which indicates perfectly fit. Also, the Chi-square value/DF is 1.179, which found in the threshold limit. Here Goodness of Fit Index (GFI) value (0.975) and Adjusted Goodness of Fit Index (AGFI) value (0.953) is greater than 0.9 which represent it is a good fit. The calculated Normed Fit Index (NFI) value (0.972) and Comparative Fit Index (CFI) value (0.996) indicates that it is a perfectly fit. Also it, found that Root Mean Square Error of Approximation (RMSEA) value is 0.0026 and Root Mean Residuals (RMR) is 0.046, less than 0.08, indicated it is perfectly fit. Thus it is clear that, the statements confirming the Skills of Managers in 2025 at IT Sector of Technopark of Kerala is accepted.

### Conclusion

The present study has developed a set of independent skills for managers in 2025 by collaborating with experts and thought leaders from software and hardware companies at Technopark as well as leveraging studies from multiple lenses: economics, technology and technology. Instead of forecasting the future, the scenarios are meant to set out potential changes in the business world at Technopark, which everybody knows today. According to the thorough review, each scenario is realistic, daunting, and rigorously built. It is also clear that 'Working with people,' Technology Usage and Administration' and 'Self-management and Problem Solving' are the anticipated abilities of the managers assumed in 2025. These are the most critical skills expected from today's futuristic managers.

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## IS IT URBANISATION OR RURALISATION GOING TO SAVE HUMANITY IN THE COMING DECADES?

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### **Abstract**

All the economies are going to face serious economic crisis in upcoming stretch, after the lockdown how would an economy survive this challenge? Though it is a global problem, the solution to this might be small as local community levels. Can our cities, town and villages be planned in such a way that there we can increase the productivity and make better opportunities for our local businesses, create a good market for goods and services produced by our local businesses rather than importing from other nations. There comes an important question- how can we become self-reliant? It is an opportunity to think seriously about Gram-Swaraj- Completely self-reliant villages, with established interdependence. Is it urbanisation or ruralisation that is going to save humanity in the coming decades?

Keywords: *Economic crisis, urbanization, ruralisation, India*

### **Introduction**

As COVID-19 pandemic has spread exponentially across the world, many countries are facing serious plight, it is important to think what lies ahead, what is next. The world economic outlook projects global growth in 2020 to fall to -3 percent. This makes the great lockdown the worst recession since the great depression. It is far worse than Global financial crisis. IMF projects that the cumulative loss to global GDP would be around 9 Trillion Dollars. A very big challenge that all the economies must overcome. There is going to be high demand for essential goods, there are going to be less jobs, companies those offering jobs would not be able offer good salary package, government organisations facing financial crisis. We have to rethink what will be the consequences that we are going to face if we do not have a strong action plan to save the economy and environment from the future contingencies.

### **Ruralisation**

Ruralisation means to increase the size of rural area and the number of persons who live in a village. The aim of a contemporary rural village includes improving the agricultural productivity and making its products more profitable by improving overall quality of local goods. Ruralisation has many benefits and important among them are less expensive housings, less pollution, overall lower cost of living when compared to cities and less likely to be victims of wide range of crimes. Also, an independent rural area is human centric and non-exploiting.

Most of the rural areas are self-reliant and self-sufficient. It produces what they need and consumes. This might be the reason once Mahatma Gandhi expressed villages as the 'future of India'. According to United Nations Population Division, India is ranked 1 for the highest rural population in the world. A self-reliant economy is an economy which serves its own people and develops on the strength of its own resources by the efforts of its own people. Self-reliance is to be free from dependence. The nation should be able to produce what it needs, within its territories. An important lesson that COVID-19 pandemic teaches us is that self-reliance is important than social status. We have witnessed a time period when globalisation became dangerous. Critical supplies from various countries got interrupted and global supply chains were disrupted. Countries locked down their territories, states closed their borders and people realised the importance of self-reliance.

Rural areas are less polluted compared to other areas of a country hence, there are less health issues and risks. In another way it encourages afforestation. Pure air is always belonging to villages. Once we stayed in our homes for several days during the lockdown and it made our environment clean and even ozone layer depletion was stopped and cured itself. It is because the people did not use vehicles and factories are closed for several days and the emission of carbon dioxide and carbon monoxide were reduced worldwide on a huge amount. We might need a lockdown process in future to help cure our environment by its own.

When looking into the drawbacks of ruralisation, rural areas are failing to provide job opportunities to the youth, as a result young population looks for jobs and opportunities in cities. This will have major consequences at local, national and global levels. It can erode national economy, political stability and food security. Rural population might be in a dilemma on what is real development. Our traditions made a belief that city jobs are fascinating and beneficial. Most of the villages in India are economically poor and low in living standards when compared to urban areas. Technological advancements are obscure to most of the rural population. There is a need of planned network for trading in the villages, where there can be trade between the villages, where more jobs can be given to people and there will be rooms for small and medium enterprises to grow.

### **Urbanisation**

Urbanisation defined as the increasing number of people living in urban areas. More than 50% of the world population is living in urban areas according to United Nations. What is urbanization means? Is it the increase in number of people having plots and house in urbanized areas? It is about expanding number of persons living in a place where everything they need - (like education, health, food, entertainment) whether it is a want or wish-is available and accessible to them.

The major feature of an urban community is its population. In India, most of the urban areas are highly populated to the extent that they cannot manage to stop a pandemic spread even they are well educated or not. In those situations, education is minor, and the population takes its first place as an influencer. In the case of an urban area, the resources are limited to meet the needs of the entire population within its boundary. The other traits of an urban community are its diversity, size, wealth, employment and closeness to technology.

With the increase in urban population, it is crucial to focus on how technological innovation can help to deliver a sustainable future. Companies have understood the environmental problems created due to urbanization. Many developed cities are trying to create sustainable living environment using technology.

### **Urbanisation and Development**

Urbanization is important to create employment in a country. Enough employment leads to its economic growth. In most of the cases entrepreneurs attain success when they are established in city. The pillar of any economy is its entrepreneurs and their growth. Urban area becomes attractive to businesses because of its population and number of earning members.

### **Urbanisation and Pollution**

Urban areas contribute to the huge proportion of pollution in the world. Promise of job and prosperity makes people migrate from rural areas to urban areas, but one of the major problems faced in urban areas is pollution. Poor air and water quality, insufficient water

availability, waste disposal problems, smoke released by factories and vehicles, noise pollution etc. strong city planning is needed in managing these difficulties so that this planet remains as a healthy place to live for the coming generations.

### Conclusion

There is no doubt that a country is developing through its urbanisation. When sustainability is not there, it will collapse the environmental balance. Mahatma Gandhi put forward an idea of Gram Swaraj and later developed by Acharya Vinoba, promotes conversion of every villages into a self-reliance autonomous entity where all the systems and facilities for a higher living standard is available. Even though it is being criticised now a days, it was an ideology for sustainable growth. Our government should illustrate the importance of self-reliance through a model village. How they are living happily should be telecasted through medias. It should include milk production, rice production, vegetable cultivation, poultry farms, meat shops, fish farms etc. The market should not be much far from its production sites.

We have two options, one is an interdependent sustainable village with technological advancements and the other one is self-sustainable less polluted urban areas, it is called ruralizing urbanisation. The practice of cultivating our vegetables at our own homes, each compound and rooftop should be able to produce what we need for domestic usage. This will reduce the demand for imported agricultural products. Also, it is necessary to set up more slots for industrial production within the country, accordingly we can be sustainably interdependent.

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## A STUDY ON THE FACTORS CAUSING PSYCHOLOGICAL STRESS & ITS MANAGEMENT AMONG ICU/CCU NURSES IN SOUTH KERALA DURING COVID-19

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### Abstract

With 1258 active Covid cases, a total of 2,18,949 people under observation of which 19,022 are in hospitals on June 11<sup>th</sup>2020, Kerala has entered the list of the top states in India with the more number of people irrespective of culture, caste and profession being infected by the novel coronavirus. The Covid -19 Virus with its initial presence in Wuhan in China has spread out at a very rapid pace across the world. The COVID-19 epidemic has posed a major threat to public health. This study has been conducted among the ICU Nurses in South Kerala with the core objectives being to understand the factors causing stress among nurses working in ICU/CCU Units and stress coping methods engaged. From the study it is understood that stress causing factors (Stressors) vary. The ICU Nursing Professionals in South Kerala during this Covid – 19 period were found to be stressed for the reasons mentioned in this study. Nurse leaders and management should pay due attention to the stress and the experienced by the Nurses who are struggling in these Covid – 19 times to offer solutions to retain mental health among these nurses. Because this research was limited to hospitals in South Kerala, it is not known whether trends found reflect local attitudes or are more widespread. The response rate might also limit interpretation of the findings and encourages further questions. We feel strongly that it is important to continue with a holistic study considering each area giving due importance and further to examine the causes and consequences of stress and how it affects the nurses. At the societal level, there is a need to make society and hospitals more humane and caring. Any people who wish to explore more research studies in the area of stress management in the Health Care sector will hopefully find this study beneficial.

**Keywords:** COVID-2019 epidemic; ICU Nurses, South Kerala, Psychological Stress.

### Introduction

With its first appearance in Wuhan in China, the Covid-19 coronavirus has spread around the world in short span. The World Health Organization has declared this as a pandemic. Many research works are being conducted in the area of Covid 19 which establishes the human-to-human transmission of SARS-CoV-2 and that it predominantly occurs in health care, community, and family settings. In this context a study on Healthcare professionals especially focusing on Nurses working in ICU/CCU's has its relevance. Stress is a part of our life. Occupational stress may be defined as a continuing or developing stress an employee experiences where the stressor is related to his or her job and can be due to responsibilities, work conditions, or pressures at the work place. Nurses working in ICU & CCU have always played an important role in infection prevention, infection control, isolation, containment and public health during these trying times. Studies and research work on stress experienced by Nurses working in ICU /CCU in South Kerala during Covid 19 times are very limited and hence a study on stress is also important. This exploratory study has been conducted to



understand the symptoms and factors causing work stress among the nurses in South Kerala who are working in various ICU /CCU Units in the hospitals in South Kerala during Covid - 19.

### Literature Review

Among all occupation one of the most divine occupations is nursing. But this profession of Nursing has comparatively become more stressful (Marshall, 1980; Bailey, 1985). There have been many research works carried out in the area of healthcare professionals focusing on Nursing. There are studies related to Stress also. Many of these studies have identified factors causing stress or symptoms related to stress and its management. Some of the studies deals with management of stress among Nurses. There are a few studies which identifies stress causing factors like dealing with emergency cases as and when they arrive, poor interpersonal work relationship between Nurses with other team mates and seniors ,Work overload, inadequate staff and hence to the demand to work more time, interactions with relatives of patients, inadequate number of staff, poor support and inability of superiors to give feedback (Nichols, Springford et al., 1981; McGrath A, Reid and Borrey J., 1989).. A study on stress was conducted among a wide sample of Nurses in Sweden. From this study it is erudite that majority of the Nurses in Sweden (more than 80%) opines that they experience very high job stress and strain (Peterson, Smith P.B, et al., 1995). A research study on stress and factors causing stress among nursing community and its impact on patient care proves that Nurses working in critical medicine situation had higher levels of stress than those working in accident and trauma care. (Gillespie and Melby, 2003). There has been another study conducted by a team of research scholars with the intention to assess the level of job satisfaction among nurses in General Hospital. Their study indicates that Nurses faced with job dissatisfaction due to lack of team work and less inter personal interaction between themselves and others. (Farrel and Dares (1999)). Studies and research work on Covid 19 are very limited. On analyzing the literature it is understood that most of the research scholars have confined their study to the clinical and therapeutic aspects of Covid 19 Virus and there are less number of studies related to psychological and behavioural aspects. Aravind M, & Manojkrishnan C G, in their study on Covid 19 examine how Covid 19 outbreak has affected leading pharmaceutical stocks listed with the National Stock Exchange of India. Their study states that momentum effect is persisting with pharmaceutical stocks since it moves along with the general benchmarking index. Their research work points out the necessity of backward integration and further enhanced research and development activities in the pharma sector. Ivry Zagury-Orly, Schwartzstein Richard M in their article on Covid 19 focuses on the biological, psychological and social perspective of Covid 19. They mention that thill now no effective drug has been found to be suitable enough to reduce the mortality rate among Covid 19 infected patients. They mention that the entire globe is now under a threefold crisis – biological, psychological and social. The study also mentions about the anxiety experienced by people. Shatakshi Lall, & Nardev Singh, in their study on Covid 19 discusses on how Covid 19 lock down has made an impact on the education sector. They opine that Lock Down has affected the student community at large. Since many of them have shifted to online learning platforms students are not able to interact with teachers directly. The study emphasizes that students favor online classes as it is flexible, but they have a very strong apprehension regarding the lack of co-curricular activities which would have else happened. This study focuses on the stress and anxiety experienced by employees in Kollam District during Covid 19 Lockdown. Sai Sailesh Kumar Goothy, Srilatha Goothy,

Anita Choudhary, Potey G Getal in their research work on Covid 19 mentions about the basic symptoms that might enable you to understand if you are infected with Covid 19. The researchers in their study opines that Traditional Indian System of medicine, Ayurveda should not be completely ignored in the treatment of Covid 19. They point out that Tulsi has many therapeutic effects and might be effective in the prevention of Covid 19, but more scientific research needs to be done in this area.

### **Methodology**

This exploratory study has been conducted to understand the symptoms and factors causing work stress among the nurses in South Kerala who are working in various ICU/CCU Units in the hospitals during Covid -19. The research was conducted among the nurses working in ICU/CCU units of various Hospitals in South Kerala and thus good representative of the nursing population can be found. This population consisted of both males and females between the ages of 25 and 55 years. These Nurses work in different departments of the Hospital. They differ in their education levels, experience and work in various shifts. The **primary data** were collected from the nurses directly. For this purpose of data collection, A well-structured and standardized questionnaire was designed in Google Forms and used for collecting data. This questionnaire had two parts and was circulated among the nurses. The first is the demographic data of participants. This enquires concerning their Gender, Age, Marital Status, Department they work and experience. The second part of the questionnaire (NSQ – Nursing Stress Questionnaire) is to understand the Stress experienced by the Nurses. The NSQ consists of 26 items with response options in a Likert-like format. The Cronbach alpha level ranges between 0.82 and 0.84. The support of social media to collect data was quite instrumental in this study. A pilot study was conducted among 15 nurses using the same. Then finally a new questionnaire was developed and administered. This online questionnaire was completed by 123 nurses working in ICU/CCU units of various hospitals in South Kerala. After further scrutiny we had to eliminate 23 incomplete responses. Thus, the final sample used was 100 Nurses to participate in the study. Simple random sampling method was followed.

### **Analysis& Discussions**

The study was done under the guidance of the main objective which was aimed at determining the main factors of stress among Nurses working in ICU/CCU Units and also to understand the symptoms they have experienced. Out of this objective, the data thus collected was analyzed using statistical tools like **Co-efficient of variation ANOVA, Mean Rank, Chi Square Test.**

<b>Table 1: Sample Characteristics (N=100)</b>			
<b>Variable</b>	<b>Category</b>	<b>Count</b>	<b>Percentage</b>
Gender	Male	6	6
	Female	94	94
	Total	100	100.00
Experience	0 – 5	29	29
	>5 – 10	40	40
	>10 – 15	20	20
	>15 – 20	6	6
	>20	5	5
	Total	100	100.00
Monthly Income	Less than INR 15000	14	14
	INR 15001-25000	24	24
	INR 25001--35000	32	32
	INR 35001-45000	9	9
	INR 45001-55000	10	10
	Above INR 55000	11	11
	Total	100	100.00
Age	< 25	30	30
	25-35	45	45
	> 35 - 45	20	20
	>45-55	4	4
	>55	1	1
	Total	100	100.00
Marital Status	Single	24	24
	Married	72	72
	Divorced	4	4
	Total	100	100.00

*Source: Surveyed Data*

The respondents who have participated in this survey were mainly residing in southern part of Kerala State, India. From the above Table 1, it can be learned that majority of the respondents are females. It can be generally inferred that for a profession like that of Nursing, mostly women prefer to it. In this study, 97 % of the respondents are females and 3 % of the respondents are males. This also points out that males have less inclination to the job of Nurse.

Majority of the respondents (65%) belong to the age group of 25-45. It is erudite from the study that 72% of the respondents are married, 24 % are bachelors and 4% are separated. From the survey, it is observed that majority (69%) of the respondents have experience less than ten years. 20% have 10-15 years of experience, 6% have 15- 20 years

experience and 5% of the respondents have experience above 20 years. Hence it may be concluded that most of the nurses are either at the junior level.

### Factors Causing Stress (Stressors) for the nurses

**Table No: 2 Stressors experienced by the Nurses working in ICU Units during Covid 19**

Sl. No	Variables
1	Being in constantly alarm situation & Bidirectional concerns with their own family members.
2	Emotional Distress caused by lack of knowledge, environmental changes
3	Communication and mutual support amongst nursing staff when work intensity may mean that such opportunities are otherwise missed
4	Lack of experience in dealing with real Pandemic Situations and Self-awareness that you can be infected with the Covid 19 Virus
5	Dealing with uncooperative patients and their family members
6	Shortage of Healthcare Nurses experienced in ICU Units and has to work overtime & Potential trauma you are encountering Dealing with Death / Dying patients
7	High job demand, feel very tired and can't even sleep
8	Less Support from the Organization and Superiors
9	Feeling exhausted and running out of patience
10	Experiencing more isolation while working

**Table No: 3 Co-efficient of variation of the factors causing stress for the nurses working in ICU during Covid 19**

Sl.no	Opinion					Mean	SD	Variance	Rank
	Very often	Often	Rarely	Very Rarely	Never				
1	69	17	8	6	0	4.49	0.882	0.778	7
2	83	10	2	5	0	4.71	0.551	0.551	5
3	73	20	7	0	0	4.46	0.607	0.368	3
4	43	23	20	5	9	3.86	1.637	<b>1.637</b>	10
5	80	10	4	6	0	4.64	0.677	0.677	6
6	0	16	14	43	27	2.19	1.024	<b>1.024</b>	9
7	81	10	2	5	0	4.69	0.651	0.451	4
8	90	10	0	0	0	4.9	0.091	0.091	1
9	88	12	0	0	0	4.88	0.107	0.107	2
10	71	13	10	6	0	4.49	0.818	0.818	8

**Source: Survey data**

It is learned from Table 3 that majority of the nurses working in ICU/CCU Units in South Kerala agree that they experience the stressors in the workplace during this Covid 19 times. Factors like Lack of experience in dealing with real Pandemic Situations and Self-awareness that you can be infected with the Covid 19 Virus (variance – 1.637), Shortage of Healthcare Nurses experienced in ICU Units and has to work overtime & Potential trauma you are encountering Dealing with Death / Dying patients (variance – 1.024), experiencing more isolation while working (variance – 0.818) and Being in constantly alarm situation coupled with Bidirectional concerns with their own family members (variance – 0.778) are found to be the most common stressors experienced by the nurses at the time of Covid 19.

The following hypotheses were formulated and tested as below.

**Hypothesis 1**

*There will be a significant difference in the factors of Stress identified (Shortage of Healthcare Nurses experienced in ICU Units and has to work overtime & Potential trauma you are encountering Dealing with Death / Dying patients, experiencing more isolation while working and Being in constantly alarm situation coupled with Bidirectional concerns with their own family members) among Nurses ICU/CCU of Cardiology, Pulmonology, Urology and Gynecology departments in South Kerala.* The above hypothesis seeks to find out whether the causes of stress will vary among the Nurses at different departments. This was tested by using a One-Way Analysis of Variance (ANOVA) to compare the mean score of the Nurses in the various Hospitals. The details are summarized below. Tables 4 and 5 show the department wise responses towards the factors causing stress identified among ICU Nurses and Departments with the application of One-way ANOVA.

Table 4 Departments of Nurses and their opinion on Stressors identified

Crosstab							
		Departments					Total
		Cardiology	Pulmonology	Urology	Gynaecology	Others	
<i>Opinion on the Factors causing Stress Identified</i>	S.A	5	8	5	4	5	27
	A	7	4	5	4	5	25
	N	4	5	3	3	5	20
	DA	3	4	4	3	3	17
	SDA	4	4	1	1	1	11
Total		23	25	18	15	19	100

Source: Survey data

Table 5 - One-way ANOVA- Response to the *departments of nurses and their opinion on stress causing factors identified*

Tests of Between-Subjects Effects					
Dependent Variable: <i>opinion on stress management practices in the hospital</i>					
Source	Sum of Squares	Df	Mean Square	F	Sig.
Between groups	12.80	4	3.200	1.250	2.87
Within groups	51.20	20	2.560		
Total	64	24			

Source: Survey data

The tables 4 and 5 indicate the responses of the nurses regarding the factors causing stress identified. The variation is statistically not significant at 5 per cent level of significance, which means that  $F$  value 1.250 with  $p = 2.87 > 0.05$ . That is, REJECT the hypothesis. Hence from the above analysis it is inferred that irrespective of departments all nurses working in ICU/CCU departments have the same opinion regarding the stress causing factors. Thus it can be reconfirmed that work overtime & Potential trauma encountering Dealing with Death / Dying patients, experiencing more isolation while working and Being in constantly alarm situation coupled with Bidirectional concerns with their own family members are the real causes of stress among nurses.

#### Hypothesis 2

*There is significant difference between the preferences of Nurses working in different departments and the stress coping strategies.*

The above hypothesis seeks to find out whether the Nurses working in various departments have different preferences for stress coping strategies. This was tested by applying Friedman's Chi-square test and the output is presented in the following table.

Table 6- Mean Rank of the Stress coping strategies to deal work place stressors

Ranks		
Sl.No:	Problems	Mean Rank
1	Watching Videos/You Tube Channels	7.73
2	Improved Work Conditions	6.42
3	Adequate Leave	7.01
4	Exercise & Yoga	5.24
5	Adequate Salary	6.26
6	Positive reappraisal , Accepting Responsibility & Connecting with purpose	3.98
7	Planful problem-solving & Self control	4.30
8	Distancing	7.74
9	Seeking support from Peers, Superiors & Management	4.91
10	Learning Opportunity	8.44
11	More problem focused	8.09
12	Recreation and Social Reunions	7.88

Source: Survey data

\*Lowest Mean Ranks

Table 7 - Output of Friedman Test showing the stress coping strategies to deal work place stressors

Test Statistics <sup>a</sup>	
N	70
Chi-Square	144.911
Df	11
Asymp.Sig.	.000**

a. Friedman Test

Source: Survey data

\*Significant at 5 per cent level of significance

As table 6 and 7 illustrates that the rank preference of the nurses in stress coping strategies nurses to deal work place stressors. Here, the most valid preference is the factor having least mean, as the rank 1 should have the least mean in the rank order of preferences (*mean rank 3.98*). Therefore, according to the mean rank preferences, the three most commonly used coping strategies were: Positive reappraisal, Accepting Responsibility & Connecting with purpose, Planful problem-solving & self control and Seeking support from Peers, Superiors & Management. Further, the variation in the rank preferences of the respondents is tested by using Friedman's test and is found that the value of the Friedman's Chi-square is statistically significant at 5 per cent level of significance (*Value of Friedman's Chi-square is 144.911 with  $p = 0.000 < 0.05$* ). Stress is all about perception. It's quite natural that working in Covid 19 times is not as normal and its natural response that nurses might have increased emotions. They might be anxious, frustrated, worried, tense, depressed, disappointed, confused, sad and stressed. Nurses should be advised the importance of self control. If they start feeling that hassle and worries are going out of their control, the more stressed they will be. Positive reappraisal is all about converting and reframing anxiety provoking and negative statements and associated thoughts into positive ones enabling to reduce stress. Say for example working more closer to patient frontiers during Covid 19 times eases chances for self infection and my family will get the virus and die can be changed to working more closer to patient frontiers during Covid 19 times eases chances for self infection, but mortality rate is low and majority of people who get the virus recover". One of the best ways suggested to nurses for getting their stress reduced is to practice acceptance. Acceptance enables them to manage their emotions. Stress is all about understanding situations (perception) and more about emotion which gets stirred in the individual. Acceptance is all about the individual's perspective to change the way things are and bringing situation to your control. Thus, self-control plays a major role in handling stress. Your success during these Covid 19 testing times depends on to what extent you can handle your personal feelings and emotions in your own ways. Thus, lack of self-acceptance and self-control might put you in tension, worry, frustration and further you will not be capable enough to manage your stress and anger. Hopping from one task to another without proper planning makes you overstressed. Hence It is advised that Nurses may spend 10- 15 minutes of their time every day to plan on activities of the next day. Its true that nurses will have to face critical situations or emergencies, but proper planning can make the entire day much less stressful and more productive. When self-control fails that's not the end in life. It is during this time that Nurses should think in a 360-degree way and identify people who can support you. Of course, yes, the point here is about seeking social support – from people

around you – friends, relatives, superiors, subordinates, peers, management representatives and so on. Many studies have been conducted in the area of social support and stress and all these studies makes us understand that social support helps to reduce stress and improves mental health. Superiors and Management of hospitals should understand the role of nurses during this Covid 19 days. Treat them with due respect and provide them with all possible support. Nurses working in critical care units should be empowered by bosses, managers and other healthcare professionals. Unless and until they are empowered how can they empower rest of the people. Once they are admired and empowered, management can take the benefits of their positive consequences which includes improved efficiency, self-esteem, and organizational commitment to promote the quality of care extended to patients. Nursing care professionals also can focus on other methods to cope up with stress. We know that nursing professionals are round the clock on alert stage. Any time on demand they must be on duty. But they must find out time to do simple exercises which keeps the endorphins flow. Practicing Pranayama is a good method to refresh themselves and to feel relaxed. Another stress relieving method is Yoga improves the cardiological health, enhances your energy, and helps you more focused. Meditation which is a most commonly accepted for of stress relaxation method can be practiced by Nurses. From the study it is learned that most of the nurses points out that they are not able to have food in time on a regular basis and many times they had to skip breakfast. Practicing healthy and nutritious diet also reduces stress. There is a saying that breakfast is the most vital food of the day, so beginning a day with a wholesome breakfast is always good. Nursing professionals work in an environment where they are deprived of proper sleep. Moreover, they work in various shifts. It's advised to get seven to eight hours of sleep so that they become more energized and will feel fresh. Jogging, Walking, listening to music etc. are also good stress relievers. During this Covid 19 times, Nurses working in ICU/CCU must work very closely with physicians and other specialists to provide patients with a holistic care. Hence teamwork and effective interpersonal interaction should be promoted. This should be the responsibility of the team leads (Head Nurses/Nursing Managers) and doctors.

### **Conclusion**

Sources of stress among the nurses have been well documented since the late 1950s. From the study, it is inferred that as far as work life is concerned with respect to Healthcare sector and that too among Nurses, extreme stress is so aversive to Nurses that they will try to avoid it by withdrawing either psychologically, physically or by leaving the job entirely. Because this research was limited to Nurses working in CCU/ICU in Southern part of Kerala, it is not known whether trends found reflect local attitudes or are more widespread. Regardless, it is felt strongly that it is important to continue with a holistic study considering each area giving due importance and further to examine the causes and consequences of stress and how it affects the nurses. It is also important that the management openly discuss these results with nurses and explore ways in which the management can work in collaboration to limit the factors that cause stress, decrease the negative effects that result from that stress, and provide appropriate support so as to really make the nurses efficient and effective in their work. At the societal level, there is a need to make society and hospitals more humane and caring. More emphasis should be on fitting such organizations to people and not the other way around. Hospitals should provide greater economic security, and psychological security in the form of training in survival skills in today's fast-changing society. Although certain limitations were met with the study, every effort has been made to make it much comprehensive.



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## GAP ANALYSIS OF GREEN HOTEL MARKETING SPECIAL REFERENCE TO THE LONG BEACH RESORT & SPA

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### Abstract

Green marketing is a widespread concept all over the world due to the current climate changes. This concept emerged in the late 19's and many hotels tend to practice by understanding the importance of this concept. Most of the hotels practice various strategies in order to retain the good name by attracting more customers to their hotels. However, some customers tend to neglect this concept due to the counterfeit which hoteliers' practice in order to gain the customers into their hotels. The purpose of this research basically determined the gap between the customers and hotel managers' perception in regards the green marketing concept. After analysis of at the two samples of customers & Managers has found out eight statements has a significant perception gap in-between customers & managers such as "Green hotel products and services may provide an opportunity for product differentiation, Hotel Products are focusing on the new innovative green products and services in the market, Green hotels can elevate industry members' image and reputation to attract green tourists who demand green accommodation when travelling, Customers are willing to pay a higher price if part of the amount paid is donated to green activities, Hotel customers are suspicious of environmental advertising and claims, Joining commercial green marketing and central reservation associations that advertise and promote green hotels helps hotels to reach green travelers. The hotel should use environmentally friendly distribution channels to build a green image." Finally, researcher has concluded the recommendations to earn trust weirdness of the customer about the green hotel marketing & suggestion to develop the stimuli to improve the perception.

**Key words** – Green Marketing, Green Hotels, Gap analysis, Perceptions, Marketing, Hotels

### Introduction

The hotel industry has become competitive in nature after the cessation of 30 years civil war. Currently the country is experiencing arrival of increment of tourism and this long dormant has been transformed into the new opportunities of investing more hotel sectors within the Sri Lankan hotel industry. The trend of world markets has changed noticeably from agricultural to service markets (Asian Development Outlook, 2019). Thus, the tourism and hotel industry have a significant role in service industry. According to the hotel statistics portal global hotel revenue was 466.57 billion US dollar in 2014. It has been in 2016 the global hotel revenue was 562.99 billion in US dollars it has increase up to 600.49 billion in US dollars. This increment creates a hyper competition among companies in tourism industry. In the year between 2015 -2025 Sri Lankan tourist board statistical report total GDP for the travel and tourism has enhanced the average by 3.8% per year. Global business traveler has also increased its usage by 6.9 % in 2016 and in 2015 in 8.6%. China and India have increased this emerging market development. Average spending power of tourists has seen an increase from US\$ 103 to US\$ 156 per day. These data show the growth of tourism industry within the year of 2015 and 2016. The government involvement and the tourist board have stated

that there will be more than 2.5 Million arrivals in 2020. However, the challenge persists with the climate change. It has clearly emphasized that Sri Lanka as the most vulnerable to climate change and the need of resilience programs (Asian Development Outlook, 2019).

At the end of the period of 2018 amount of the foreign tourist has been increased in 8.6 percent with comparing to the 2017. According to the SLTDA annual report most of the foreigners have spent the nights in the Classified Hotels, Unclassified Hotels, and Boutique Hotels. Further the data shows that most of the supplementary stays of 27 percent, established including the boutique hotels and other guest houses and private houses. (Annual-report SLTDA-2018). This trend has led the platform to the green hotel concept. Hence, it is explicitly visible that this green concept has a strong interlinkage with the SDG (sustainable development goals).

According to the strategic plan 2017- 2020 tourism moreover focuses on the sustainable tourism by emphasizing the importance of natural, cultural, geographical human resources in Sri Lanka. Thus, the green hotel industries have been emerged due to these sustainability project outcomes. In the year of 2017 sustainable development goals carries the significant factor of “international year of sustainable Tourism for development” which influenced the Sri Lankan tourism industry. This is known as the journey of transformation in the tourism sector (Strategic plan, 2017). 2018 data shows that tourism is the third most foreign recipient besides the textile and garment industry. These foreign exchange earning has been increased by 15.9% when comparing to the 2017 14.8 % records (Annual-report SLTDA-2018).

Throughout the worldwide, Sri Lanka considered as the most attractive destination. Hence, government has committed towards the sustainable development with the new policy frameworks. The hotel industry consumes the significant amount of water, wastes and energy levels. Within all industries 5% of energy has consumed by the hotel sectors in Sri Lanka (Sri Lanka sustainable energy authority, 2019). When considering the both economic and environmental factors the green hotel concept has become one of the transformation factors in the hotel industry. Hence, the challenges have become a paramount issue when implementing the green concept into Sri Lankan hotel industry. Thus, Identifying the array of factors and analyzing the gap would identify the deficit of green concept of this specific hotel industry

### **Green marketing in hotels**

Green hotels can support for saving energy, reduce pollution and lower operating costs. This may lead for a better society. First of all, hotels should follow the core idea of "green labeling", Facilities, products, services, rooms and everything else in them should attract tourists it is significant to aware of this concept so that they can take actions such as saving water and energy. Eco- friendly hotel or the sustainable hotels have increasingly developed throughout the past years. Most of the hoteliers use the green label to attract the customers who are very fond towards the environment. Some perform this function conscientiously as well as some perform green marketing concept in order to get the recognition of their customers (Pizam, 2009).

There are various ways in order to minimize the negative outcome towards the environment. There are five motivations factors which are namely, code of practices, public opinion, consumer pressure and saving resources (Kirk, 1995). Large international hotel company enforces ecological standards in its hotels business. In this way, they influence the transformation of the relationship between tour operators and the environment; raising awareness of their sense of responsibility need to consume and sustain resources (Bradić, 2011 cited in Jelica, M. et al., 2015).

Hotel green marketing, which emphasizes those hotels, should cultivate a new product from on-site environmental safety to meet the needs of tourists. Hotel marketing mix is an integrated marketing solution. A green hotel can also control various marketing factors to optimize the mix according to the needs of the target market and market positioning and apply marketing mix strategies to meet customer needs in terms of environmental protection. There are 4 main types of green marketing strategies identified by the hotels. Green positioning, Green purchasing and the green service are the three factors which serves the under the green marketing strategy (Song, 2013). Survey of hotel managers in (Kirk Edinburgh 1998) Found that managers generally think the most important thing is the benefits of hotel environmental management improve public relations and build better relationships with local community.

It is important that hoteliers should demonstrate the commitment for the environmental protection which helps to reduce waste and usage of energy consumption levels. Many customers seek the authenticity of the green marketing label. Hence, it is important to inform the travel agents as well as the wholesalers to inform the green achievements of hotels to general public in order to enhance the marketing opportunities to the green market public sector. Internet has become the most usable factor in order to show the green marketing promotion in the hotels. Thus, most of the large hotels use this as one of the most effective method to promote their green marketing communication (Eric, 2013). Hotel guests are willing to pay high prices for the hotel's environmental and sustainable practices. It is found that environmentally conscious hotel guests in the United States have stated that they are willing to pay a premium for hotel green initiatives. They also found that guests of luxury and mid-range hotels are more likely to pay a premium for hotel green practices than guests of budget hotels (Kyung et al, 2012).

The eco-friendly attitude is conducive to influencing hotel guests' green hotel visit intentions, spreading positive word of mouth and paying more. Their findings indicate that women tend to evaluate the willingness to protect the environment. However, greater efforts must be made to publicize green hotel practices to help select green hotels and participate more actively in green consumption (Han et al, 2011).

However, there are many issues when implementing green concepts to the hotel industry. The study which is done based on the Serbia hotels shows that insufficient funds and the not having proper legal regulations and lack of awareness, outdated technologies have been impacted when building the green hotel concept (Jelica, 2015). In order to implement a good marketing strategy in green hotels Shen and Zheng identified the following factors. They mention that understanding the green concept by the all stakeholders, adapt for the advance technologies, Ensure that customer benefit from the green practices in hotels as well as training green staff are some of the factors which they mentioned in order to stabilize the green marketing concept in the hotel industries ( Shen and Zheng, 2010).

## **Methodology**

Descriptive research designs use surveys as the data collection method. Surveys can be done by using distributing a questioner. Responses recorded for analysis the gap. The advantages of conducting a survey due to its versatility, its speed, and its inexpensiveness, efficient and accurate means of assessing information about a population of 2 segments of management & customers in The Long Beach Resort & Spa. Survey method is used as a data collecting approach. A designed printed questioner & a Google form are used to collect the data from the respondents.

The data has analyzed by using “SPSS” the Statistical Package for Social Sciences. Analyzed data has presented by using charts, pie charts etc. This is to ensure quick and easy

interpretation of data and responses has also expressed in percentage. Data were collected through completed questionnaires' that was tested before at the local context. The items of the questionnaire were grouped based on the responses that were given by the respondents after it was coded for easy usage of the Statistical Package for Social Sciences (SPSS). This method was used for this study because it is the best way to identify the gap of the customer and manager perception which leads to the accurate analyses of the research.

The data gathered through the questionnaire are based on the customers and hotel managers' perceptions in the Long Beach Resort in Sri Lanka down South.

At the analysis part researcher firstly done the comparison in-between two samples. This shows Product & Price perception is "Customer's perception is higher than the Managers and when considering the Promotions & Distributions Customer perception is less than the Managers.

In the analysis of the gap in-between total of two samples, each category it found there are no gaps among customers & Management. Further Researcher process an analyses for each question in order to get an explicit overview about the findings. In that study has analyzed the product perception of the customers and the mangers. Based on the overall product questions analyses found that there is a significant different in the product differentiation. This shows that customer have a neutral response while the managers have the highest agreed level than the customers. When considering the customers and mangers values it shows that both parties varies in between the neutral to strongly agree category. This emphasizes that there is positivity rather than negativity towards the product differentiation in both customers and the mangers. When considering the innovation product and services it shows that both customers and mangers agreed with the innovative products. However, the variance shows much less when comparing to the other gaps that researcher found out from the product-based questions. The questions which discuss the reputation and the demand for the accommodation shows that customers and managers have a significant gap. This resulted because mostly the customers have agreed level while the managers have the strongly agreed level. According to the analyze researcher found out that the most significant gap towards the product differentiation both customers and managers perception.

The price-based question category the researcher has found out there is a significant difference for the green product which donates for the green marketing activities. Mostly the customers have agreed to pay the high price for the green marketing activities if the hoteliers utilize paid amount to the relevant green activities. While the mangers show a neutral value towards the green related activities. This emphasizes customers perception is higher for the green related activities rather than the mangers.

Under the green promotion and advertising category both managers and the customers are suspicious towards the environmental advertising when considering the gap. This shows that both parties have negativity towards the environmental advertising.

Under the distribution-based category questions the commercial green marketing central reservation associations that advertise and promote the green hotel travelers have a significant gap in both customers and the mangers. In the analyses shows that customer's perception has a less value for the central reservation association green marketing advertising while mangers have the high perception towards this category. However, this shows that mangers perception towards the central reservation has the highest confident level, but the customer shows significantly less confident towards this category.

The image of business partners' consistency towards the green image shows customers have a less perceived value while the mangers have the highest value. This result towards the significant gap of the chi square result. However, this shows that mangers trust their third

parties due to the business corporations while customers have the lack trust towards the third parties.

The question which based on the environmentally friendly distribution channel to build a green marketing image shows that there is a significant gap between both customers and managers. This result explicitly shows that management has the highest perception while customers have the less perceived value towards the environmentally friendly distribution channel to build the green image. This emphasize that customers have a lack of knowledge of the hotel distribution channel while managers have the well knowledge background as the employees. As per the study all finding has presented with the gap.

While analyzing the demographics it shows who has respond in the range of equal of gender distribution of male & female. When considering the age of the customers & managers highest number of respondents are belong to 25 years to 44 years range of both samples that will shows the sample has the similarities of the same generation. While analyzing the education highest respondents are in the categories of Graduated & Postgraduate level which shows the sample has the better education background. That will emphasis the customers & the managers knowledge and the attitudes will influence to the perception evaluation. Finally, at the demographic factor analysis the annual household income it has recorded as less than USD 20,000.00. That will indicate the hotel customers somewhere catering to middle class segment.

## Recommendations

According to the statistical analysis of this particular study there are few gaps has identified at the segments of the product, price, promotion, & distribution. As a conclusion of the analysis even though there the researcher identified those gaps are mostly in a positive range. Here researcher recommends minimizing the perceptual gap in-between the customers & managers by educating and influencing the attitudes by creating the stimuli about the green hotels concept.

Here researcher would recommend influencing the perception, organization should gain and retain the trust of the customers & internal parties about the green hotel marketing. This trust should be continuously maintained. Hoteliers need to develop social media marketing campaign to promote green hotel product & services. The previous studies recommend internet is the best channel of the green hotel promotion and distribution method. Here researcher would suggest using and stay with the digital which is the most influencing method for the perception of the Millennium generation. Researcher recommends using the social media to showcase the organization and environmental policy to differentiate the product from others.

Apply for green certifications would recommend differentiating and to get the international label for earning customers trust about the product and reduce the suspiciousness of the product.

As per the analysis there are gaps in the hotels which focus on new innovative product & Services. Organization must increase the education & training programs about the green concept which need to facilitate for the future research to new development such as rethink the way you dispose of waste, implementation to save energy.

Green products need to price as per the matches with customer expectation. This must visualize with green activates in the business which customer preferred. It will be caused to improve customer satisfaction & hotel brand image.

Strategically align with a cause – This will become the organization part of the bigger strategy of the green concept that will help to earn the trust from customers & it will improve the image of the organization.

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## IMPACT OF SOCIAL MEDIA IN THE POLITICAL MARKETING IN KERALA

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### Abstract

Influence of social media/citizen media on democracy is a hot topic in current scenario. As a part of the fourth estate of democracy, social media offers a platform for political debates, cyber activism, political mobilization and political campaign. In this era of technology many of today's politicians can understand the strength of social media. As for the predictions of a dynamic political environment broadband access, freedom of press, media consolidation, net neutrality has to be fulfilled. It has to liberate access to information and quality of information to help people to make better choices. Social Media is becoming more and more powerful tool in shaping the opinion of people. It has to do a pivotal role in bringing issues to Government.

The social media helped to make our society a democracy by placing emphasis on issues that arise from time to time. That means democratic way of boosting issues to a certain extent. Good example for this is the social media support for community welfare activities, genuine protests for justice etc. The pitfalls of social media include information cocoon, fake news, bots (automated accounts), dark ads and user data manipulation. Findings have shown that as a result of political dispensation, political office holders, politicians now have and manage social media account such as Facebook, Twitter, and Instagram among others. Political leaders and political candidate now share their political agenda and mobilize people towards its propagation. It is recommended that social media can be improved to enhance better public mobilization, sensitization and true democracy through responsible usage. A number of politicians are using social networking sites to make their presence strong. Facebook and Twitter are the two most internationally used social sites and different politicians use these to stay in touch with the public. Official pages are used to share recent activities, stance on different matters and encourage people to share their point of views with them. For handling the social media experts were appointed by political parties and it leads to the so called cold war through the battlefield, social media.

So far, social media is unable to bring any massive change in the results of elections in any country, yet its power cannot be denied especially when it comes to newly registered voters or youngsters. It can actually create history and make difference in the real world.

**Keywords:** Social Media, Facebook, Cyber Activism, Twitter, Democracy

### Introduction of the study

Recent years have seen increasing attention being paid to the issue of new media technologies and development. Wireless communication and the gradual diffusion of greater broadband capacity, highly developed mobile technologies and the communications and information-processing power of the Internet is being distributed to all realms of social life, just as the electric grid and electric engine distributed energy in industrial society. There has certainly been recognition that social media is playing a more and more important and significant role

in social, economic and political development. The direct or indirect consequences of this increasing importance are now deliberated at high-level political meetings and between heads of state. In other words, the issue of social media and its role in social development overall is no longer merely a question that refers to one territory or related to a particular sphere, but it has become present in different spheres as a powerful factor of change transforming into new mass self-communication. Viewed on a global level, the issue of, and application of new media has increasing importance due to latest revolutions in India. As social and political unrest continues in some countries, new media may become a powerful tool for reaching particular goals. The creation of new forms of digital social media during the first decade of the 21st century has transformed the ways in which many people communicate and share information. However, the effects that the emergence of social media platforms, such as Facebook, Twitter or YouTube as

well as blogging environments and online discussion fora, have had on political processes remain controversial and not well understood. Indeed, much discourse in this field seems to be driven as much by political ideology itself, as it does by rigorous academic enquiry. There is a strong will to believe that these social media are indeed making political processes more democratic, and yet the evidence is not always there to support such assertions. social media are not ubiquitous, and access to them is highly differentiated. Although mobile telephony and the Internet have indeed

spread rapidly across the world, there are still places and groups of people who do not have access, and as a result they are becoming increasingly marginalized. As richer individuals and countries have ever-faster Internet access, enabling them to use ever more creative social media, those who simply do not have the physical access, or cannot afford it, become ever more

distanced from the political processes that such technologies permit.

### **Statement Of The Problem**

The main purpose of the study is to analyze the positive and negative influence of social media on democracy as it acts as an interface between the common man and Government. It can affect the political agency framework that includes a strategic voter, polarized politicians and new providers. By means of synthesis there were established the positive influence such as engrained public consciousness over time, watchdog to uncover error, to be the eyes and ears of public, support organizations etc. and the negative influence such as non-reliable and unfiltered facts, information bombardment, biased presentation of reality, paid news etc.

### **Objectives Of The Study**

- To highlight that there is considerable ambivalence in approaches to the role of social media in political processes, particularly with respect to democracies
- To identify the influence of social media in our democracy and how social media helps in better decision making.
- To find out whether social media is becoming a powerful tool in shaping the opinion of people & bringing issues to Government.
- To understand whether social media can enhance better public mobilization, sensitization and true democracy

### **Background of the study**

Multiplying the spaces for exchange of ideas, the Internet also improves mutual understanding by allowing for the development of multiple, critical public spheres. As Networked media has the potential to re-configure communicative power relations, by facilitating social networking and 'user-centered innovation', citizens are said to be able to challenge the monopoly control of media production and dissemination by state and commercial institutions. At the time when press and media emerged and gained its strength as powerful tool for highlighting public opinion that

in its turn enabled people to influence the state power somehow, people gradually realized the power of information. And the stronger the traditional media got, as a way to express public opinion, the more controllable it got. However, as almost always, the craftier one think he is, the more sophisticated an opposite side gets. Media is no exception. Trying to get a way to raise their voice, people start seeking alternative channels for transmitting information. The paper helps us to understand the influence of social media on democracy in the current scenario.

### **Research Methodology**

- Both primary and secondary data are used for the study.
  - a) Primary data include direct observations, online interviews, observations, questionnaires (Google docs ) etc.
  - b) Secondary data may include articles, mass medias blogs, websites, newspapers, and magazines.
- 100 students across Kerala were taken as sample for the study for collecting relevant data. 52% are taken as male respondents and 48% of the respondents fall under the female category.
- One week was taken to collect data.

### **Significance of the study**

Social media are interactive computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks. Thus, in turn, leads to the informed public debate necessary for a democratic state. The ability to comprehend and scrutinize the connection between press and democracy is important because media has the power to tell a society's stories and thereby influence thinking, beliefs and behaviour. As this study is mainly focuses into the influence of social media in democracy and how it helps in decision making regarding the political environment that an individual involved upon. No study was conducted to analyze this particular topic ,thus there is a great significance for the study .

### **Limitations of the study**

The sphere of application of new media is a huge one and includes lots of different aspects. Given the scope of the paper it was necessary to set a few limitations to narrow down the research and make it feasible.

- First of all, one should bear in mind that this paper is primarily a case study and the results of this examination may not be applicable in other cases.
- As one of the chosen methods is a quantitative one, focused on the results of a survey conducted among people, may vary is another limitation of the paper.

- The choice to use quantitative methods inevitably led to a simple survey and consequently narrowed the analysis and the scope of the paper.

### **The role of social media in political processes**

The political landscape has changed quite a bit in the last couple of decades. The internet has played a large role in this transformation. Social media, in particular, is now a serious factor in political campaigns and in the way people think about issues. Social media has been used in political campaigns ranging from small local elections to larger-scale presidential elections. Therefore, for political campaigns to truly reach as many people as possible, political groups first need to get those three users talking about their campaigns on social media. Media democracy is a democratic approach to media studies that advocates for the reform of mass media to strengthen public service broadcasting and develop participation in alternative media and citizen journalism in order to create a mass media system that informs and empowers all members of society. A communication platform such as social media is persuasive, and often works to change or influence opinions when it comes to political views because of the abundance of ideas, thoughts, and opinions circulating through the social media platform. The mass media are powerful guardians of proper political behavior because audience tends to trust the press who should inform them about government wrongdoing and providing proper suggestions. All of the mass media are politically important because of their potential to reach large groups of audiences. The influence of the media is increased by the fact that campaigns today have become more focused on the individual than on the party. In order to win primaries, individual candidates seek media attention to gain attention from voters. Social media, while a great source of gathering volunteers and money, serves the main purpose of affirming political beliefs and strengthening a political base. Another limitation of the way social media is used in political campaigns is that politicians cannot control the conversation.

### **The power of confirmation bias**

One of the hidden forces that operates on social media is confirmation bias. This is especially powerful when it comes to controversial topics, including politics. If you're like most people, the majority of your friends and followers on social media probably share your outlook. This means that the vast majority of tweets, Facebook posts, pins or other content you read on these sites tend to express the same point of view, one that you already hold.

It's natural for people to surround themselves with others of like mind. This is true both online and offline. On social media sites, this can create the illusion that "everybody" thinks the same way. If you have a few hundred friends on Facebook, for example, and 90 percent of them agree on most political issues, the information you get will be filtered through this bias. People will post links to stories that confirm your existing bias. They'll repeat opinions you already hold.

For this reason, social media may reinforce our opinions and make it more difficult to entertain alternative points of view. In politics, it can help to make people more opinionated and less tolerant of others. On the other hand, if you make an effort to connect with an assortment of people with diverse viewpoints, you can overcome confirmation bias and use social media to make you more open-minded.

## Is there any influence of social media in our democracy?

In today's world, media becomes as essential as our daily needs. Media of today is playing an outstanding role in creating and shaping of public opinion and strengthening of society. Media is the sword arm of democracy. Media acts as watchdog to protect public interest against malpractice and create public awareness. Media democracy advocates that corporate ownership and commercial pressures influence media content, sharply limiting the range of news, opinions, and entertainment citizens receive. Incorporating the use of alternative media into the larger discourse. Increasing the role of citizen journalism. Abraham Lincoln said: "Public sentiment is everything. With it, nothing can fail; against it, nothing can succeed. Whoever moulds public sentiment goes deeper than he who enacts statutes, or pronounces judicial decisions." This is as true today as it was in Lincoln's times.

Democratic institutions need some public trust and support in order to be effective. But public opinion is now moulded in different ways than it was. The famous 'gatekeepers' of information, such as journalists, have a lesser role in the public debate. Social media have expanded democracy, by giving more people a voice and a chance to be heard, but social media are also manipulated to undermine a democratic discourse. Social media and networks have become an essential space of public and semi-public discourse. They have shown their democratizing potential by increasing access to information and greatly lowering the barrier of participation in public debates, however, the last few years have also shown some of the risks that are present in social media. The low barriers to participation have been used by various state and not-state actors attempting to undermine electoral integrity by spreading disinformation, intimidating stakeholders and suppressing free speech. Social media, while a great source of gathering volunteers and money, serves the main purpose of affirming political beliefs and strengthening a political base. Political institutions such as politicians, political parties, foundations, institutions, and political think tanks are all using social media platforms, like Facebook and Twitter, to communicate with and engage voters. Regular individuals, politicians, "pundits" and thought leaders alike are able to voice their opinions, engage with a

wide network, and connect with other likeminded individuals. The active participation of social media users has been an increasingly important element in political communication, especially during political elections in the 2000s. From 2010 to 2014, there was a 15% increase in the number of Americans who use their cellphones to follow political campaigns and/or campaign coverage and that number continues to grow today.

Social media are changing the nature of political communication because they are tools that can be used to inform and mobilize users in new ways. Users are able to connect directly to politicians and campaign managers and engage in political activities in new ways. Each social media platform is programmed in code by developers, creating a unique digital architecture that influences how politicians and citizens can use the platform for political end.

## Findings of the study

From the online survey conducted among 100 students across the south India, it is find that

- 48% thinks social media influences the voting decision and 37.8% are not sure about this and 13.5% do not believe it can.
- Only 42% men and 23% women expresses their political views through social media
- 52% considers social media as a platform to raise voice

- Majority of the respondents are in the opinion that the social media has dual effect on democracy

### **Suggestions**

- There are many contrasting views about this topic, they require urgent consideration and policy action by governments.
- Social Media is becoming a powerful tool in shaping the views and opinions of people.
- Social media cannot be ignored. Its power cannot be denied especially when it comes to newly registered voters or youngsters. It can actually create history and make difference in the real world.
- The government and citizens should have an active discussion or debate about how it can be effectively utilized to support the democratic systems.

### **Conclusion:**

The creation of new forms of digital social media during the first decade of the 21st century has transformed the ways in which many people communicate and share information. There is a strong will to believe that these social media are indeed making political processes more democratic, and yet the evidence is not always there to support such assertions. Media is the sword arm of democracy, it is playing very significant role in Indian democracy. Every individual is a medium of expression. An individual interacts through the media to reach other individual and institutions. Media play the role of communicator of ideas. It is collective form of music, dance, speech and storytelling with comic interludes. Modern methods of interpersonal media communication include seminars, dramas, public meeting and workshops etc. These are effective media methods to address small and medium gatherings, which can be used as grounds for advocating the Human Rights and building public opinion. Media is being considered as the fourth pillar of our democratic society after executive, legislature, and judiciary. Media serves a twofold purpose. It not only carries information to the public but also carries back public responses to the government, compelling the later to be more receptive to public opinion, the media acts as a repository of public trust for conveying correct and true information to the people. But, when paid information is presented as news content, it would mislead the public and hamper their judgment to form a correct opinion.

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## STRATEGIC SWOT ANALYSIS OF THE INDIAN TELECOM INDUSTRY

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### **Abstract:**

The telecom industry is one of the most strategically important industries in which it plays a crucial role in many critical sectors, such as healthcare, education, defence, national security power, railways, oil and gas, financial services, and e-governance. Globally, the Indian telecom industry is one of the fastest-growing industries and is considered the world's second-largest market.

SWOT analysis refers to analyzing the company's position in the market in terms of Strengths, Weaknesses, Opportunities, and Threats. Companies conduct SWOT analysis in order to help to develop a full awareness of all the factors involved in making the business decisions.

The current study aims to analyze the Indian telecom sector's strengths, weaknesses, opportunities, and threats. And, to recommend some strategies for telecom companies in the light of the industry opportunities. The study is based on secondary data, where a comprehensive evaluation of the business environment of the telecom industry in India has been obtained from research papers, newspapers, selected websites, and companies' reports.

**Keywords:** *Strategy, SWOT Analysis, Telecom industry, India.*

### **Introduction:**

The Indian telecommunication sector is one of the critical components of the economic growth of the country. It plays a vital role in increasing the overall GDP of the country. According to Shah (2008), the Indian telecom industry has experienced a significant process of transformation in terms of growth and development, technology advancement, and market structure in the last decade. The sector has undergone a dramatic change from government monopoly to a competitive market where private companies were allowed to enter the market and provide services to the customers. The entry of private companies and the relaxation of foreign direct investment played a crucial role in developing the sector.

Presently, Indian telecom is the world's second-largest market after China, with substantial growth in terms of mobile and internet subscribers. Although the Telecom sector in India has a strong position in the global market, it is yet to exploit many opportunities. India is a vast country in terms of population, and the rural market is, however, to be discovered by the telecom companies.

An analysis of the various aspects of the Indian telecom environment is evaluated in this study. The study evaluates strengths, weaknesses, opportunities, and threats of the telecom industry and ends with some suggestions and recommendations for the telecom companies.

### **Objectives of the Study:**

The objectives of the study are:

1. To analyze the Indian telecom industry's strengths, weaknesses, opportunities, and threats.

2. To recommend some strategies for telecom companies in the light of the industry's opportunities.

**Methodology:**

The study is based on secondary data obtained from research journals, companies' reports, newspapers, and selected websites.

**Discussion:**

This study discussed the history of the telecom India and its present scenario of the sector in terms of the evolution of mobile technology from 1G to 4G, current industry structure, total subscribers and teledensity, internet subscription, telecom's gross revenue, foreign direct investment, and the SWOT analysis matrix representation of the Indian telecom industry.

**An Overview of the Indian Telecom Industry**

The telecommunication in India began with the telegraph in which the first electric telegraph line was started between Calcutta and Diamond Harbour in 1850. The British East India Company began to use it in 1851.

In 1881, the Oriental Telephone Company Limited of England was granted the license for opening the exchanges of the telephone at Calcutta, Bombay, Madras, and Ahmedabad in which it was the first formal telephone service provider in India. Before that and in 1880, the request of both telephone companies, Oriental Telephone Company Ltd and The Anglo-Indian Telephone Company Ltd request for the government of India to permit them establishing their telephone exchange was refused. And that was because of the governmental monopoly on the establishment of telephones.

Up to 1984, the Indian telecom sector was owned by the government, and the private sector was only permitted to manufacture the telecom equipment. In 1984, and after the department of post and telegraph was separated in 1985, the telecom industry evolved. A new department of posts and department of telecommunications (DoT) were formed.

The Department of Telecom (DoT), In the year 1975, was responsible for the telecommunication services in the entire country. The government opened the telecommunications market up for private investment in the 1990s due to the rapidly increasing demand for telephones. That was a part of liberalization- privatization- globalization policies. So, the investment was permitted for the private sector, and the mobile telecom sector was opened for competition. The National Telecommunication Policy (NTP) was announced by the government after that period and most specifically in 1994 to define particular objectives like provision for world-class services with affordable price, availability of telephones and basic telecom services, increasing the competitiveness of the Indian telecom market, promoting exports and attracting foreign direct investments (FDI).

TRAI (Telecom Regulatory Authority of India) was first established in 1997. This reduced government interference in the decision-making of tariffs and policies. In 2000, The Government of India renamed the department of telecom (DoT) as Bharat Sanchar Nigam Limited (BSNL).

India entered the arena of 3G in 2008 in which the government-owned MTNL and BSNL enabled mobile and data services. Later on, and in 2010, private corporations started launching their services. In 2010, India was ranked third worldwide in terms of telecommunication network after China and USA. With 638 million subscribers of telephone both landline and mobile, in which 584 million mobile phone connections. The country was expected to exceed the USA and become the second world's largest industry after China in the next few years.



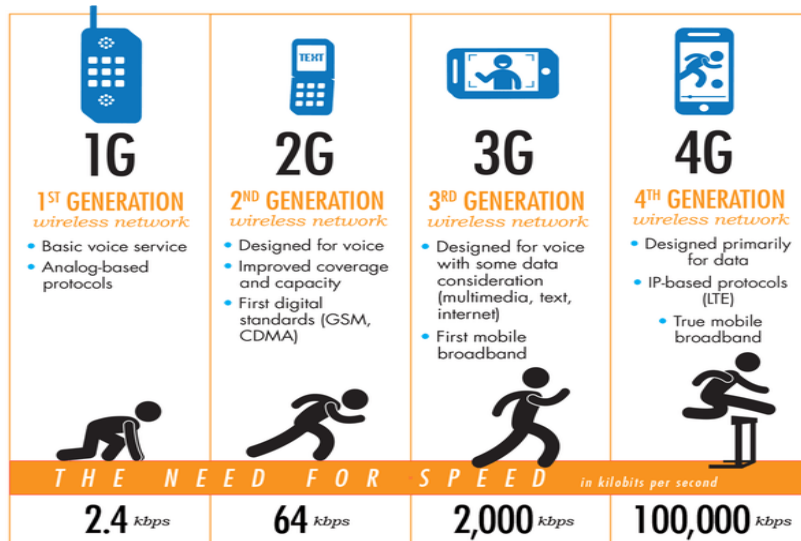
**4:2 The Present Scenario of the Indian Telecom Industry:**

The present scenario of the telecom industry is discussed in terms of the evolution of mobile technology from 1G to 4G, current industry structure, total subscribers and teledensity, internet subscription, telecom's gross revenue, and foreign direct investment.

**The Evolution of Mobile Technology from 1G to 4G:**

The wireless sector technology updated from 1G to 5G resulted in providing customers with mobile broadband and faster data speed.

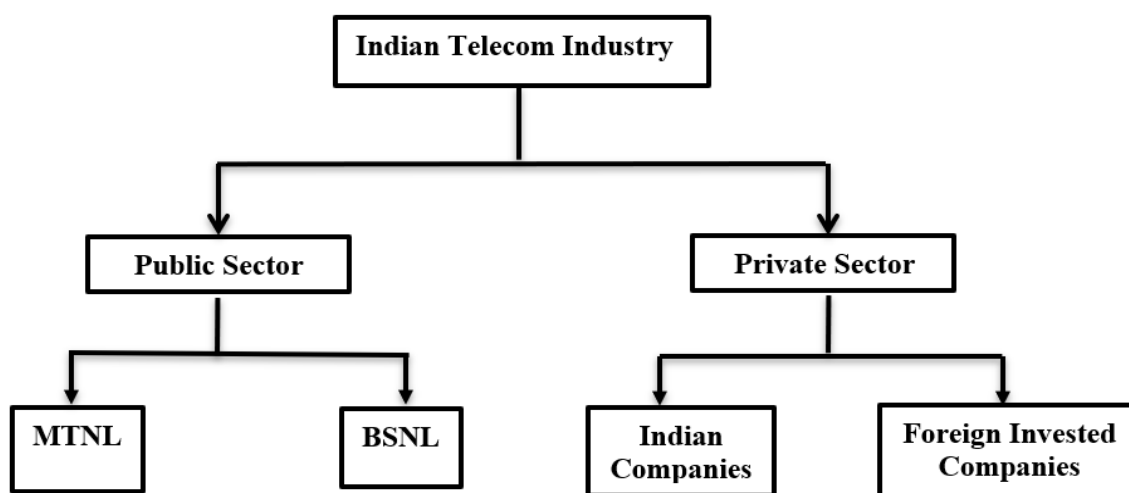
Figure 1



**Current Industry Structure**

The Current structure of the telecom industry in India has both players, private and public sectors. All segments of the telecom industry were permitted for the private players, including ILD, NLD, basic cellular, and internet. The following diagram represents the structure of the telecom industry in terms of service providers.

Figure 2

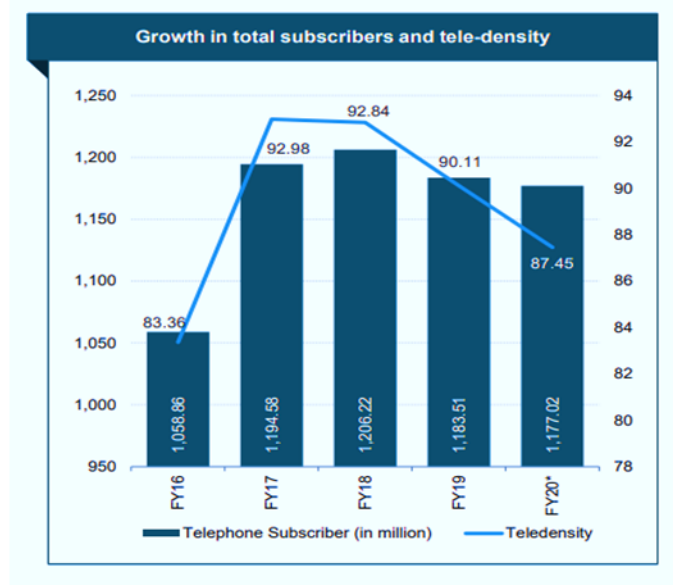


Source: D&B Research

**Total subscribers and Tele-density**

Presently, India is the second-largest telecommunication market and has the world's second-highest number of internet users, which are accounted for 12 percent of global internet users. India's telephone witnessed an expansion in the number of subscribers at a compound annual growth rate (CAGR) of 3.78 percent, in which the number of mobile subscribers in the country reached 1,183.51 million in FY19. In the same year, Tele-density (defined as the number of telephone connections for every 100 individuals), as well as total telephone subscribers in India, stood at 90.11 percent with a total number reached to 1,177.02 million. In FY20 (till January 2020), the data shows a slight decline in the number of subscribers and tele-density representing 87.45 percent with a total number of 1,177.02 subscribers.

Figure 3

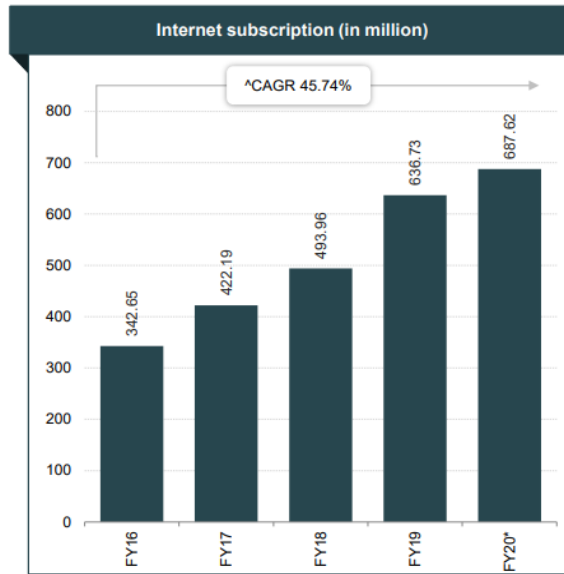


Source: Telecommunications (IBEF 2020)

### Internet Subscription

As shown in the below diagram, the number of internet subscribers in India in FY16 was 342.65 Million and doubled in FY20, to reach 687.62 million. And there is an expectation that the internet subscribers are going to reach 829 million by 2021. India has the highest data usage per smartphone in the world, with an average of 9.8 GB per month as of 2019 records, and by 2024, it is expected to double to 18 GB.

Figure 4

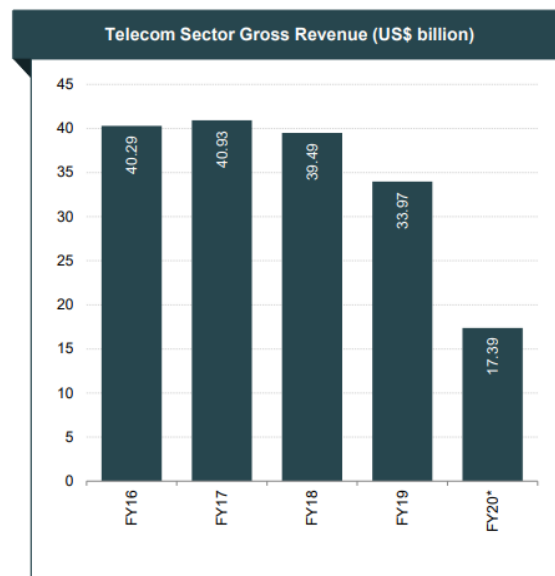


Source: Telecommunications (IBEF 2020)

**Telecom Sector gross Revenue**

The gross revenue of the telecom industry fell from US\$ 40.29 billion in FY16 to US\$ 33.97 billion in FY19. The telecom sector total revenue stood at Rs 121,527 crore (US\$ 17.39 billion) in FY20 (April-September 2019). Hence, there is an expectation that the gross revenue of the telecom industry is going to grow 7 percent in FY20. That because of stabilizing tariff war and the increase in the subscriber's spending due to minimum recharge plans.

Figure 5



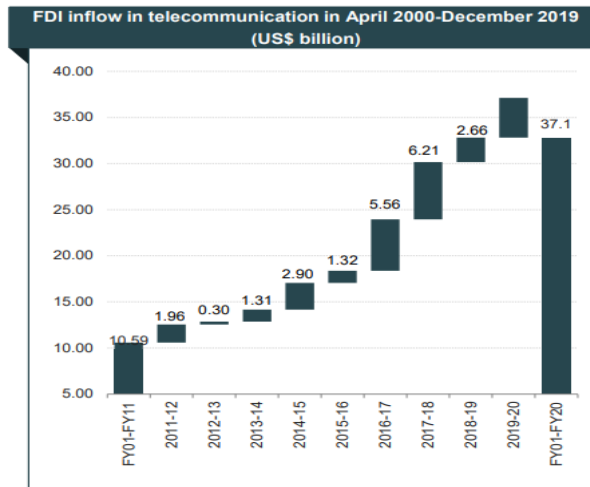
Source: Telecommunications (IBEF 2020)

**4:2:6 Foreign Direct Investment (FDI) in Indian Telecommunications**

During April 2000-December 2019, Foreign Direct Investment (FDI) inflow into the telecom sector with a total of US\$ 37.11 billion. The FDI into the telecom sector at that period accounted for nearly eight percent of total FDI inflow into the country. In May 2020, Deals

Involving Facebook, Silver Lake, Vista, and General Atlantic, Reliance Jio raised US\$ 9.50 billion. And the most significant action in this regard is that 100 percent FDI in Bharati Airtel was allowed by the Government of India.

Figure 6



Source: Telecommunications (IBEF 2020)

**SWOT Analysis in Indian Telecom Industry**

Table 1

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Huge customer potential</li> <li>• High growth rate</li> <li>• Relaxed FDI norms</li> <li>• Advanced technology</li> <li>• Affordability and lower rates</li> </ul>	<ul style="list-style-type: none"> <li>• Low customer retention power</li> <li>• The high cost of infrastructure</li> <li>• Late adoption of 4G and advanced wireless technologies</li> <li>• Low broadband penetration</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Mobile penetration</li> <li>• Changing population psychograph</li> <li>• Increase in Internet users</li> <li>• Untapped rural market</li> <li>• 5G introduction</li> </ul>	<ul style="list-style-type: none"> <li>• Intense competition</li> <li>• Government policies</li> <li>• Spectrum auction</li> <li>• Lack of fixed-line penetration</li> <li>• New technology can change market dynamics</li> </ul>

**Strengths:**

- **Huge customer potential**

The Indian telecommunication industry is the second-largest market and the second-highest country in terms of internet subscribers in the world. Mobile subscribers reached 1,183.51 million in FY19—internet users in India, representing 12 percent of global users.

- **High growth rate**

In FY20 (till September 2019), gross revenue of the telecom sector In India stood at Rs 121,527 crore (US\$ 17.39 billion. India is currently the second-largest telecom market in the world and has registered strong growth in the past decade and a half. India has also recorded a 165 percent growth in app downloads in the past two years. In the first three months of 2019, Indian telecom registered 4.8 billion downloads of mobile applications.

- **Foreign direct investment (FDI)**

Indian telecom sector witnessed a relaxation in foreign direct investment (FDI). From 74 percent, FDI in the telecom sector has been increased to 100 percent. Dark fiber, electronic mail, and voice mail infrastructure providers were permitted up to 100 percent of FDI.

- **Advanced technology**

Indian telecom is already using 4G technology, which is advanced. And it is expected to advance to the 5G technology in the coming few years.

- **Affordability and lower rates**

As per a report by Ericsson (2019), India monthly uses an average of 9.8 GB data per smartphone, representing the highest data usage per smartphone in the world. The Indian telecom sector is expected to be driven by the availability of affordable smartphones and data with lower data.

#### **Weaknesses:**

- **Low customer retention power**

Customers of the telecom companies have a lower level of loyalty, and they frequently move from one company to another. That's is considered as weaknesses for the telecom companies.

- **The high cost of infrastructure**

The infrastructure of the telecom industry is costly in general, and moving from one generation to another requires a high budget.

- **Late adoption of 4G and advanced wireless technologies**

4G technologies were first deployed in Stockholm, Sweden, an Oslo, Norway in 2009, India was late to adopt 4G technology in which it was adopted three years later in 2012 by Airtel.

- **Low broadband penetration**

taking internet connectivity to homes or businesses using an optical fiber or fixed-line is known as fixed broadband. Broadband penetration is still at a lower level compared to China and other European countries. While Indian broadband penetration is around 47%, Chinese is at 95%, and other European nations at about 95-115% (Nokia MBit 2020)

#### **Opportunities**

- **Mobile penetration**

In 2015, 18.55 percent of the total population of India accessed the internet from their mobile phones. It increased to 32 percent in 2020, and there is an expectation that it

will grow to 35 percent in 2023. And that indicates a marginal rise in the country's mobile internet user base (Statista 2020).

- **Changing population psychograph**

Previously telecom service was thought of as an emergency service; recently, telecom service has become an essential part of life in the country, while it was previously thought of as emergency service.

- **Increase in Internet users**

According to TRAI (2019), the total number of Internet subscribers is 687.62 million. And the internet subscribers are expected to reach 829 million by 2021.

- **Untapped rural market**

Rural teledensity increased from 43.05 percent as of March 2016 to 58.03 percent by January 2020. Hence over 62,443 villages in India are still uncovered, and those villages will be provided with a telephone facility with subsidy support from the government's Universal Service Obligation Fund. Therefore, increasing the rural teledensity and fuelling growth across the country.

- **5G introduction**

According to Patrik Cerwall (2018), the Indian government is stating that 5G technology will be introduced in 2020, but a significant uptake is expected to take place in 2022 with a projection of 38 million subscriptions of 5G technology in 2024. And that represents 2.7 percent of all mobile subscriptions at the time.

### **Threats and Challenges**

- **Intense competition**

The Indian telecom industry is characterized as a competitive market where new companies enter the market and others exit. The disruptive entry of Reliance Jio over three years ago forced other companies to decrease the price of their services in order to retain their customers. Companies faced a challenge encountering Reliance Jio, and the telecom industry was weighed down by nearly Rs 8 lack crore of debt.

- **Government policies**

The government policies, licenses, tariffs, sharable revenues, etc. are such threats maybe imposed by the government. Also, giving licenses for foreign companies to enter the market is considered a threat to the existing companies in the industry.

- **Spectrum auction**

India has less than 40% of the available spectrum as compared to European nations and 50% as compared to China. Also, the government auction spectrum at a high cost.

- **Lack of fixed-line penetration**

Compared to most of the developed countries having a very high penetration of fixed lines, India has very little penetration of fixed-line in its network, whereas India has

only around 25% of Towers that are connected with fiber networks, while an excess of 70% is there in developed nations. Towers are required for the 5G network to be connected with very high-speed systems. And that's a challenge for the telecom industry in India.

- **New Technology can change the market dynamics:** the potentiality of replacing the entire industry dynamics and the threat of creating a substitute for the telecom services exist due to the potential new technology. Technology keeps evolving and changing, so companies need to adapt and upgrade with new technologies.

## Conclusion

The Indian telecom industry has a strong position in terms of mobile and internet subscribers, high growth rate, relaxed foreign direct investment norms (FDI), advanced technology, and affordability of services at a lower rate. The Indian telecom industry is yet to focus more on getting the advantages of such future opportunities such as mobile penetration, changing population psychograph as they started using mobiles not only for necessity, rather mobiles are used for many activities recently, and this trend is going to be more common among the rural areas in the future, increase in internet users, untapped rural market, and adopting 5G technology.

On the other side, the Indian telecom Industry is struggling with such deficiencies like a lower level of customer retention power and their frequent movement from one service provider to another, high cost of infrastructure, lower broadband penetration, and late adoption of 4G technologies. The telecom industry faces threats of intense competition, government policies, spectrum auction, and lack of fixed-line penetration.

The study recommends the Indian telecom companies to focus more on the rural market, which is a potential opportunity for growth. The Indian government needs to work more on developing the telecom infrastructure to be able to adapt to the new technology like 5G. At the same time, mobile penetration is high; the penetration of the fixed-line is low. Hence this issue is to be considered by the telecom industry decision-makers. Fixed-line should not be left behind. It needs to be tapped to compete with the global market.

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## COMPETITIVE ADVANTAGE OF ORGANISED RETAIL FORMATS IN KERALA

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### Abstract

Retail business is a global phenomenon and is multifaceted in nature. The sector has played an unparalleled role throughout the world in increasing productivity of consumer goods and services. In the growing market, retailing has become one of the emerging trends in the entire economic cycle. This industry has emerged as one of the fastest growing sectors, especially in India. The newest edition of US-based consultancy company A.T. Kearney's Global Retail Development Index 2019 ranks India as the top developing country among the world's top thirty developing countries for retail investment (A.T Kearney, 2019). The changing scenarios of Indian consumers give proof to the potential opportunity in the retailing arena. The old traditional formats are slowly changing into more bigger and organized formats. India's southern region especially, Kerala being a consumer state, seems to be the most promising zone for development of organized retailing.

**Keywords:** *Retailing, Organised Retail Formats, Competitive Advantage, Cost Leadership, Product Differentiation*

### Introduction

The retail sector is in a phase of transition, where new formats have started competing for space along with the traditional ones. The demands for the convenience-seeking shoppers, changing technology, rising competition and the urge to growth have compelled the retailers to adapt multiple format modes. With the liberalization and growth of the economy, Indian customers witnessed an increasing exposure to the spotlight of the retail industry. A large number of retailers have entered into the retail business and they have brought in variety of domestic and foreign products. Along with these, significant changes in the number of nuclear families and the increase in spending powers have all contributed to the rapid growth of the retailing industry. By the turn of 21<sup>st</sup> century, the retailing industry faced a drastic growth in the organized sector with the entry of corporate groups such as Tata, RPG, ITC, etc.

### Competitive Advantage in Retailing

The success or failure of the retail firm solely depends upon the competition that it faces in the market at a given point of time. In order to create and maintain a sustainable competitive advantage, retail stores must accustomed its strategy in line with changes in the industry. The environment today is highly uncertain, but there are several opportunities for the retailers to make profit by balancing strong and flexible strategies.

A sound competitive strategy consists of interrelated elements, starting from the mission and ending with implementation. The basic elements of strategic planning are mission, vision, external and internal environment analyses, strategies and implementation. Any business effort taken by a retailer from time to time can be a reason for competitive advantage but some advantages are sustainable over a long period of time, while others are of

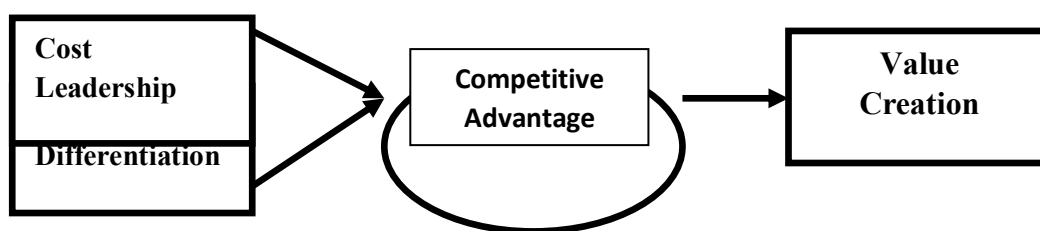
trail in nature. A retailer normally puts its full energy to keep competitors away from the market. By providing the same quality goods and services and by following the same price policy, any retailer can be in and out of the retailing competition. If a retailer is successful due to its wide merchandise assortments, its competitors can provide wider and deeper merchandise to attract the customers. This phenomenon does not come under the concept of sustainable competitive advantage. Building a sustainable competitive advantage means besides developing private store brands, lucrative offers, and customer service, retailers should create certain advantages that enable them to survive against all of its competitors.

Porter says “Competitive advantage is at the heart of a firm’s performance in competitive markets” and goes on to say that purpose of his book on the subject is to show “how a firm can actually create and sustain a competitive advantage in an industry—how it can implement the broad generic strategies.” Thus, competitive advantage means having low costs, differentiation advantage, or a successful focus strategy. In addition, Porter argues that “competitive advantage grows fundamentally out of value a firm is able to create for its buyers that exceed the firm’s cost of creating it.”

### Conceptual Model Used in the Study

Success in the emerging retail sector requires a clear understanding of the needs of the market and the satisfaction of the targeted consumers effectively and more profitability than the competitors. Michael Porter (1980, 1985) propounded two basic types of strategies for attaining competitive advantages. They are differentiation strategies and cost leadership strategies. Competitive advantage exists when a firm is able to deliver the same benefits as competitors but at a lower cost (cost leadership) or deliver benefits that exceed those of competing products (differentiation advantage). Thus, competitive advantage enables the retail formats to generate superior value for its customers and superior profits for the firm.

In the present study, the different competitive methods of generic business strategy are assumed as independent variables and the business performance in terms of value creation i.e., in terms of profits, sales and customer increase are assumed as dependent variables. The cost leadership (CL) and product differentiation (PD) strategies are the major marketing strategies followed by the organized retail formats in Kerala, and they create competitive advantages in the market, and ultimately lead to create value in terms of profit, sales and number of customers. The conceptual model used in the study using the selected variables is given below



### Objectives of the Study

1. To evaluate various cost leadership and product differentiation strategies implemented by the organised retail formats in Kerala.
2. To develop a model to validate the value creation of organised retail formats through the various strategies.

### Research Methodology

The study is descriptive and analytical in nature. Data have been collected from both secondary and primary sources. The secondary data have been collected from the various

published and unpublished research reports and dissertations, published reports of various retail consultancy organizations like KPMG, Ernst and Young, IBEF, RAI, AT. Kearney, Technopak Advisors Ltd., Images India Report etc., Working papers of the Department of Industrial Promotion and Policy (DIPP), Journals like Journal of Retailing, Indian Journal of Marketing, and various textbooks relating to Retail Management, Retail Marketing, and Marketing Management, and various related websites. Survey method was used for collecting primary data. Well-structured interview schedule was used for collecting the responses of the retail managers.

### **Sampling and Sample Design**

Multistage sampling method was used for the study. In the first stage, the state of Kerala was divided into three zones viz, South, Central, and North. One district each was selected from the three zones on the basis of judgment sampling method. Judgment criteria adopted for selecting the sample district was the district having the maximum number of shopping malls, hypermarkets and supermarkets functioning in each zones. Therefore, Kollam from South zone, Ernakulum from the Central zone and Kozhikode from North zone were selected for the study.

### **Sample Distribution of Retail Managers**

The population of retail managers includes the top and middle-level managers in the selected retail formats in Kerala. The sample survey system software was used for calculating the sample size. Thus for the selection of retail managers, the total number of managers was fixed to 150 and 50 managers were selected from each category of retail format in proportion to the total number of managers in each retail format. Purposive sampling method was used for picking the retail managers from the selected retail formats.

### **Results and Discussions**

Structural Equation Modelling (SEM) is a statistical technique that takes a confirmatory approach to the analysis of a structural theory bearing on some phenomenon. SEM conveys two important aspects of the procedure that is the causal process under study is represented by a series of structural (regression) equations and that structural relationships can be modelled to facilitate a clearer conceptualization of the theory under study.

The hypothesized model is statistically tested simultaneously to examine its consistency with the data through the goodness of fit measures. It allows the examination of a series of dependence relationships between exogenous (independent) and endogenous (dependent) variables simultaneously. An exogenous variable is one whose variation is assumed to be determined by causes outside the causal model and an endogenous variable, is the one whose variation is explained by exogenous and other endogenous variables in the causal model. Another classification of variables is latent variables and manifest variables (observed). Latent is a hypothesized and unobserved concept that can only be approximated by observable or measurable variables which are called manifest variables.

SEM consists of two parts: measurement model and the structural equation model. The measurement model specifies how the latent variables are represented through observed variables and examine the relationship with its measurement properties (i.e. it tests convergent validity of the constructs). The SEM is a comprehensive model that depicts the pattern of relationships among independent and dependent variables. It incorporates the strengths of multiple regression analysis, factor analysis, and multivariate ANOVA.

Confirmatory Factor Analysis (CFA) is a type of Structural Equation Modelling (SEM), which deals specifically with measurement models that is the relationship between observed measures or indicators (eg. test items, test scores etc) and the latent variables or

factors. A fundamental feature of CFA is its hypothesis-driven nature. In CFA, the researcher specifies the number of factors and the pattern of indicator factor loading in advance, thus the researcher has a firm prior sense, based on past evidence and theory of the factors that exist in the data.

### CFA of Cost Leadership Strategies

To recognize the manager's perception of cost leadership strategies, the study included seven statements viz, good supply chain management, good vendor relations, control of overheads and research and development expenses, management of operational cost, competitive pricing policy, economies of scale of operation and supply cost management through bulk purchases. These variables related to cost leadership strategies were identified from earlier studies. CFA analysis was done among the statements listed for the variable CL.

The fit of the model was evaluated based on three different fit indices: Comparative Fit Index (CFI), Goodness of Fit Index (GFI) and Root Mean Square of Approximation (RMSEA). Apart from this following fit indices is also considered like, AGFI, NFI, TLI, RMR, and CFI. The results of the model indicated that the model fit the data adequate well and it is shown in the following table.

**Table 1 : Model Fit Indices of the Measurement Model**

Indices	Value Obtained	Recommended Value of Good Fit
Normed chi- square CMIN/DF	1.528	<3
Root Mean Square Error of Approximation(RMSEA)	.040	<0.05
Comparative Fix Index(CFI)	.985	>0.90
Goodness of Fit Index(GFI)	.979	>0.90
Normed fit Index(NFI)	.960	>0.90
Tucker - Lewis Index(TLI)	.961	>0.90
Incremental Fit Index(IFI)	.986	>0.90

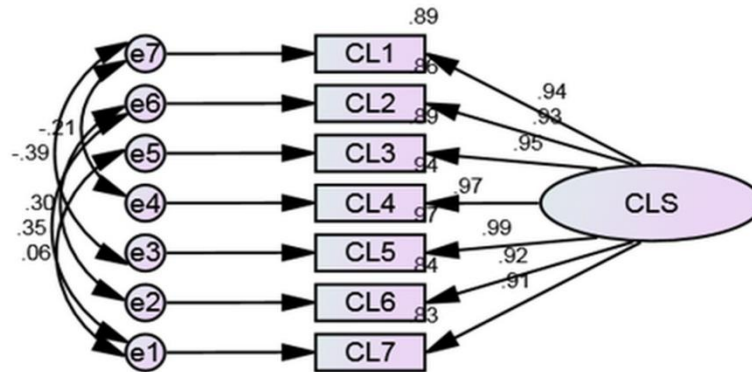
Source: Survey Data

Table 1 shows a GFI of .979 as against the recommended value of above 0.90, (Hair, et.al.) The Normal Fit Index (NFI), Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) are .960, .985, and .961 respectively as against the recommended level of above 0.90 (Hair, et.al.). Root Mean Square Error of Approximation (RMSEA) value of 0.04 as against the recommended value of less than 0.05 is acceptable. (Hair, et.al.) The Normed Chi-Square is 1.528, which is less than 3 shows an acceptable result (Hair, et.al.).

The confirmatory factor analysis demonstrated an acceptable overall model fit and hence, the theorized model fit well with the observed data. It can be concluded that the hypothesized factor of CFA model fits the sample data very well. Convergent validity is shown when each measurement item correlates strongly with its assumed theoretical construct. The ideal level of regression coefficients for reflective indicators when greater than 0.4 is considered to be an acceptable level (Abbott, 2003).

The measurement model of variables was examined by CFA. This CFA model is designed to test the relationship of the overall variables outlined in the study. The scales for the study were found from various reviews. CFA has been performed to confirm the measurement scale of variables. The rectangle represents observed variables for the CL strategies; Oval drawn in the diagram represents an unobserved variable known as CL. The small circles with arrows represent errors unique factors, which are known as squared multiple correlations of the standard error. The value above each rectangular box represents

the R-squared value of the observed variables. The statistic measures how successful the fit is explaining the variation of the data, i.e. it is the percentage of the response variable variation that is explained.



**Figure 1 Model Showing the CFA of CL Strategies.**

The following table demonstrates the Regression Coefficient of CFA of cost leadership strategies.

**Table 2 : The Regression Coefficient of CFA of Cost Leadership Strategies**

Variables			Unstandardised Coefficient(B)	S.E. (B)	Standardised Coefficient (Beta)	C. R	p-value
CL7	<---	CLS	1.000		.904		
CL6	<---	CLS	.834	.046	.906	18.195	0.000
CL5	<---	CLS	.969	.040	.990	24.360	0.000
CL4	<---	CLS	.836	.038	.965	22.217	0.000
CL3	<---	CLS	.921	.045	.945	20.636	0.000
CL2	<---	CLS	.782	.032	.917	24.669	0.000
CL1	<---	CLS	.943	.042	.934	22.587	0.000

Source: Survey Data

**CFA of Product Differentiation Strategies**

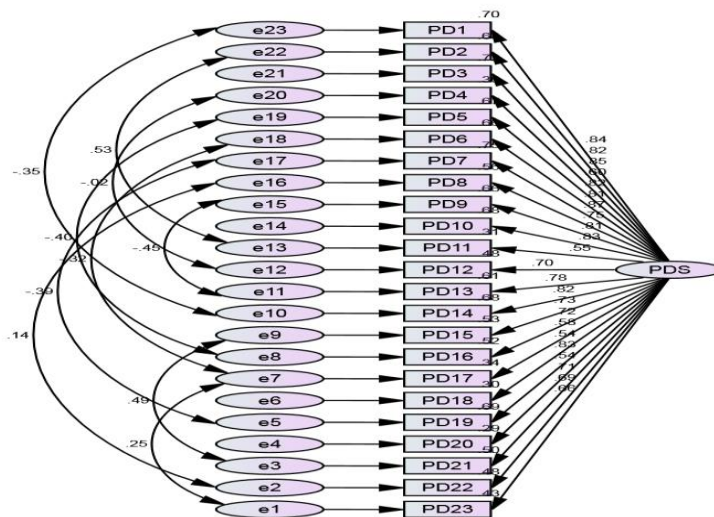
To recognize the retail manager's opinion regarding the various product differentiation strategies the study identified 23 variables. It includes, offer wide variety of products than competitors, offer international brands to customers, strategic locational advantage, offer good ambience than competitors, providing more entertainment and refreshment facilities, application of information technology(CCTV, security systems, wifi facility, power backup etc.), offer home delivery services to customers, offer products which are new in the market at the earliest, creating better customer relationship, offer seasonal sales promotions, organizing sponsorship programs and events, building brand images for products, conduct point of purchase promotions, conduct frequent shoppers program, provide loyalty cards/ gift hampers/reward points to customers, offer attractive offers and promotions, offer discount sale/cash refund offers, offer private label brands/ store brands which is different from competitors, building customer loyalty, offer products and services not offered by the competitors, employing professionally qualified workforce, entering to new markets. Data related to these statements were collected on a seven-point scale from strongly agree to strongly disagree. The measurement model /confirmatory model indices of CFA of Product Differentiation Strategies are listed in the following table.

**Table 3 :Model Fit Indices of the Measurement Model**

Indices	Value Obtained	Recommended Value of Good Fit
Normed chi- square CMIN/DF	2.101	<3
Root Mean Square Error of Approximation(RMSEA)	.012	<0.05
Comparative Fix Index(CFI)	.932	>0.90
Goodness of Fit Index(GFI)	.904	>0.90
Normed fit Index(NFI)	.997	>0.90
Tucker - Lewis Index(TLI)	.957	>0.90
Incremental Fit Index(IFI)	.938	>0.90

Source: Survey Data

Table 3 reveals CFI value.932, GFI.904, TLI.957, NFI.997 and IFI.938. Those values indicate a good fit between the model and the observed data. RMSEA value.012 is found to be accepted. The Normed  $\chi^2$  of 2.101 shows an acceptable result. The confirmatory factor analysis demonstrated an acceptable overall model fit and hence, it can be reasoned that the hypothesized model fits the sample data very easily. The following figure demonstrates the



**Figure 2: Model Showing the CFA of PD Strategies.**

The following table illustrates the regression coefficient of CFA of Product Differentiation Strategies.

**Table 4**  
**Regression Coefficients of CFA of PDS**

Variables			Unstandardised Coefficient(B)	S.E. (B)	Standardised Coefficient (Beta)	C. R	P value
PD23	<---	PDS	1.000		.645		
PD22	<---	PDS	.778	.101	.700	7.690	0.000
PD21	<---	PDS	1.046	.137	.693	7.627	0.000
PD20	<---	PDS	.800	.124	.570	6.446	0.000
PD19	<---	PDS	.945	.108	.824	8.778	0.000
PD18	<---	PDS	.720	.119	.529	6.035	0.000
PD17	<---	PDS	.685	.112	.538	6.120	0.000
PD16	<---	PDS	.928	.123	.683	7.537	0.000
PD15	<---	PDS	1.000	.128	.715	7.834	0.000
PD14	<---	PDS	1.069	.123	.815	8.708	0.000
PD13	<---	PDS	.990	.123	.742	8.075	0.000
PD12	<---	PDS	.852	.106	.735	8.012	0.000
PD11	<---	PDS	.586	.085	.614	6.877	0.000
PD10	<---	PDS	1.073	.118	.859	9.065	0.000
PD9	<---	PDS	.965	.112	.808	8.644	0.000
PD8	<---	PDS	1.009	.123	.760	8.232	0.000
PD7	<---	PDS	1.092	.122	.847	8.971	0.000
PD6	<---	PDS	.868	.100	.816	8.712	0.000
PD5	<---	PDS	.908	.106	.795	8.535	0.000
PD4	<---	PDS	.622	.092	.602	6.763	0.000
PD3	<---	PDS	.979	.108	.858	9.058	0.000
PD2	<---	PDS	1.133	.125	.859	9.072	0.000
PD1	<---	PDS	1.004	.114	.828	8.815	0.000

The confirmatory factor analysis demonstrated an acceptable overall model fit and hence, the theorized model fit well with the observed data. It can be concluded that the hypothesized factor of CFA model fits the sample data very well. Convergent validity is shown when each measurement item correlates strongly with its assumed theoretical construct.

### SEM for Competitive Advantage

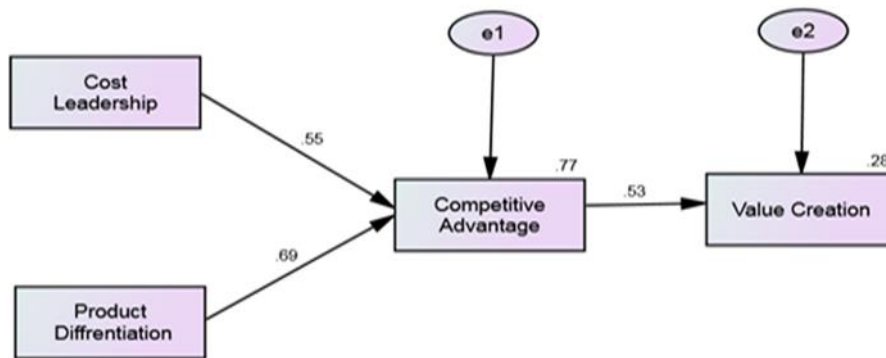
*An effective SEM model is created to know the effect of CL and PD on the competitive advantage of retail formats in Kerala and its influence on the value creation of the organised retail formats in terms of profit, sales turnover, and customer creation. The entire hypothesized research model satisfies all the model measurement criteria. Table 5 shows the*

model fit indices like CMIN/DF, RMSEA, CFI, GFI, NFI, TLI and IFI. SEM confirms the structure of the model as all the fit indices are satisfactory.

**Table 5 Model Fit Indices of the Measurement Model**

Indices	Value Obtained	Recommended Value of Good Fit
Normed chi- square CMIN/DF	1.102	<3
Root Mean Square Error of Approximation(RMSEA)	.016	<0.05
Comparative Fix Index(CFI)	.958	>0.90
Goodness of Fit Index(GFI)	.921	>0.90
Normed fit Index(NFI)	.937	>0.90
Tucker - Lewis Index(TLI)	.976	>0.90
Incremental Fit Index(IFI)	.936	>0.90

Source: Survey Data



**Figure. 3 : Structural Model for Competitive Advantage**

It is clear that cost leadership strategies and product differentiation strategies are the significant predictors of competitive advantage. Competitive advantage leads to value creation of the organized retail formats in Kerala. Cost leadership strategies are the significant determinant in predicting the competitive advantage (path estimate = 0.55,  $p < 0.001$ ). Similarly, product differentiation strategies is found to have a significant effect on the competitive advantage of organized retail formats in Kerala (path estimate = 0.69,  $p < 0.001$ ). The Squared Multiple Correlations (SMC) or coefficient of determination ( $R^2$ ) of attitude is 0.77. This indicates that the two predictor's i.e., cost leadership, and product differentiation together explained 77 per cent of the variance in competitive advantage of organised retail formats in Kerala, and competitive advantage lead to the value creation of retail formats in terms of profit, sales, and number of customers..



## Conclusion

The structural model developed using SEM proves that the cost leadership and product differentiation are the important strategies followed by the organized retail formats in Kerala in attaining competitive advantage, and this advantage led the retail formats to create value in terms of profit, sales and number of customers.

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## **MODERN TRENDS IN PROMOTION OF TOURISM: ESTABLISHMENT OF ETHNO VILLAGE IN THE REPUBLIC OF TAJIKISTAN**

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### **Abstract**

This article discusses the emerging trends in the effort to promote tourism sector in Tajikistan, particularly establishment of the ethno village in the south part of the country. One may logically ask if this is important for the country. Well, yes. It is important and the reasons are provided here. Tajikistan is a post soviet country located in the Central Asia and the country which survived the civil war in 90s. Tajikistan as a mountainous country has high potential to develop and promote the rural tourism, or in some particular cases the community-based tourism, for example as it is observed in the Pamir. Globalization and urbanization processes also contributed to focus on reservation and promotion of rural tourism. Rural tourism is used as a strategy for improvement of social and economic well-being of rural areas. From the other side, the rural tourism provides family holidays and feeling of comfort for city residents who physically and mentally want relaxation and healthy environment for recreational purposes. This article is developed by me as a native of the Republic of Tajikistan from one side and a potential inbound tourist of my country from the other side. It indicates a new trend in promotion of rural tourism and establishment ethno-village as respect to values, rural lifestyle and traditions of the country.

**Keywords:** *Promotion of tourism, rural tourism, Ethno village, tourism product, cultural tourism, Ethno-tourism*

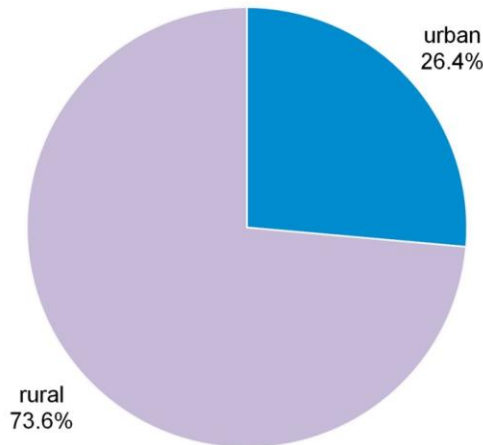
### **Introduction**

Tajikistan is a mountainous, landlocked country in southeastern Central Asia. It has a total area of about 142550 km<sup>2</sup>. It is bordered in the west and northwest by Uzbekistan (910 km borderline), in the northeast by the Kyrgyzstan (630 km), in the east by China (430 km) and in the south by Afghanistan (1030 km). The country became independent in September 1991. The mountainous landscape covers 93 percent of the country. Administratively, the country is divided into four provinces: Badakhshan (64200 km<sup>2</sup>), Khatlon (24 800 km<sup>2</sup>), Sughd (25400 km<sup>2</sup>) and Regions (Raions) of Republican Subordination (28154 km<sup>2</sup>). The current population of Tajikistan is 9,461,832, which increased for 2.32% compared to indicator of population of the country in 2019 based on Worldometers elaboration of the latest United Nations data.

<b>The population of Tajikistan</b>		
<b>Years</b>	<b>Total population</b>	<b>Increase (%)</b>
<b>2020</b>	<b>9,461,832</b>	2.32%
<b>2019</b>	9,321,018	2.42%
<b>2017- 2018</b>	9,100,835	2.48%

Population of Tajikistan is equivalent to **0.12%** of the total world population. Tajikistan ranks number **95** in the list of countries (and dependencies) by population. The population density in Tajikistan is 68 per km<sup>2</sup> (176 people per mi<sup>2</sup>). The total **land** area is 139,960 km<sup>2</sup> (54039 sq. miles). **27.3 %** of the population is **urban** (2,606,273 people in 2020). The **median age** in Tajikistan is **22.4 years**.

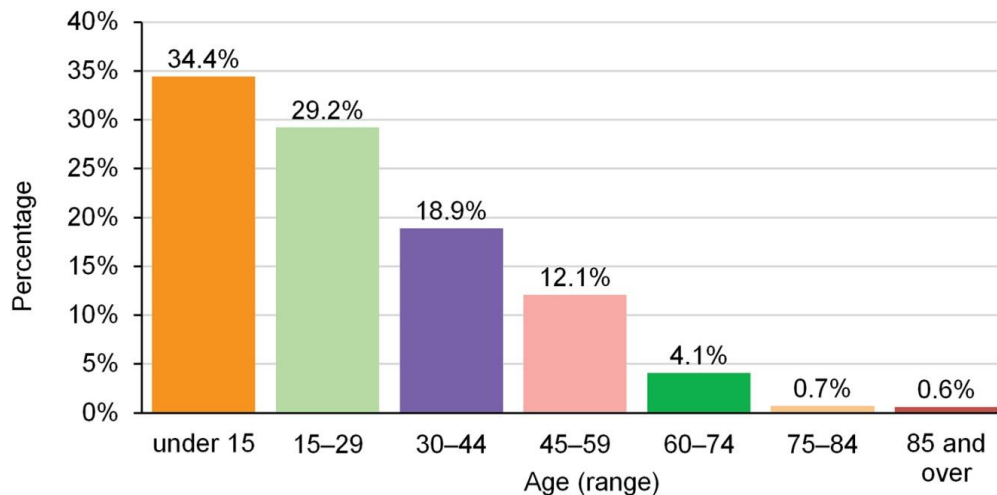
Tajikistan urban-rural (2016)



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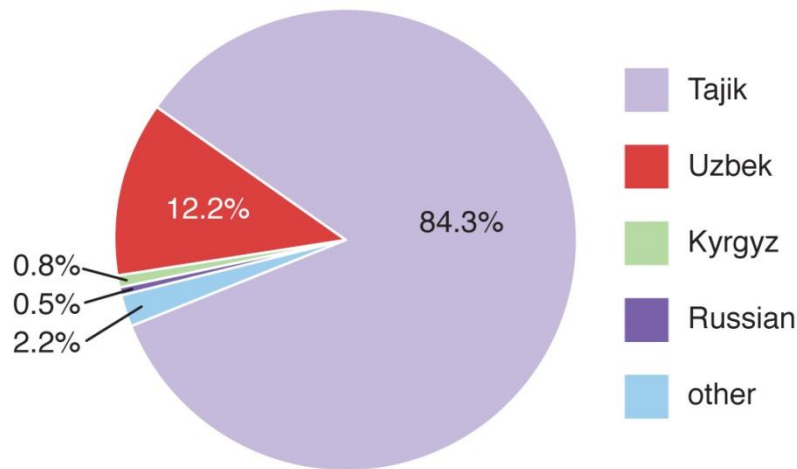
**Rural population** (% of total population) in Tajikistan was reported at 72.87 % in 2018, according to the World Bank collection of development indicators, compiled from officially recognized sources, against 73.6% in 2016 as the Figure above shows.

Tajikistan age breakdown (2016)



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## Ethnic composition (2010)



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### Methodology

Current article discusses the modern trends in tourism promotion in Tajikistan. The data for this study was collected during November and December of 2019. The descriptive method was applied for the purposes of this article.

### Highlights of tourism statistics of Tajikistan

In July 2019 the Agency for Statistics reported that 604,200 foreign citizens have visited Tajikistan over the first six months of 2019 that is 14.1% more than in the same period of 2018.

The number of foreign citizens arrived in Tajikistan from the CIS nations over the report period was 556,800, making 92.2 percent of the overall number of foreigners who visited the country in January-June, 2019.

Only 47,400 nationals of other countries have visited Tajikistan over the same six-month period (7.8 percent of the overall number of foreigners who visited Tajikistan in January-June 2019). Over 1.2 million foreign tourists arrived in Tajikistan in 2019, which is 219,700 people more than in 2018. The number of travel agencies also increased significantly in 2019. To date, 202 travel agencies serve tourists, with employment of 4684 people.

Over the report period, the overwhelming majority of foreign citizens – 524,800 people – have visited Tajikistan on personal business and only 23,700 (3.9 percent) of them have visited Tajikistan for tourism purposes. Numon Abdughafforzoda, the head of the Tourism Development Agency under the Government of Tajikistan, informed mass-media (Asia-Plus newspaper) in May this year that more than 215,000 foreign tourists have visited Tajikistan over the first three months of 2019. According to the statistical data from the Tourism Development Agency, 1.155 million foreign tourists visited Tajikistan last year, which was 2.6 times more than in 2017.

Tajikistan's rich cultural heritage, hospitality and abundance of mountain snow peaks, rivers, lakes and recreational opportunities contribute to the development of country's tourism industry. In 2018, Tajik Government announced a year of tourism development. On January 3, 2019, President Emomali Rahmon signed a decree on declaring 2019-2021 the

Period of Development of Rural Areas, Tourism and Folk Crafts in Tajikistan. The decree aims at speeding up the development of rural areas, tourism and supporting folk crafts in the country. The tourism sector is considered a priority for development of Tajikistan's economy. At the same time, undeveloped infrastructure and low levels of quality of services delay the growth of the tourism industry.

According to the World Travel and Tourism Council, the direct contribution of Travel and Tourism to Tajikistan's gross domestic product (GDP) is forecasted to rise by 3.9% from 2018-2028 to US\$316.5 million or 2.5 per cent of total GDP in 2028. The total contribution of Travel and Tourism to GDP is forecasted to rise by 4.4% to US\$883.1 million or 6.9 per cent to GDP in 2028. Travel and Tourism investment is expected to rise 6.2 per cent in next ten years to 2028, reaching US\$165.7 million.

### **Results: Need for rural tourism**

1. **Geographical location of the country:** Mountains cover 93% of Tajikistan's surface area. "Over 73% of Tajikistan's population live in the rural areas. At the same time, rural tourism is completely undeveloped in the country". (M.Abdujborov, publication under IWPR project «Forging links and raising voices to combat radicalization in Central Asia», 2019).
2. **Government strategy for development of Tourism Sector:** The Government of Tajikistan declared the year of 2018 "The Year of Development of Tourism and Crafts". On December 26, 2018, in a regular message to the country's parliament H.E. Emomali Rahmon, the President of Tajikistan noted that it is impossible to achieve the full development of important industries such as tourism, folk crafts and rural development in one year and therefore, it is necessary to continue their development for the good of the country in subsequent years as well. In this regard, the head of state proposed the Year of the Development of Tourism and Crafts to be extended for another three years - until 2021 - till celebration of the 30th anniversary of the State Independence. Here he also added the development of villages. "Announcing the 2018 as the Year of the Development of Tourism and Folk Crafts gave a serious impetus to the importance of this sphere in the socio-economic life of the people, and the number of tourists visiting Tajikistan in 2018 increased for 2.5 times compared to 2017. But in order to fully achieve the goals, one year is not enough," the president said.
3. **Employment opportunity for citizens of Tajikistan:** As economic activity of several countries of the world, tourism has different functions. One of these functions is provision of jobs, which is especially important for population of Tajikistan. This is a primary concern for residents of the countryside and the interesting fact is it is not necessary to have a higher education to participate in the tourism business. Given the huge diversity of types of tourism, in the village in the tourism business, all residents can

be involved with a high degree of probability. Constant or partial communication of the local population with foreign tourists in particular can serve not only to obtain economic profit, but also it will help to increase the level of culture and knowledge of the population, the study and development of foreign languages, etc.

### **Discussions:**

#### **Global perspectives of developing tourism sector in Central Asia**

On November 14, 2019, the Second Committee of the 74th session of the UN General Assembly, on the initiative of Uzbekistan, adopted a draft resolution on the development of tourism in Central Asia. Among its co-authors are Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan.

At the beginning of the period of independence, Tajikistan could not advance the tourism industry for many reasons (civil war, weak economic situation, little-known country at the international level, etc.), but in recent years, much attention has been paid to tourism, especially the government. This year has been declared the year of tourism and handicraft in Tajikistan. In addition, representatives of the tourism business received great benefits from the state to conduct their business. This position, of course, will help to advance the tourism industry throughout the republic. It should also be said about the use of the experience of the developed countries of our country in terms of tourism business.

The main problems of underdeveloped tourism and recreation in Tajikistan at the moment are followings: lack of awareness of tourists, both domestic and foreign about the objects of attraction of tourism and recreation. The role of advertising is huge in all areas of economic activity particularly in tourism. Therefore, all interested stakeholders should pay serious attention to creation of effective advertising and promotion campaign for domestic tourism and recreation.

### **Ethno Village as Example of Cultural Tourism**

**Culture** is the way people live, the understanding of people about the world and it is broader definition to define. The common attributes of culture is it comprises of particular behavior of group of people, nations and may be expressed in their language, religion, cuisine, social habits, music and arts.

"**Culture** encompasses religion, food, what we wear, how we wear it, our language, marriage, music, what we believe is right or wrong, how we sit at the table, how we greet visitors, how we behave with loved ones, and a million other things," Cristina De Rossi, an anthropologist at Barnet and Southgate College in London, told Live Science.

### **Dimensions of Cultural Tourism**

**Cultural Tourism** defined: Activities undertaken by UNWTO in the field of culture and tourism stem from the very definition of cultural tourism, which is defined as: "A type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions". *This definition was adopted during the 22nd Session of the General Assembly held in Chengdu, China (11–16 September 2017).*

According to **the United Nations World Tourism Organization**, cultural tourism is "movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art, and pilgrimages."

The development of sustainable tourism concept has led to the growing popularity of different types of tourism, which are based on natural potentials of destination and which contribute to the preservation of its natural resources and cultural heritage. One of those types of tourism is ethno-tourism.

**Ethno-tourism** is understood as a special form of cultural tourism for instance, any excursion which focuses on the works of man rather than nature, and attempts to give the tourist an understanding of the lifestyles of local people. The ethno-tourism industry is a poorly developed industry due to its recent rapid growth and entry of new inexperienced players and the other reason is dependency of ethno-tourism industry upon indigenous knowledge and values.

**The ethno-tourism branch of cultural tourism** is diverse and offers various options for tourists (e.g. village tours, village accommodation, food, traditional dance and music etc) and actually these activities may contribute to its development.

**Rural tourism** is part of cultural tourism and involves the rural environment. It demonstrates the traditional way of living and practices of residents of particular locality, being small scale effort of tourism marketing, mostly involves agricultural activities, attractive for organic food and original and conservative environment. Urban residents are attracted to this kind of tourism since urbanization is no more interesting and unique.

**Ethno-village or Ethnic Village** is part of tourism activity, a relatively new concept in tourism management a living museum that preserves culture and tradition that made it popular across the globe. It preserves the national, historical and cultural heritage of the country and the people living at that territory. They may portray any past history of nations (15<sup>th</sup> century or 19 century), may be used for film industry to shoot historical films, or used for specific festivals.

#### **Establishment of the ethno-village in the south part of the Republic of Tajikistan**

On November 3, 2019, an ethnic village has been established in the Khatlon Region of Tajikistan. Tourism is being developed in the country. What to get, where to stay and what to see - now it is not necessary to plan a trip in advance. All the necessary information can be obtained in a single center (Tourist Information Center of Khatlon Region), it is the first in Bohtar. "There are number of historical attractions of the world significance in Khatlon: Ajina-teppa, Takhti-sangin. However, many tourists do not know about these attractions. Even if they know, they do not know where they have to go, what services are available and who provides them," says Sobir Khakimov, the Chairman of the public organization.

Tourist destinations are being developed only now. The guests were offered separate excursions before, but now complex tours are being prepared. Young specialists were involved in the project. "The first tour will be for schoolchildren. We want to combine several objects. It will be obligatory to watch the performance in the children's theater, travel around the city, where they will talk about the history of Bohtar. And between all objects, a 15-minute stop is in the park, where there is wi-fi. This is the current need for children to call home, take a walk or surf the Internet. Now it's impossible without it," said Sabrina Kurbonbekova, a second-year student, volunteer of the public organisation. Khatlon region is the most densely populated in Tajikistan, but there are few tourists here. It opened an ethnic village in order tourists be more willing to visit the region, and the villages is located 125 kilometers from Dushanbe.

The first guests were representatives of the travel agencies and the film crew of MIR24, the TV channel. Guests are loved here. You can sing and dance. Each house has different master classes: sewing, beadwork, embroidery. And they even teach how to bake: tandoor (traditional oven for baking) cakes and puff pastry sweets. "This area has not yet been explored by tourists, but there is something to show. In addition to traditional places, there is a tiger beam, holy places and springs. Now we can cooperate with travel agencies and an information center. This project broadens the knowledge of the republic and allows residents to have extra income," said Rakhmatullo Murodov, organizer of the ethnic village.

Representatives of travel agencies were satisfied with the idea of ethnic villages. And they already decided to include it in the list of their tourism packages for 2020.

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## OPPORTUNITIES OF BLUE ECONOMY IN INDIAN OCEAN: A CONCEPTUAL APPROACH

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### Abstract

Blue economies are gifted with specific resources which could determine their way of development in future. For centuries, marine resources have provided human settlements in different ways by providing food, energy, biodiversity, and recreation. All the coastal nations in the World are reliant on oceans for fishing, minerals, oil & gas, rare earth metals, renewable energy and other living and non-living resources for earning livelihood, achieving holistic growth, empowering native coastal communities and attaining greater social and economic inclusion. The role of blue economy aims at optimum and sustainable use of oceanic resources for growth and development is critical for the coastal nations. Since a large portion of marine resources is believed to have remained untapped or unexplored in different marine zones of the World, there is a widespread belief that the future source of growth is probably dependent upon the efficient utilization of rich ocean resources. Its importance is realized prominently after the unprecedented reduction of global output and employment affecting the livelihoods of millions of people in different regions of the World. The countries in the Indian Ocean region had very strong civilization linkages evident in maritime trade, cultural exchanges, tourism, diplomatic relations etc. This article is purely a conceptual approach on the opportunities of blue economy in Indian Ocean.

**Keywords:** Blue Economy, Resources, Economic Issues, Indian Ocean.

### Introduction

Indian Ocean region covers varied areas of rich ocean scattering over three continents and serves as a major link for trade, investment and technology cooperation between the littoral countries. Indian Ocean is a key sea route for the world connecting India, China, Far East, East Africa, South Asia and the Middle East. Given the immeasurable bequest of oceanic resources, the littoral countries representing the Indian Ocean Rim Association (IORA), countries consider the significance of exploiting blue economy for economic and social development in the region. With progression in exploration technology, deep-sea mining could let loose huge potential for exploration of hydrocarbons, petroleum, natural gas, and rare earth metals. In addition, the demand for ports and shipping services would flourish as seaborne trade grows in the future. The rich flora and fauna attracts a large number of tourists from different parts of the World. With a focussed approach, coastal tourism and other marine services sectors may endow with ample opportunities for occupational diversification and comprehensive development.

There has been a continuous discussion in the academic and policy circles about substitute discourses on development policies particularly after the collapse of dirigisme and greater

acceptance of market mechanisms since the mid-1980<sup>s</sup> in all important spheres of social and economic life in different communities Worldwide. While the brightest minds of the global development community tended to fear, further maintenance of income inequality and social deficiency in the market-led economic systems, they seem to have helplessly sanctioned the current development model even though the spin sides of resource-intensive high-energy development strategies are often noticed. In this line of thinking, the costs of high growth are manifested in rapid exhaustion of living and non-living resource stock, severe environmental degradation, marginalization of rural and landless families, new forms of social discrimination, distorted access to social security provisions such as health and education, increasing dislocation of communities due to racial and religious civil wars, and so on. A new set of terminologies were coined to reorient the conventional development model to be more people-centric and equitable which include ‘sustainable development’, ‘green economy’, ‘human development’, ‘inclusive growth’, etc. Moreover, greater concerns are articulated in support of sustainable use of natural resources especially the rejuvenation of stocks as resource use is perceived to be irreversible in the context of growth-centric development models. Following that philosophy, the oceans and the ocean-related activities are viewed as the greatest sources of growth in the post-recession period. The concept of ‘blue economy’ is considered as one of those epochs of development thinking.

Essentially, the doctrine of blue economy are similar to the kind of economic processes and activities envisaged in the ‘marine economy’, ‘ocean economy’, ‘coastal economy’ among others except the emphasis that it attaches to the best possible use of marine resources. Unlike green economy that proliferate prevention of environmental dilapidation and ecological unevenness, blue economy aims at productive employment of precious oceanic resources in the development process. To a great extent, blue economy largely corresponds to the intrinsic worth of the alternative development strategies mentioned above. However, blue economy as such does not appear to be a development model itself rather it could serve as a crucial component of any other mainstream development models. Fisheries, sea-minerals such as oil & gas, ports & shipping, marine tourism, marine biotechnology, deep-sea mining, transport & logistics are some of the important sectors of blue economy. It is believed that by undertaking blue economy initiatives, countries would be able to achieve high economic growth and maintain healthy balance between resource use and its renewability.

### **Definitions of Blue Economy**

The concept of blue economy is still at an evolving stage where there is yet to be any all-inclusive definition which would be suitable from the operational point of view. In the literature, blue economy has been used synonymous to ‘marine economy’, ‘coastal economy’, ‘ocean economy’, ‘green economy’ and so on. While the basic view and goals of these competing paradigms are more or less similar, there are basic differences in the approaches and treatment of various elements such as resource management, growth objectives, sustainability and social equality. At the United Nations Conference on Sustainable Development held in Rio de Janeiro in 2012, blue economy was viewed as ocean economy that aims at the “improvement of human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. At its core, the ocean economy refers to the decoupling of socio-economic development from environmental degradation. In this regard, efficiency and optimization of natural marine resources within ecological limits becomes paramount” (UNCTAD, 2014). By that definition, ocean economy can be defined as the economic activity which directly or indirectly uses the sea as an input whereas the

coastal economy represents all economic activity which takes place in a specific coastal region (Morrissey, Stephen, Michael & Cathal, 2010).

To understand the 'ocean economy', one has to understand its features as follows. Ocean economy (1) a sub-set of the economy (2) dependent on ocean for inputs to invigorate its production process (3) based on industry and also geographical locations and (4) these industries/activities are located in coastal and non-coastal areas. According to Colgan (2004), "the ocean economy is that proportion of the economy which relies on the ocean as an input to the production process or which, by virtue of geographical location, taking place on or under the ocean. It is a function of both industry and geography. While most of the ocean economy (for example, boat building, seafood retailers and many ocean instrumentation, equipment and surveying industries) may be located in non-coastal region".

In terms of volume of activities, the 'costal economy' is larger than 'ocean economy'. The basic features of the coastal economy are: (1) a sub-set of the economy (2) concentration of activities on or around the coastal areas and (3) sum of all activities relating to output, employment and wages in the coastal region. Therefore, Colgan (2004) has defined costal economy as "..... all economic activity in the coastal region, and is thus the sum of employment, wages, and output in the region. Some of the coastal economy is the ocean economy, but the coastal economy incorporates a broader set of economic activities".

The 'marine economy' is a horizontally integrated cluster industries which include sectors meant for a common market for the end products, using common technology or labor force skills, or require similar natural resources (University of Massachusetts, 2006). This sector comprises of five major sectors including commercial seafood, marine transportation, coastal tourism and recreation, marine science and technology, marine-related construction and infrastructure. The marine economy is a sub-set of the coastal economy.

Blue economy conceptualizes ocean economy as development spaces. From this perspective, blue economy should break the mould of business-as-usual 'brown' development model where oceans are perceived as a means of free resource extraction and waste dumping without taking into account the costs of the negative externalities. This thread of thinking signals the intrinsic risks involved in indiscriminate exploitation of marine resources for economic growth. Further, resource accounting should take into cognizance the costs of environmental damage and ecological imbalance caused due to consumption-centric resource use (Pauli, 2010). The European Commission (2012) has defined the concept of blue economy as "all economic activities related to the oceans, seas and coasts. This includes the closest direct and indirect supporting activities necessary for the functioning of these economic sectors, which can be located anywhere, including in landlocked countries". The growing competition among the nations for energy and resources focuses the need for regional cooperation to harness the endowments in a more sustainable manner. Adoption of a comprehensive definition of the blue economy is necessary to understand and to act jointly to harness the existing potential of blue economy in the IORA region.

**Table 1**  
**Taxonomy of Blue Economy Sectors and Activities**

<b>Sector</b>	<b>Activity</b>
Fishing	Capture fishery, aquaculture, seafood processing
Marine Biotechnology	Pharmaceuticals, chemicals, seaweed harvesting, seaweed products, marine derived bio-products
Minerals	Oil and gas, deep-sea mining (exploration of rare earth metals, hydrocarbon)
Marine Renewable Energy	Offshore wind energy production, wave energy production, tidal energy production
Marine Manufacturing	Boat manufacturing, sail making, net manufacturing, boat and ship repair, marine instrumentation, aquaculture technology, water construction, marine industrial engineering
Shipping, Port & Maritime Logistics	Ship building and repairing, ship owners and operators, shipping agents and brokers, ship management, liner and port agents, port companies, ship suppliers, container shipping services, stevedores, roll-on roll-off operators, custom clearance, freight forwarders, safety and training
Marine Tourism & Leisure	Sea angling from boats, sea angling from the shore, sailing at sea, boating at sea, water skiing, jet skiing, surfing, sail boarding, sea kayaking, scuba diving, swimming in the sea, bird watching in coastal areas, whale/dolphin watching, visiting coastal natural reserves, trips to the beach, seaside and islands
Marine Construction	Marine construction and engineering
Marine Commerce	Marine financial services, marine legal services, marine insurance, ship finance & related services, charterers, media & publishing
Marine ICT	Marine engineering consultancy, meteorological consultancy, environmental consultancy, hydro-survey consultancy, project management consultancy, ICT solutions, geo-informatics services, yacht design, submarine telecom
Education and Research	Education and training, research and development

Source: Compiled from Morrissey, Stephen, Michael & Cathal (2010).

### **Importance of Blue Economy: Key Economic Issues**

There are several good reasons to pursue with the regional agenda of blue economy which is gaining ground in the Indian Ocean region. Several regional economies have linked health of their economies with the health of the planet and have understood that their fates are thoroughly linked with the state of health of the ocean. In this regard, the region's economic and strategic interests are intricately linked to ocean economy as the region is dependent on ocean for critical issues including food security, livelihood security, minerals, energy security, industrial activities and various key services activities. Following Rio+20 conference in 2012, it emerged prominently about the independent development thinking

regarding the blue economy without seeing it as a rejoinder to the sustainable development agenda. It becomes a challenge to the member countries to take recourse to immediate policy action in order to take advantage of the opportunities offered by the blue economy. Some of the opportunities provided by the blue economy are briefly discussed below to highlight its relevance.

### **i. Food Security**

Blue economy has a major role in securing food security for the people. The fisheries sector including aquaculture and aquatic plants, contributes sizable proteins, fats and calories supply which supports food security situation in a country. Ensuring food security requires improved access to nutritious food of both animal and non-animal origin, reduction of food wastage, low barriers to trade in food and food products, and provision of efficient distribution of food items in food-deficient regions. In addition to the conventional measures of addressing food insecurity, blue economy offers ample opportunities to meet the growing demand for healthy and safe food by enhancing marine fishing. A good number of finfish and shellfish varieties in raw as well as processed forms are used as seafood worldwide. Fishing areas in the Indian Ocean region represent a rich endowment of fishery resources. Persistence in the decline of catch fish has been a major concern for the world economy. Since capture fish landing faces stagnancy the dependence on marine aquaculture (also termed as mariculture) for fish supply has grown significantly in the recent years. Fishing nations in the region have taken necessary steps to promote aquaculture which helped them meet domestic demand for fish and export to other markets. The contribution of fishery sector to food security can be enhanced by adopting blue economy policies in the regional economies. In the context of blue economy, higher fish production with lower environmental damage is possible through polyculture, specie diversification, optimal feeds and feeding, prevention of diseases and so on. Moreover, countries embracing blue economy would focus more on developing sophisticated technologies for farming, conservation and processing of species. The role of small-scale aquaculture by the native fishing communities is paramount from the perspective of food security. After meeting the household demand for fish for subsistence, the local fishermen would be able to earn their livelihood by selling surplus fish in the urban markets. Further, by having enabling policies on pricing, certification, labelling and marketing, the fishing sector in the context of blue economy can be more organized and regulated.

### **ii. Demand for Protein**

Demand for protein can be effectively addressed by the blue economy. For a healthy life, humans need balanced diet comprising of proteins, fats and other essential ingredients. A minimum amount of protein intake is required in that food basket as it helps maintain the average daily calorie requirements in human body. Fish is a crucial source of animal protein even in countries where the daily average per capita fish consumption is low compared to developed fish-consuming nations. Fish in small quantities can have significant nutritional impact as it is a concentrated source of protein and contains essential fatty acids and micronutrients. Fish and fish products are sources of three different types of animal proteins that are vital to human health. Structural proteins comprising of actin, myosin, tropomyosin and actomyosin constitute 70-80 per cent of the total fish protein. In addition, sarcoplasmic proteins such as myoalbumin, globulin and enzymes and connective tissue proteins account for approximately 25-30 per cent and 3 per cent of total fish protein respectively. It is also the most affordable source of animal protein in absence of any alternative sources of protein. Fish contributes more than 50 per cent of total protein supply in SIDSs and many other

countries of the world. For some IORA countries such as Indonesia, Bangladesh and Sri Lanka the share of fish in total animal protein is 54 per cent, 56 per cent and 57 per cent respectively (FAO, 2014).

Interesting revelations on food consumption habits in different parts of the world indicate that animal protein is no more considered as a luxury food rather it is increasingly being accepted as an essential part of the regular diet. Moreover, consumers in low income countries tend to diversify their food basket towards more protein and fat containing food such as meat and fish (Regmi & Meade, 2013). The statistics mentioned above hint at the importance of adequate and sustained supply of high quality fish in order to meet the average protein requirements. Although increasing fish production has been the underlying policy priority in most countries of the IORA region, the focused approach to deal with the issues of nutrition and health using marine fishery resources in the blue economy paradigm would enhance the contribution of fish to animal protein supply in the regional economies. Both freshwater farming and mariculture of protein-rich species should be encouraged in the countries promoting blue economy in the region. Focused blue economy policies for aquatic sector would not only promote production, trade and food security situation in the economy but also to address the protein requirements of people in the IORA region.

### **iii. Rising Coastal Tourism**

Coastal tourism, a major sector of blue economy, presents huge potential for job creation and economic growth. Experiences of littoral countries indicate that coastal tourism goes hand in hand with global tourism. UNEP (2009) observes that growth of coastal tourism has reached its peak in recent decades. It is the biggest maritime sector in terms of gross value added and employment generation. Sea angling, bird watching, boating at sea, dolphin watching, scuba diving, swimming in the sea and other related activities around the sea are some of those emerging segments of coastal tourism (Morrissey, Stephen, Michael & Cathal, 2010). Hotels, motels, water sport, cruise and restaurants are potential segments for expansion and growth in the coastal tourism sector. The flora and fauna spreading over the littoral states of the Indian Ocean provides biggest opportunities for investment in the tourism sector which in turn would contribute to more robust blue economy in the region. At the same time, the adverse effects of expanded tourism activities have to be monitored regularly to optimize welfare effects stemming from the coastal tourism sector.

### **iv. Surging of Seaborne Trade**

Sea is a cost-effective and carbon friendly mode of transportation for global trade. About 90 per cent of world trade is conducted through the sea routes. Advances in technology improved efficiency of shipping and contributed to the sustained rise in the world seaborne trade. About 50,000 merchant ships including container ships, bulk carriers, ferries and cruise ships are engaged in international trade. International seaborne trade continued to grow at a steady rate over the past few years after a sharp contraction in activities during the global economic recession. Since recovery from recession in major economies is fragile, seaborne trade may take time to bounce back in the next few years (UNCTAD, 2014). Dry cargo accounts for more than 70 per cent of the total volume of seaborne trade in the world. These include trade in bulk commodities such as iron ore, coal, grain, bauxite, alumina, phosphate rock, containerized trade and general cargo.

Although large part of the growth in trade by sea is explained by rapid industrialization and liberalization of trade policies in most countries of the world, the main triggers for seaborne

trade has come from increasing demand for imports of raw materials, resources, etc by China, India and other Asian economies. In addition, the pace of urbanization and competitive international ore prices would support growth in the major dry bulk cargo sector. Potential for additional capacity creation and demand for refined petroleum products will be triggered by the increasing requirements in developing Asia and America. Likewise, additional supply capacity in the Asia-Pacific and the United States and new fields in the Caspian region would help LNG shipments to rise in the coming years. Coal trade is also expected to grow in the future. These developments signal a great potential for blue economy to deliver in the Indian Ocean region. More than two thirds of global seaborne trades are routed through the Indian Ocean. The IORA states are not only the active participants of this flourishing segment of world trade but also the major suppliers of port and shipping services in the region. Some of the IORA countries are major producers, users and exporters of iron ore, coal, steel and grain in the world. As emphasized before, in the blue economy framework, ocean-based activities get relatively higher attention than its absence. The priorities and policy measures towards promoting trade by sea route may be more systematic, target-oriented and futuristic. For example, the demand for imports of resources from Africa would facilitate two-way mutually beneficial trade between China, India, the African countries and others as both the parties would be keen to invest in blue economy sectors.

#### **v. Demand for Alternative Sources of Energy**

Blue economy could be a major source of clean energy, where large renewable energy is not tapped. Where world economy is aspiring for clean, renewable and affordable energy supply, the blue economy is emerging as a large reservoir of such energy. The ever-increasing demand for energy for the purposes of household and industrial consumption in most parts of the world especially in India, China, Brazil and other emerging markets necessitates alternative sources of energy, most importantly the renewable energy. As per the estimates by the International Energy Agency, in the next 15 years the global primary energy demand would grow by 40 per cent; a substantial chunk of that would come from developing Asia and the Middle East. Resources under the blue economy initiatives can be suitably employed for development and promotion of renewable energy technologies. For instance, solar and wind in India; non-hydro renewables in Brazil, Egypt, Thailand and the Middle East; hydropower in Asian countries and others indicate the achievements in the renewable energy sector (IEA, 2015).

Ocean renewable energy in the form of wave energy, solar energy, tidal energy, hydroelectric energy would reduce the burden on finite conventional sources of energy production. Renewables account for the net additions to power capacity in many developing countries. In this context, the role of fossil fuel would remain crucial for China, India, Brazil and other developing countries for expansion of the renewable energy sector. The Government of India has set measurable targets for four key sectors of renewable energy such as wind power, solar power, biomass power and small hydro power in its Strategic Plan for New and Renewable Energy Sector 2011-17 (Government of India (2011). Interestingly, the global average cost of energy production for wind and solar PV has fallen considerably in the recent years. Further, with projected fall in the cost of production in the future, renewable energy would meet a lion's share of energy demand in the IORA region. In fact, many littoral countries are dependent on blue economy for the supply of hydrocarbon including India. However, by using the cleaner and environment friendly ocean energy technologies larger goals of the blue economy paradigm could be achieved.

**vi. Managing Coastal Urbanization**

In several littoral countries, fast growth of urbanization along the coast line is the contribution of the blue economy paradigm. However, uncontrolled climb of urbanization has detrimental impact on the economy. From different perspectives, urbanization should be considered as a positive logical conversion for a country along the development path. However, unplanned urbanization in different parts of the world have caused serious damage to the living habitat, land use pattern, spatial congestion due to migration from rural areas, spread of slums, health risks arising from poor solid waste management and a variety of governance challenges. As a result, urbanization invites more negative implication than positive ones in the contemporary literature for the developing and less developed countries.

However, blue economy policies seem to have more positive propositions in favour of urbanization. In specific terms, promoting coastal urbanization by subscribing to the core principles of sustainable, low-carbon and eco- friendly processes and technologies would eliminate the established fears associated with the business-as-usual approach toward city planning. There is a need to switch from production-led urbanization to tourism-led urbanization in which a city would rather serve as a space for consumption and leisure than for production (Qian, Dan & Hong 2012). In the blue economy framework, coastal cities can be viewed as a source of economic dynamism, agglomeration of blue activities, social empowerment of resource-dependent local communities and pollution-free built-in environment (Beall, Basudev & Ravi 2008). IORA countries must seize the opportunities in the coastal cities by investing in new blue cities or revamping the old coastal cities.

**vii. Improving Ocean Health**

With very little dispute, it is a fact that the oceans and the oceanic resources face the risk of extinction and secular depletion due to the rapid industrialization, unplanned and poorly governed urbanization, sea encroachments, water pollution, soil degradation, climate change and many other factors. As a result, the quality of marine biodiversity is getting eroded day-by-day without appropriate compensating mechanisms in place. Oceans serve as the biggest sink whereas the importance of its resources for the very sustenance of the mankind is undermined. Greenhouse gases would raise the temperature, chemistry, structure and height of the oceans which in turn would affect the ability of marine organisms to survive, the ability of the populations to persist, the evolution of species and the interaction between species. It may require calibrated policy initiatives representing a mix of identification of vulnerable species, marine protected areas, ecosystem based management, effective fisheries regulations and so on (Pinsky, Kristy, Daniel, & Cheryl, 2013).

Likewise, other pollutants deteriorate ecological balance and lower the degree of natural and biological resilience to such environmental threats. As envisaged in its principles, blue economy approach would contribute to the process of restoring the ocean health and its precious resources. It is observed that investment in coastal habitat restoration projects stimulates job creation, rebuilds fisheries, revives coastal tourism, raises property values, and improves water quality (Edwards, Sutton-Grier & Coyle, 2013). This has greater relevance for the IORA countries as the marine space covered under its jurisdiction is quite large for blue economy to show tangible gains. It is likely that countries adopting blue economy would have elaborate schemes for conservation and protection of the living and nonliving resources.



**viii. Providing Marine Governance**

The potential of marine resources for socio-economic development depends on the effectiveness of marine governance both at the national and the global level. It refers to the provisions, regulations and mechanisms surrounding access, management and control of oceans, ocean resources and the ocean-related activities. Marine governance is an integral component of a plethora of international and multilateral conventions on sea. In addition, some regional mechanisms such as regional fishery management organisations, regional inter-governmental maritime cooperation organisations and others also cater to various aspects of marine resource governance. Among the international organisations, the United Nations Convention on Law of the Sea which came into force in 1994 has been viewed as the most comprehensive single piece of legislation with membership of more than 150 countries of the world. In addition, a number of mechanisms in the form of conventions and agreements on fisheries are facilitated by the Food and Agriculture Organization and other sister United Nations bodies. While provisions and mandates of some of those mechanisms, national as well as international, are binding, most of them are advisory in nature, thereby no penalty for violations. Although many of those difficulties would continue to complicate marine governance in countries adopting blue economy, one could hope for a much better and compliant governance regime once measures towards blue economy gather momentum. Moreover, coastal countries may require formalization of certain regional and global governance and regulatory practices for the success of blue economy in the future.

**ix. Ocean Technologies**

Ocean technologies converse to technologies used for renewable energy production, deep-sea mining, freshwater production from sea, offshore structural components, ocean acoustics, seabed classification, modeling of oceanic processes, ocean electronics, marine biotechnology, aquaculture, coastal and environmental engineering, among others. The potential of those technologies are immense in terms of their future contribution to energy supply, production process, drug development, seabed management, and so on. The development of ocean technologies may get more consideration in coastal economies pursuing blue economy. In conventional policies for oceans, the nature of resource allocation and the mindset delay the process of implementation, sometimes leading to project closure. Since technology and innovation are key drivers of blue growth, the countries following blue economy may devote more resources to develop those technologies and institute mechanisms for long-term pursuit of scientific knowledge in those areas. Since energy demand is growing in most of the IORA countries, the search for innovative technologies for renewable energy production would remain superlative. At the same time, marine biotechnology has better prospects in the IORA region. Blue economy in the IORA region would need ocean technologies, and therefore will undertake necessary steps to develop such technologies in the emerging sectors.

**Conclusion**

Blue economy takes in a extensive array of sectors that could speak to key developmental challenges facing the coastal economies. By exploiting blue resources, the topic of poverty, food insecurity, unemployment and ecological imbalance can be effectively tackled. Research and innovations in marine biotechnology, higher access to seabed resources, investment in Marine Information and Communication Technology and proper integration of coastal tourism and other services could play a decisive role in injecting stimulus for creating additional economic activities in the IORA region.

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## AN ANALYSIS ON THE ROLE OF PRODUCT MANAGERS IN INDIAN PHARMACEUTICAL INDUSTRY

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### **Abstract:**

The Indian pharmaceutical industry is highly fragmented and the leader in the organised sector is having a single digit market share. Over the years, this industry has been more of a generic drugs producer and hence the role of product managers was minimal. However with the increasing innovations and product patent being followed, discoveries and new drugs have become a norm in the industry. This has actually forced the companies to rethink on their product management role. This article deals with the analyses on the role of product managers as collected from 231 companies which are in the organised sector. It is clear from the study that there is an increasing presence of the product management role in the Indian pharmaceutical industry. The analyses included chi square, CR value and KS test. The analyses have clearly indicated that there is a need for micro management of product management with specific focus on the customers.

*Key words: Pharmaceutical industry, product managers, organised, India*

### **Introduction:**

CCI in its report (2016) mentions that the pharmaceutical industry in India is highly fragmented & has a wide range of over 100,000 drugs. Nearly 80 percent of the manufactures have sales less than \$ 1.3 million. The top ten companies in the industry control around 31 per cent of the market. The health care business in Indian is driven by approximately 85,000 nursing home and near about 1 million practicing doctors all over country and the health care expenditure in India is 3% of GDP.

Almost 50% of the world population primarily in the developing and third world countries still lack constant access to the most needed medication. This is indicated to the poor performance by the pharmaceutical industry in these countries. However, India is so vast that the industry, which started off only in the early fifties, has been able to cater to the needs of the very large population if not all. The pharmaceutical industry, which has a considerable measure of health care, places it in a pivotal position in the socio-economic development of one of the developing countries- India. It serves a market where a social bias has to be reflected in its functioning. The industry has been a subject of much criticism, arising often on emotional and political reasons, on account of high prices, excessive profits and foreign monopoly. An elaborate range of government controls regulates the functioning of the industry. Organisation of Pharmaceutical Producers of India (OPPI) was formed in 1965 to represent the industry to the environment. This industry has a very large number of unorganised manufacturers and a small number of organised players. NDA (2019) quoted that the industry is typically involved in four types of businesses- marketing of generic medicines, marketing of branded generic medicines, marketing of innovator medicines, and manufacture and supply of active pharmaceutical ingredients which are used as ingredients in medicines as well as finished formulations. The role of the product manager in each of these types of businesses differs. In the basic form, the product manager becomes a marketing manager and the top form, he or she becomes a brand manager. The preparation of product plans, market segmentation, positioning etc. are unheard of in the basic forms.

**Literature review:**

As per K Anusha et al (2017), the pharmaceutical product management is a complex and demanding discipline that includes key areas like product planning, product marketing, product strategy and creative insights. The pharmaceutical product manager role is crucial and he should possess the skill set that can identify the gap in the framework for undertaking the product management. The product manager should be aware of both external and internal aspects of the company and the pharmaceutical industry.

Bhadury (1987) suggests that the process of consolidation through mergers and acquisitions has become a common phenomenon in the global pharmaceutical industry. This process has started in India too. As the market grows and profitability improves, Indian pharmaceutical companies, either on their own or more likely in association with international companies, could become a source of low cost manufacturing as well as R&D.

The United Nations Centre in Transnational Corporations (1984) in their study quoted that the structure of the pharmaceutical market is admittedly monopolistic or oligopolistic. Notwithstanding the high concentration in therapeutic product markets, competition in the pharmaceutical industry does exist and is often intense. The exact nature of competition differs from one therapeutic market to another – ranging from product competition to promotional competition to price competition – depending upon such characteristics as the state of the technology, existence of patents, the hold of brand names and sometimes the government policy. In general however, competition in pharmaceuticals is based on the development of new products and on promotion and can be described as strongly oligopolistic, with leading firms possessing considerable market power.

Hammermesh (1978) in his research highlighted that the strategies open to firms either operating in 'low share' businesses, i.e. where the market was highly fragmented, or low-share brands. They highlighted the importance of:

- Segmentation and targeting of specialist sectors
- Seeking improved returns through the more efficient use of R&D.
- Exploiting relative smallness through short lines of communication, decisiveness and creativity

David A. Aaker and J.Gary Shansby (1982) continued in their study that companies could choose from the following for positioning viz., by attributes/benefits, by quality/price, by use, by user, by product category or by competitors.

According to Suresh Sukheja (1999), product management in pharmaceutical industry is the most important function. He narrates the duties of product managers is to develop and promote the market share of his products by adopting various marketing techniques as well as strategic positioning of products, thereby putting into use the knowledge and information of the product manager concerned. In these days, where a plethora of brands is in existence in the market, a product manager's job is one of the toughest and it takes a lot of talent to successfully devise a strategy for any product. Even after successfully launching a product in the market and establishing it, the product is susceptible to various kinds of pulls and pressures and adverse effects by other similar brands in the market and is open to threat. With the constant proliferation of me-too brands in the market, the product manager's work has become even more important, because the strategic inputs required for making a product successful and its long term survival in the marketplace is a result of the efforts of the product manager and the sales force.

Webster (1981) exhorted pharmaceutical professionals to identify and reach niches too

small to be served by mass-marketing methods.

Mohan Pillai (1988) identified that the Indian market is flooded with a host of medical preparations whose therapeutic value is open to question. Backed by an aggressive marketing and advertising campaign, the drug companies have successfully promoted the concept of a pill for every ill, even if imaginary.

Chandrasekar (1997), the researcher found that there can be two categories of Medical Representatives entering the companies. The first category is competent in the biological sciences, pharmacology and related technical aspects. The second category is completely ignorant of technical aspects of pharmaceutical marketing. He identified the training that needs to be provided to these set of people.

### Discussion:

In order to find the extent of product mix the companies possess, the categories in which they operate are evaluated and are presented in table 1.1:

**TABLE 1.1** Distribution of respondents on product categories

No.	Product categories	Number	Per cent
1	OTC	0	0.00%
2	Prescription drugs	134	58.00%
3	Both	97	42.00%
	Total	231	100.00%

Source: Primary data

It is clear from the above table that 58% of the companies are involved in prescription drugs alone and rest are involved in the marketing of both Over The Counter (OTC) and prescription drug. Hence the first objective collecting the data from the right target profile is vindicated through this analysis.

To statistically prove the difference between the various experienced companies on the product categories they have, a null hypothesis is generated as follows:

Null hypothesis:

There is no significant difference between the companies in the various experience groups on the product categories they possess.

Chi-square test was conducted to find the difference in the respondents opinion and is presented in the table 1.2. The difference in the two groups based on the experience of the companies in the market is not statistically significant. Hence the null hypothesis is accepted.

**TABLE 1.2** Distribution of respondents by experience in the market

No.	Experience of the companies	Pres. Drugs	Both OTC & pres.	Total
1	Less than 5 years	44	23	67
2	5-10 years	41	26	67
3	10-15 years	23	28	51
4	15-20 years	18	11	29
5	Above 20 years	8	9	17
<b>Total</b>		<b>134</b>	<b>97</b>	<b>231</b>

Source: Primary data  
 Chi-square: 6.41720  
 Degrees of freedom: 4

Since all the respondents have prescription drugs, it is mandatory to identify the extent of Drug Price Control Order (DPCO) list of drugs being produced and /or marketed by the companies. The analysis is in the following table 1.3.

TABLE 1.3  
**Distribution of respondents on their DPCO coverage**

No.	Extent of DPCO coverage	Number	Per cent
1	10-30%	00	0.00%
2	31-50%	97	42.00%
3	51-70%	134	58.00%
4	71-90%	00	0.00%
5	91-100%	00	0.00%
	Total	231	100.00%

It can be seen that nearly 58 per cent of the companies are in the category 51-70% of the DPCO coverage and hence it can be deduced that all these companies would be affected by the government's orders from time to time or any amendments to the existing Act.

The factors that influence the product development in the respondent's companies are analysed using the weighted score and is shown in the 1.4.

TABLE 1.4  
**Weighted score for factors influencing product development**

No.	Factors	Rank obtained					Wt. Score
		1	2	3	4	5	
1	Offsetting seasonal drop in sales	79 (395)	0	66 (198)	41 (82)	45 (45)	720
2	Utilising idle plant capacity	107 (535)	0	124 (372)	0	0	907
3	More efficiently utilising the marketing talent	0	79 (316)	0	111 (222)	41 (41)	579
4	Forestalling competition	45 (225)	0	41 (123)	79 (158)	66 (66)	572
5	Achieving growth in volume and profit	0	152 (608)	0	0	79 (79)	687

Source: Primary data  
 Figures in brackets are percentages

It can be seen from the above table that '*utilising idle plant capacity*' had the highest weighted score of 907 and is the most important factor influencing product development. '*Offsetting seasonal drop in sales*' got 720 weighted scores and became the next important factor. '*Achieving growth in volume and profit*' got 687 weighted scores and got the third

position whereas 'More efficiently utilising the marketing talent' got only 579 weighted scores and got the fourth position. *Forestalling competition* got only 572 scores and relegated to the last position. Hence capacity utilisation is considered pivotal in the decisions regarding the product development.

The table shows the data on the opinion of the respondents on the statements regarding the product manager's responsibilities in the company. It gives the different intensities of favourability and unfavourability and their respective scores on the statements.

The first statement on the constant watch on the development in the marketing scenario was rated to be having the intensity value of +348 and have secured a fifth rank. Even though it is one of the important functions of the product manager, many respondents on personal investigation revealed that it is more of the regional manager's responsibility.

**TABLE 1.5**

Distribution of respondents on the responsibility of product manager  
(Intensity value test)

No.	Statement	Very High (+2)	High (+1)	Neutral (0)	Low (-1)	Very low (-2)	Intensity value	Rank
1	Has to keep a constant watch on the development in the marketing scenario	117	114	0	0	0	+348	5
2	Has to develop judicious mix of marketing mix with Product's strategic positioning	145	86	0	0	0	+376	1
3	Has to establish a brand and try to protect the market share	137	77	17	0	0	+351	4
4	Has to involve in the conceptualisation and development activities in the product development team	100	78	25	28	0	+250	8
5	Has to watch the strategies adopted by the competitors and identify strategies to combat the same	143	88	0	0	0	+374	2
6	Has to select the proper brand name	88	83	43	10	0	+249	9
7	Has to do trade mark registration	141	90	0	0	0	+372	3

8	Has to train the field force	120	74	21	31	5	+273	7
9	Has to analyse the feedback from the market	145	65	11	10	0	+345	6

Source: Primary data

The second statement of judiciously mixing the strategic positioning of a product with the various marketing mix elements had an intensity value of +376 and was ranked the *numero uno* function of the product manager. So it is clear that the job of the product manager lies in correctly positioning the product by optimum allocation of the marketing mix elements. The third statement of establishing a brand and trying to protect and increase its market share had an intensity value of +351 and had the fourth rank of product manager's responsibility. Hence the job of securing the market for a brand lies in the hands of the product manager.

The fourth statement of involving himself in the product development activities had an intensity value of only +250 and secured the eighth rank. This opinion is a surprise element as the onus of product development was the major activity of the R&D department and even though Product managers had a responsibility it was only minimal. The fifth statement of watching the strategies adopted by the competitors and also come out with strategies to overcome the same received an intensity value of +374 and got the second rank. It is a clear indication that unless the competitive analysis is complete, the survival in the pharmaceutical industry is precipitous.

Surprisingly, the sixth statement of selecting a brand name got a very low intensity value of +249 and relegated to the last spot. The onus of naming the brand was left to the top management and the other decision-makers. The seventh statement of undertaking trademark registration received an intensity value of +372 and got the third rank. This is a clear indication of the legal proportion of the activities the product manager has to deal with. The WTO accord will further make the job of the product manager arduous where patenting and trademark registration will be major tasks.

The eighth statement of training the sales force had an intensity value of +273 and was relegated to the seventh position. This is a clear indication of the decentralisation of training at the regional levels by most of the companies. The last statement of analysing the feedback from the market received an intensity value of +345 and got the sixth position. It may noted that after the sixth position, the intensity values for the next ranks had a large value gaps. Thus this activity of feedback mechanism from the market place is still an important activity for the product manager since the regional managers would consolidate the feedback for the product managers; it has received a lower ranking.

### Conclusion:

The Indian pharmaceutical industry heavily relies on the marketing mix strategy due to a single digit market share held by the leader in the industry. In order to identify the strategies employed by the various players, the data were collected and analysed using



various tests. 58% of the companies are involved in prescription drugs alone and rest are involved in the marketing of both Over The Counter (OTC) and prescription drug. To statistically evaluate the difference between the various experienced companies on the product categories they have, a null hypothesis was generated. Chi-square test was conducted to find the difference in the respondents opinion and the null hypothesis is accepted. Nearly 58 per cent of the companies are in the category 51-70% of the DPCO coverage and hence it can be deduced that all these companies would be affected by the government's orders from time to time or any amendments to the existing Act. Chi-square test shows this difference to be statistically significant. Hence the null hypothesis is rejected. The analysis of factors of sale of drugs reveals that 'sales promotional efforts' on both the doctor front and the retailer level are the most important factor with the highest mean score of 4.450. F test and critical ratio values are conducted to test the null hypotheses on sale of prescription drugs and research & development with respect to the turnover of the companies. In both the cases, the null hypotheses were rejected. In the case of product strategies, *Attracting new prescribers to the product category* got 984 scores and is the prime factor influencing the decisions. The null hypothesis that there is no difference in the importance ratings given by the respondents on the statement- "withdrawing support to existing products upon the launch of new drugs" using KS test is accepted.

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## **AWARENESS OF KERALA SHOPS AND ESTABLISHMENT ORDINANCE 2018 AMONG EMPLOYEES**

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### **Abstract:**

The Government of Kerala vide notification dated October 4, 2018 promulgated an ordinance - Kerala Shops and Establishments (Amendment) Ordinance (hereinafter referred to as the "Ordinance") with a view to further modify the prevalent Ac. The newly promulgated ordinance accords equality of working opportunities to the women in State of Kerala while ensuring their safety and protection. Also, the said Ordinance aims at comforting the workers employed by allowing suitable sitting arrangements for them. In order to ascertain due compliance to the provisions of the Act, stricter penalties have been imposed. The present study is an earnest attempt to get an insight into the awareness of employees on the new ordinance

**Keywords-** informal sector, work amenities, incentives

### **Introduction:**

India has witnessed an impressive GDP growth rate of over six per cent since the 1980s. Growth has been particularly rapid since the post reform period of the 1990s. This high growth has contributed to a sustained increase in per capita income and a decline in absolute poverty, as well as modest improvement in standards of living. It has also brought important changes in employment conditions in the country. The structure of the labour market, patterns of employment growth, and labour-market institutions play an important role in shaping development patterns and outcomes.

An overwhelmingly large percentage of workers (about 92 per cent) are engaged in informal employment and a large majority of them have low earnings with limited or no social protection. This is true for a substantial proportion of workers in the organized sector as well. Over half the workers are self-employed, largely with a poor asset-base, and around thirty per cent are casual labourers seeking employment on a daily basis. About eighteen per cent of those employed are regular workers, and amongst them less than eight per cent have regular, full-time employment with social protection.

Even though this informal sector contributes a significant part to the exchequer, there was some serious problems are also creep in this sector. Unscientific working hours, inadequate pay, absence/ deficiency of some amenities/ facilities are developing in this sector. In order to alleviate these problems, some practicable solutions are framed by the sovereign. Shops and Commercial Establishment Ordinance is one of the action undertaken by the government. There was wider changes in the labor market in Kerala after the enforcement of the Ordinance .

### **Statement of problem:**

Every organization consists of employees or people and the development of such organization very much linked with the confidence of the employees working in the organization. The role of employees within an organization is increasing rapidly especially in the changing turbulent environment. In the present world employees are considered as most important component in the management wheel because all other managerial factors very much linked with efficiency of employees. Textile and Hotel industry in Kerala has no exception to this reality.

The success of textile and hotel industry in Kerala depends on the knowledge, skill, abilities and confidence of the employees working in the sector. If employees are treating positively, they will contribute maximum towards the success of the organization. Providing better and fair wages to employees, ensure better working conditions, creation of enthusiasm and satisfaction with their job and the provisions amenities and facilities are the means to create positive attitude among employees towards the organization. These are also essential for improving the productivity, reputation and creation of more and more customers and finally the survival of the organization. Textile and hotel industry has not an exception to this fact and by considering the importance of employees working in it they are fixing their own terms of payments, working conditions and other benefits. But in several cases, the benefit fixed by them is not up to the mark. They are cheating employees by fixing low wage rate and forced them to work more working hours and setting uncongenial working conditions. All these make their lives miserable and depression and it will adversely affect their performance and productivity. By considering all these paucities the Government and other authorities passed and implement several Acts to protect the interest of the employees working in the textile and hotel industries in Kerala. Among them Shops and Establishment Ordinance 2018 is prominent one. It contains various provisions relating to the service conditions, monetary and non-monetary benefits and so on. Every employer is supposed to aware the provisions contained in the Act and to achieve the same without any deviations. Similarly when an employee joins in the shops and commercial establishments, he is eligible for getting all the services and benefits as per the Act. They are also supposed know the provisions relating to the service conditions. Thus, understanding of various provisions of Shops and Establishment Ordinance is essential one for both employer and employees to make unflappable stay in their organization. In this juncture, it is highly essential and relevant to evaluate the awareness of various provisions of Shops and Establishment Ordinance and to identify the weak spots and make this area error free. The present study is a humble attempt in this direction.

### **Significance of the study.**

Labour is the most perishable resource and the economic growth and development mainly depends on the efficient and effective utilization of this resource. In all the sectors of the economy i.e agricultural, industrial and territory sectors, this resource plays a major role. This labour market comprises of both organized and unorganized. There are stringent rules and regulations enforced by the sovereign for protecting the rights of labors and ensuring a proper development of labor force in the economy. But in case of unorganized sector there is lack of such hard rules and regulations.

After the implementation of New Economic Policy, the business environment in India has witnessed a tremendous change. More and more industrial units start to function and there is a large change in the modus of operandi the existing units. Retailing is a sector which has posed a significant change due to this revolution. A large number new retailing establishments starts to function and there is also significant change in the operational strategies of these units. Among the new established retailing sector , stores, textiles and others similar business units occupy a major chunk in the retailing scenario. Due to this retailing boom and because of some favorable situations in the economic world there is an accelerated growth has taken place in tourism also. Consequently a large numbers hotel units are also starts to function in the liberalized economy. All these positive factors cumulatively result in the huge employment generation in service sector. Today a major portion of total workforce is successfully engaged in service sector. Even though there is substantial increase in quantitative aspect of labor force, the qualitative improvement in labor market was not up

to the mark. Shops and Establishment Ordinance was passed in order to alleviate the problem and to make this labour market hassle free. This Act regulates the working hours of labour force and stipulates the essential monetary and non monetary conditions to be provided to the sector. The study is important in the sense that it evaluate the significance of the Act and also examines whether this Act is successfully implemented in Hotel and textile sector in Kerala.

### **Scope of the study**

Most of the big retail units are located in Urban areas. This is mainly due to easy accessibility and high sales volume. Hence the study covers only urban labour market in Kerala. Among the urban labour market a significant portion of labour force are successfully employed in textile and hotel industries. Most the labour force working in these two sectors are either belongs to lower or middle class. Hence the presence or absence of any facility/amenities/incentives will definitely affect the quality of personal as well as work life of people employed. This study attempts to review the various services and facilities offered by the proprietors of shops and commercial establishments to their employees and to assess the level of awareness on these provisions on the part of the employers. This study also give due attention to the employees. From the part of employees, this study explores the extent of satisfaction level on various services and provisions of the Act.

### **Objectives of the study**

The main aim of the present investigation is to conduct an in depth investigation on the effect of the enactment of Shops and Commercial Establishment Act in Urban Labour Market , particularly employees working in textile and hotel units in Kerala. To achieve the main objective, the following specific objectives have been set forth.

- 1) To review various services offered by the employers of the shops and commercial establishments as per the provisions of the Act.
- 2) To assess the level of awareness and adherence of the various provisions and services and facilities of the shops and commercial establishments on the part of employers of the Act,

### **Hypothesis**

- 1) There is only low awareness of employees regarding the regulations of Shops and Commercial Establishment Act.
- 2) There is low awareness of employees regarding the statutory financial provisions as per Shops and Commercial Establishment Act.

### **Methodology and data base**

In pursuance of the above mentioned objectives and hypotheses, the following methodology was adopted for conducting the study. The present research work is an analytical one and is in the nature of empirical study. Both primary and secondary data were collected and used for conducting the study.

### **Secondary data**

The secondary data have been drawn from various publications and also from personal discussions with the officials of government and authorities dealing with the Shops and

Establishment Act. The publications of the small scale industrial bureau, ministry of industry central and state government, planning board, and NABARD form part of secondary data. In addition to these, secondary data have been collected from research articles published by national as well as international institutes, research studies conducted in this and related areas in different universities and institutes, books and journals relating to the subject and various reports published by agencies working in this field and official websites of ministry of industries, planning and labour welfare.

### Primary Data

The study is mainly based on primary data, obtained from well-designed interview schedule. Primary data required for the study have been collected from selected employers and employees of the selected textile and hotel industry in Kerala.

### Tools of analysis

The analysis of the data has been done with the help of computer by employing SPSS package.(version 24). Suitable mathematical and statistical tools like percentages, averages, CGR, chi square, binomial test have been employed for the analysis of the data keeping in view the objectives of the study.

### Data Analysis and Discussions

#### 1.Awareness of Shops and Establishment Act

The Awareness of various provisions and rules relating to Shops and Establishment Act is inevitable on for employees working in the textile and hotel industries to know their rights, duties and responsibilities. The awareness of such Act helps employees to understand the total hours working in a day, minimum wages, and other facilities and amenities and so on. Table 1 shows the opinion of employees regarding the awareness of Shops and Establishment Act.

**Table 1**

#### **Opinion of employees Regarding the Extent of Awareness of Shops and Commercial Establishment Act**

Extent of awareness / sector	Textile				Hotel				Total
	Urban	Semi urban	Rural	Total	Urban	Semi urban	Rural	Total	
Fully aware	0	3	2	5	0	4	4	8	13
Moderately aware	10	17	33	60	8	18	33	59	119
Not aware	71	67	97	235	58	75	100	233	468
Total	81 (100)	87 (100)	132 (100)	300 (100)	66 (100)	97 (100)	137 (100)	300 (100)	600 (100)

Source: Primary Data; NB. Figures in brackets are percentages of respective totals. Urban- Chi-square (df =4) =9.887; p value = .042\* Semi urban- Chi-square (df =4) =2.669;p value =.615 \*\* Rural- Chi-square (df =4) =25.509; p value = .000\*

\* Significant at 5% level. \*\* Not significant at 5% level

## TESTING THE FIRST HYPOTHESIS

$H_0$ : There is only low awareness of employees regarding the regulations of Shops and Establishment Act . ( $P \leq 0.50$ ).

The opinion of respondents regarding whether the employees are aware of working condition regulations which is mandatorily be provided in the organisation is put to hypothesis testing. Binomial test is used for testing the hypothesis with hypothetical mean value as cut off point (50.00). While applying the test, respondents having the perception of  $\leq$  mean value are grouped as 'no positive impact' and the rest are grouped as 'positive impact'. The binomial test result depicts the observed proportion as 0.37, which is more than the test proportion of 0.50, and the p-value is significant at 5 per cent level of significance. Hence, the null hypothesis stating that *there is only low awareness of employees regarding the regulations of Shops and Establishment Act* stands accepted .

**Table 1(a) Degree of awareness of regulations of Shops and Establishment Act (Binomial Test)**

Category	Observed Proportion	Test Proportion	p Value
Group 1 ( $\leq 50.00$ )	0.63	0.50	0.037*
Group 2 ( $>50.00$ )	<b>0.37</b>		

Source: Compiled Data.

### 2. Timely Salary Disbursements:

Getting of salary in time is one of the important factor which determines the level of confidence and dedication to work. Several literatures reveal that in certain industries the employees are not getting their remuneration and other facilities in time. This will results in the creation of irate employees which in turn adversely affect their performance. Table 2 shows the opinion of employees regarding timely getting of salary.

**Table 2 Opinion of Employees regarding the Timely Getting of Salary**

Opinion/ Sector	Textile				Hotel				Total
	Urban	Semi-Urban	Rural	Total	Urban	Semi-Urban	Rural	Total	
Regularly	81	87	132	300	66	97	137	300	600
Occasionally	0	0	0	0	0	0	0	0	0
Not at all	0	0	0	0	0	0	0	0	0
Total	81 (100)	87 (100)	132 (100)	300 (100)	66 (100)	97 (100)	137 (100)	300 (100)	600 (100)

Source: Primary Data; NB. Figures in brackets are percentages of respective totals. Urban: Chi-square= 1.066(df=4) and p value =.900\*\* Semi urban: Chi-square=3.809 (df=4) and p value =.432\*\*; Rural: Chi-square=17.210 (df=4) and p value =.022\*

\* Significant at 5% level. \*\* Not significant at 5% level

It is seen from the Table 2 that all employees selected for analysis unanimously opined that they are getting regular salary from the organization in which they are working. The sector wise analysis also shows the same results. It is an indication that regular and timely payment of salary and other benefits are common feature of textile and hotel industry.

### 3. Periodicity in Payment of Salary

In every organization there is different periodicity for payment of salary. Some organization pays say salary daily, weekly and monthly. The opinion of employees regarding the periodicity in payment of salary is shown in Table 3.

**Table 3 Opinion of Employees regarding the Periodicity in Payment of Salary**

Opinion/ Sector	Textile				Hotel				Total
	Urban	Semi-Urban	Rural	Total	Urban	Semi-Urban	Rural	Total	
Daily	21	27	40	88	18	25	49	92	180
Weekly	26	35	52	113	20	40	52	112	225
Monthly	34	25	40	99	28	32	36	96	195
Total	81 (100)	87 (100)	132 (100)	300 (100)	66 (100)	97 (100)	137 (100)	300 (100)	600 (100)

Source: Survey Data; NB. Figures in brackets are percentages of respective totals; Urban: Chi-square= 2.474 (df=4) and p value =.649\*\*; Semi urban: Chi-square=3.868 (df=4) and p value =.424\*\*; Rural: Chi-square=17.275 (df=4) and p value =.022\*

\* Significant at 5% level. \*\* Not significant at 5% level

From the Table 3, it is clear that 30 per cent of the executives opined that periodicity in payment of salary is daily, 37.5 per cent are of the opinion that payment of salary is weekly and remaining 32.5 per cent responded that payment of salary is monthly. The sector wise results also show that majority of employees in both the sector (37.66 per cent in textile industry and 37.33 per cent in hotel industry) is of the opinion that the periodicity in payment of salary is weekly. It is an indication that weekly payment of salary is common style of salary payment in textile as well as in hotel industry. The difference in opinion of employees in rural areas between textile and hotel industry in respect of periodicity in payment of salary is statistically significant at 5 per cent level.

### TESTING OF SECOND HYPOTHESIS

$H_0$ : There is low awareness of employees regarding the statutory financial provisions as per Shops and Establishment Act ( $P \leq 0.50$ ).

The opinion of respondents regarding whether the employees have awareness of the various financial motivating factors in the organisations is put to hypothesis testing. Binomial test is used for testing the hypothesis with hypothetical mean value as cut off point (50.00). While applying the test, respondents having the perception of  $\leq$  mean value are grouped as 'no positive impact' and the rest are grouped as 'positive impact'. The binomial test result depicts the observed proportion as 0.14, which is less than the test proportion of 0.50, and the p value

is significant at 5 per cent level of significance. Hence, the null hypothesis stating thatstands *there is low awareness of employees regarding the statutory financial provisions as per Shops and Establishment Act* accepted..

**Table 3(a) Degree of awareness of statutory financial factors provided as per Shops and Establishment Act(Binomial Test)**

Category	Observed Proportion	Test Proportion	p Value
Group 1( $\leq 50.00$ )	0.86	0.50	0.000*
Group 2 ( $>50.00$ )	<b>0.14</b>		

Source: Compiled Data.

### Findings and Recommendations

1. While assessing the awareness of employees regarding Shops and Commercial Establishment Act, majority of employees (78 per cent) are not aware about Shops and Establishment Act. Only 2.2 per cent of employees are aware about Shops and Establishment Act.. This shows that employees in textile and hotel industry are working in their respective sectors without having enough knowledge about Shops and Commercial Establishment Act.
2. An analysis of availability of salary as per Shops and Establishment Act showed that the majority of the employees in textile as well as hotel industry get salary as per Shops and Establishment Act. In textile industry 64.67 per cent of employees and in hotel industry 64 per cent of employees have this opinion. It was thus observed that textile and hotel industry in Kerala strictly adhere the provisions of Shops and Establishment Act in fixing the salary structure.
3. Regarding the availability of incentives and bonus, majority of the employees agree that they are getting incentives and bonus from their sectors. The sector wise analysis also shows the same result. In both the sectors, 66 per cent of the employees positively respond towards the availability of incentives and bonus. It was thus observed that in textile and hotel industry in Kerala incentives and bonus are a part of their motivational agenda.

### Recommendations

Shops and commercial establishment act have been implemented by the authorities in order to protect the interest of the employees working in the unorganized sector. The majority of the employees working in the textile and hotel industry are unaware of the various provisions of shops and establishment act. Hence regular legal awareness programmes should be organized for employees and the attendance should be kept mandatory.

The prevailing salary package is only capable of creating moderate satisfaction among the employees of textile and hotel industry in Kerala. This will result in the creation of unsatisfied employees and it will adversely affect their performance and productivity. This situation is to be nipped in bud. Strict instruction should be given by the authorities for ensuring market and cost of living based pay package



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