GLOBAL JOURNALS
OF MANAGEMENT AND BUSINESS RESEARCH: E

Marketing

Jordanian Commercial Banks

Highlights

Pakistan Telecom Industry

Consumer Softdrinks Market

Rising Tide Lifts all Boat

Discovering Thoughts, Inventing Future

Dr. Bart Lambrecht
Director of Research in Accounting and FinanceProfessor of Finance
Lancaster University Management School
BA (Antwerp); MPhil, MA, PhD (Cambridge)

Dr. Carlos García Pont
Associate Professor of Marketing
IESE Business School, University of Navarra
Doctor of Philosophy (Management), Massachusetts Institute of Technology (MIT)
Master in Business Administration, IESE, University of Navarra
Degree in Industrial Engineering, Universitat Politècnica de Catalunya

Dr. Fotini Labropulu
Mathematics - Luther College
University of ReginaPh.D., M.Sc. in Mathematics
B.A. (Honors) in Mathematics
University of Windso

Dr. Lynn Lim
Reader in Business and Marketing
Roehampton University, London
BCom, PGDip, MBA (Distinction), PhD, FHEA

Dr. Mihaly Mezei
ASSOCIATE PROFESSOR
Department of Structural and Chemical Biology, Mount Sinai School of Medical Center
Ph.D., Etvs Lornd University
Postdoctoral Training,
New York University

Dr. Söhnke M. Bartram
Department of Accounting and FinanceLancaster University Management SchoolPh.D. (WHU Koblenz)
MBA/BBA (University of Saarbrücken)

Dr. Miguel Angel Ariño
Professor of Decision Sciences
IESE Business School
Barcelona, Spain (Universidad de Navarra)
CEIBS (China Europe International Business School).
Beijing, Shanghai and Shenzhen
Ph.D. in Mathematics
University of Barcelona
BA in Mathematics (Licenciatura)
University of Barcelona

Philip G. Moscoso
Technology and Operations Management
IESE Business School, University of Navarra
Ph.D in Industrial Engineering and Management, ETH Zurich
M.Sc. in Chemical Engineering, ETH Zurich

Dr. Sanjay Dixit, M.D.
Director, EP Laboratories, Philadelphia VA Medical Center
Cardiovascular Medicine - Cardiac Arrhythmia
Univ of Penn School of Medicine

Dr. Han-Xiang Deng
MD., Ph.D
Associate Professor and Research
Department Division of Neuromuscular Medicine
Davee Department of Neurology and Clinical NeuroscienceNorthwestern University
Feinberg School of Medicine

Dr. Pina C. Sanelli
Associate Professor of Public Health
Weill Cornell Medical College
Associate Attending Radiologist
NewYork-Presbyterian Hospital
MRI, MRA, CT, and CTA
Neuroradiology and Diagnostic
Radiology
M.D., State University of New York at
Buffalo,School of Medicine and
Biomedical Sciences

Dr. Roberto Sanchez
Associate Professor
Department of Structural and Chemical
Biology
Mount Sinai School of Medicine
Ph.D., The Rockefeller University

Dr. Wen-Yih Sun
Professor of Earth and Atmospheric
SciencesPurdue University Director
National Center for Typhoon and
Flooding Research, Taiwan
University Chair Professor
Department of Atmospheric Sciences,
National Central University, Chung-Li,
TaiwanUniversity Chair Professor
Institute of Environmental Engineering,
National Chiao Tung University, Hsin-
chu, Taiwan.Ph.D., MS The University of
Chicago, Geophysical Sciences
BS National Taiwan University,
Atmospheric Sciences
Associate Professor of Radiology

Dr. Michael R. Rudnick
M.D., FACP
Associate Professor of Medicine
Chief, Renal Electrolyte and
Hypertension Division (PMC)
Penn Medicine, University of
Pennsylvania
Presbyterian Medical Center,
Philadelphia
Nephrology and Internal Medicine
Certified by the American Board of
Internal Medicine

Dr. Bassey Benjamin Esu
B.Sc. Marketing; MBA Marketing; Ph.D
Marketing
Lecturer, Department of Marketing,
University of Calabar
Tourism Consultant, Cross River State
Tourism Development Department
Co-ordinator , Sustainable Tourism
Initiative, Calabar, Nigeria

Dr. Aziz M. Barbar, Ph.D.
IEEE Senior Member
Chairperson, Department of Computer
Science
AUST - American University of Science &
Technology
Alfred Naccash Avenue – Ashrafieh

CONTENTS OF THE VOLUME

The Impact of Organizational Change on the Marketing Strategies of Change (A Field Study in the Jordanian Commercial Banks)

By Dr. Mahmod Jasim Alsamydai, Dr. Husam Mustafa Alnaimi, Dr. Abdula Azez Badir Alnidawy & Dr. Hassan Salim Al-Kasasbeh

Al- Zaytona Private University of Jordan

Abstract - This study investigates the impact of organizational change on the marketing strategies of change in Jordanian commercial banks. It aims to identify the forms of change that face the banking business, as well as the marketing strategies of change adopted to deal with any occurring form of change that affects banking business. This study seeks to clarify the most recurrent types of organizational change facing commercial banks, and to illustrate the effect of these types in choosing the appropriate marketing strategy of change.

Three hypotheses were proposed in accordance with the dimensions and model of this study. For the purpose of gathering data necessary for the implementation of the study, a questionnaire of (45) questions covering the dimension of this study was drawn up. The questionnaire was distributed to (65) branch and executive managers, (55) of them were complete and valid for statistical analysis.

Keywords : organizational change, marketing strategy of change, bank, management.

GJMBR-E Classification : JEL Code: M31

THE IMPACT OF ORGANIZATIONAL CHANGE ON THE MARKETING STRATEGIES OF CHANGE A FIELD STUDY IN THE JORDANIAN COMMERCIAL BANKS

Strictly as per the compliance and regulations of:

The Impact of Organizational Change on the Marketing Strategies of Change (A Field Study in the Jordanian Commercial Banks)

Dr. Mahmod Jasim Alsamydai [α], Dr. Husam Mustafa Alnaimi [σ], Dr. Abdula Azez Badir Alnidawy [ρ] & Dr. Hassan Salim Al-Kasasbeh [ω] (Al- Zaytona Private University of Jordan.)

Abstract - This study investigates the impact of organizational change on the marketing strategies of change in Jordanian commercial banks. It aims to identify the forms of change that face the banking business, as well as the marketing strategies of change adopted to deal with any occurring form of change that affects banking business. This study seeks to clarify the most recurrent types of organizational change facing commercial banks, and to illustrate the effect of these types in choosing the appropriate marketing strategy of change.

Three hypotheses were proposed in accordance with the dimensions and model of this study. For the purpose of gathering data necessary for the implementation of the study, a questionnaire of (45) questions covering the dimension of this study was drawn up. The questionnaire was distributed to (65) branch and executive managers, (55) of them were complete and valid for statistical analysis.

All hypotheses of this study have been accepted, as change was deemed a strategic direction adopted by banks management; and that there is a correlation between the impact of organizational change and banking business; and that there is a positive relation between forms of change and marketing strategies of change for some forms and an opposite relation for the others; and that technical change was the most positive in terms of relation with marketing strategies of change.

Keywords : *organizational change, marketing strategy of change, bank , management.*

I. Introduction

The world today faces huge improvements in all areas which directly or indirectly affect the business environment. This environment becomes quickly changing, therefore the organizations and their marketing departments have to identify the suitable ways to deal and adapt with these changes to reduce the influence of environment changes. Hence, the business organizations and banks as one of these organizations should build a clear strategic vision to understand these changes. Also, they have to use all available funds and human resources to immediately respond for changes. This means that banks should adopt the concept of change management which is a vital tool to face the organizational or strategic changes. This paper aims to identify the relationship between different patterns of organizational changes, marketing changes as one of these changes, and marketing strategy of change that has to use to deal with this change.

The change management is a difficult and expensive task and yet the ability to handle with persuasive demands and developing technologies, becomes the critical element for eternity (Alsedairy, 2001). Further, according to (Tushman & Anderson, 2004) the challenge of change become slight if the organization does not take the following four basic characteristics e.g. focus on organizational objectives, integration of the task, structural and social/cultural elements within the organization and finally flexibility and awareness. Also, (Ander & Levinthal, 2004) concluded that the general management responsible for the organization strategic direction frequently fails to manage the organization's technological revolution and change procedure that generate these opportunities. Marketing strategy of change has become a topic of much debate in recent years. Whether marketing strategy has not changes, has changed, or should change, has all been discussed (Burger-Helmchen, 2008). In the journey to understand real world marketing strategy change is not surprising that change has become an increasingly popular focus of research (Ghatas, 2006). (Veronique, 1996) highlighted the following five levels of strategic changes that can be used to face organizational change: continuation strategy, routine strategy change, limited strategy change, radical strategy change and organization redirection. Further studies have confirmed that the circumstances of organizational change can be varied complex by attributing importance to concepts such as positive employees (Avey, Wernsing, & Luthans, 2008), organizational culture (MdZabid, Murali, & Azmawani, 2004), New information technologies (Bauer & Bender, 2002) and trust (Lines et al., 2005).

Author α : E-mail : mahmod_jasim2000@yahoo.com
Author σ : E-mail : husam.alnuaimi@gmail.com
Author ρ : E-mail : Dr54azezalnidawy@yahoo.com
Author ω : E-mail : drkasasbeh@yahoo.com

II. Research Questions

Change is a dynamic and recurrent process with a vital and influential nature on all organizations, including banks. This requires great efforts to mitigate its effects, either by quickly responding to it or by adapting to it in a manner that would reduce its impact on the organization and its various activities.

The research questions are summarized as follows:

- How does change happen in the banking business? Is it a tactical/strategic direction by the bank's management or is it a response to the multiform environmental changes?
- IS change a fundamental and essential issue which serves the marketing and non-marketing objectives of the bank, or is it an exception that should be dealt with in order to reduce its effects?
- What is the nature of the organizational changes facing the banking business?
- What is the impact of organizational change on the marketing strategy of change?

III. Objectives of the Study

This study aims to achieve the following:

- Identifying the main types of change facing the banking business in Jordanian commercial banks, and the most frequent change.
- Determining whether change is a fundamental issue within the strategic direction of banks, or merely a matter of addressing a particular imposed situation that requires dealing with.
- Determining the impact of various forms of organizational change on the marketing of the banking business (marketing), and how to incorporate and deal with it.
- Determining the impact of organizational change on the type of the marketing strategy of change to be adopted with every kind of change.

IV. Literature Review

(Van de Ven, & Poole, 2005) stated that scholars hold different views about whether organizations consist of things or processes and about variance or process methods for conducting research. By combining these two dimensions, they developed a typology of four approaches for studying organizational change. Although the four approaches may be viewed as opposing or competing views, they see them as being complementary. Each approach focuses on different questions and provides a different--but partial-- understanding of organizational change. They argue that coordinating the pluralistic insights from the four approaches provides a richer understanding of organization change than any one approach provides by itself. The study of (Lewis, Schmisseur, Stephens, & Weir, 2006) offers a thematic analysis of the advice from a sample of bestselling popular press books on the subject of communication during implementation of organizational change. This analysis uncovered themes concerning the communicative role of change agents, general strategies for communicating and introducing change, and tactics for communicating during implementation of change. (Avey, Wernsing, & Luthans, 2008) investigate whether a process of employees' positivity will have an impact on relevant attitudes and behaviors. Their study surveyed 132 employees from a broad cross-section of organizations and jobs and found: (a) Their psychological capital (a core factor consisting of hope, efficacy, optimism, and resilience) was related to their positive emotions that in turn were related to their attitudes (engagement and cynicism) and behaviors (organizational citizenship and deviance) relevant to organizational change; (b) mindfulness (i.e., heightened awareness) interacted with psychological capital in predicting positive emotions; and (c) positive emotions generally mediated the relationship between psychological capital and the attitudes and behaviors. (Sarin, Sego, Kohli, & Challagalla, 2010) indicated that organizations are increasingly emphasizing online sales channels over traditional offline sales channels. Their research examines how training influences a salesperson's ability to manage such a technological change in the firm's sales strategy. Findings suggest that formality of training has a positive effect and voluntariness has a negative effect on the perceived effectiveness of training in a change implementation context. Older salespeople and those likely to be favorably affected by the change respond more positively to timely training and a less formal training format. Training effectiveness in turn has a positive influence on the salesperson's perceived ability to manage the change, with learning orientation of the salesperson weakening the effect.

(Corley, 2004) Argued that while theory and research have identified the possibility for multiple organizational identities to exist within an organization, there is little empirical evidence on how differentiation occurs or what its implications are for the organization. In the course of inductively studying an organizational spin-off, evidence of identity differentiation based on hierarchy level emerged in interview-, documentation- and observation-based data. Higher levels of the hierarchy tended to see identity in light of the organization's strategy, whereas lower aspects of the hierarchy saw it in relation to the organization's culture. This identity differentiation was evident in marked differences in the perceptions organizational members had about: (i) the nature of organizational identity; (ii) the most salient identity-based discrepancies; (iii) the basis for organizational identity change; and (iv) how identity change can be implemented. After examining how and why this hierarchical differentiation occurred, Corley discusses the implications for our understanding of

organizational identity and situate it in the larger context of organizational change. (Ashworth, Boyne, & Delbridge, 2007) stated that the institutional theory suggests that organizations pursue legitimacy by conforming to isomorphic pressures in their environment. They extend previous research on institutional theory by distinguishing between two definitions of conformity (compliance and convergence) and by taking a comprehensive view of the organizational characteristics that might be subject to isomorphic pressures. This framework is applied to change between 2001 and 2004 in the internal characteristics of 101 public organizations in England. They find substantial evidence of compliance but more limited support for convergence. Furthermore, the impact of isomorphic pressures was stronger on organizational strategies and culture than on structures and processes. Thus, they determined that the relevance of institutional theory to change in the public sector depends on the definition of conformity that is used and the organizational characteristics that are examined. The study of (MdZabid, Murali, & Azmawani, 2004) investigated the influence of organizational culture on attitudes toward organizational change in Malaysia. Based on the work of Goffee & Jones (1998) and Dunham et al (1989) a structured questionnaire was developed and self-administered to 258 companies listed in the Federation of Malaysian Manufacturing directory. The results showed that there is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes toward organizational change. The findings also showed that different types of organizational culture have different levels of acceptance of attitudes toward organizational change. This means that certain type of organizational culture could facilitate the acceptability of change, while other types of culture could not accept it.

(Fernandez, & Rainey, 2006) offered factors and propositions not as a road map but as a compass for practitioners seeking to find their way amid the sustained, persistent, and challenging pressures for change they confront daily. They further suggested that researchers should analyses the interactive effects of such factors using research designs and methods that treat the possibility of a contingency approach to implementing organizational change seriously. Especially useful would be the employment of multivariate statistical techniques and large-sample data sets of organizations at different levels of government and in different public management settings. They proposed another immediate research need involving refining the general propositions offered, synthesizing the various theories underlying them, and testing rival propositions. In the process, researchers must confront the challenge of analyzing the relationship between the content and process of change and such organizational outcomes as performance. They argue that some

designs will be very challenging and expensive, but researchers should seek ways to conceive and execute them, possibly through consortia of researchers (e.g., Huber & Glick, 1993) and proposals for large research grants. (Luscher & Lewis, 2008) note that as change becomes a constant in organizational life, middle managers charged with interpreting, communicating, and implementing change often struggle for meaning. To explore change and managerial sense-making, they conducted action research at the Danish Lego Company. Although largely absent from mainstream journals, action research offers exceptional access to and support of organizational sense-making. Through collaborative intervention and reflection, they sought to help managers make sense of issues surfaced by a major restructuring. Results transform paradox from a label to a lens, contributing a process for working through paradox and explicating three organizational change aspects—paradoxes of performing, belonging, and organizing. (Oreg, 2006) proposes and tests a model of resistance to organizational change. Contrary to most works on resistance, resistance was conceptualized here as a multifaceted construct. Relationships among resistance components and employees' personalities, the organizational context, and several work-related outcomes were examined. Through a study of 177 employees, both personality and context have been found to significantly associate with employees' attitudes towards a large-scale organizational change. These attitudes were, in turn, significantly associated with employees' job-satisfaction, organizational commitment, and intention to leave the organization.

The study of (Bauer & Bender, 2002) uses a German employer-employee matched panel data set to investigate the effect of organizational and technological changes on gross job and worker flows. The empirical results indicate that organizational change is skill-biased because it reduces predominantly net employment growth rates of unskilled and medium-skilled workers via higher job destruction and separation rates, whereas the employment patterns of skilled workers are not affected significantly. New information technologies do not have significant effects on gross job and worker flows as soon as establishment fixed-effects are controlled for. In their study, (Lines, Selart, Espedal, & Johansen, 2005) investigate the relationships between organizational change and trust in management. It is argued that organizational change represents a critical episode for the production and destruction of trust in management. Although trust in management is seen as a semi stable psychological state, changes in organizations make trust issues salient and organizational members attend to and process trust relevant information resulting in a reassessment of their trust in management. The direction and magnitude of change in trust is dependent on a set of change dimensions that reflect trust relevant

experiences and information. The authors distinguish between dimensions related to trust relevant consequences of the change and trust relevant aspects of how the change process is performed. Empirical results indicate that increases in post change emotional stress and the use of referential accounts for justifying change are both negatively related to post change trust in management. The use of ideological accounts and participation were found to be positively related to post change trust in management, so was perceived decision quality. Findings also indicate that the effects of change on trust are negatively moderated by tenure.

(Reardon, Timmer, & Berdegue, 2004) point that there has been extremely rapid transformation of the food retail sector in developing regions in the past 5 to10 years, accompanied by a further consolidation and multi-nationalization of the supermarket sector itself. This organizational change, accompanied by intense competition, has driven changes in the organization of procurement systems of supermarket chains, toward centralized and regionalized systems, use of specialized/dedicated wholesalers and preferred supplier systems, and demanding, private quality standards. These changes in the system have in turn determined the very recent rise of the use of contracts between supermarkets and Agrifood producers in these regions to cover provision of services and provision for risk management, as well as requirements for demanding quality and safety attributes, which require substantial investment in technological change and 'upgrading' at the producer level. (Lines, 2005) proposed and developed an attitudinal perspective on organizational members' reactions to change is. By viewing change as an attitude object in this sense, a richer conceptualization of perceptions of change and reactions to change in terms of emotions, cognitions, and behaviors is achieved. The perspective also frames organizational changes in terms of aspects that are relevant for change recipients because of their relationships with important values that are held by organizational members. To identify classes of beliefs underlying the formation of attitudes toward change, constructs are integrated from theories of job characteristics and organizational justice with the overarching attitude perspective. Research implications of the framework as well as implications for managing change are discussed.

(Brilman, 2001) tried to identify the main axes of change in organizations in the United States in his study which included (1000) organizations. He concluded that the main axes of change to ensure a significant competitive position in the third millennium are based primarily on a strategy of organizational reconstruction and adaptation to the events of change. This is implemented by adopting a style of total quality management in the administration with an orientation toward the internationalization of activities utilizing work teams to maximize performance. On the other hand, the study of (Alghazawi, Sulaiman, & Jarjary, 2008) focused on the dimensions of financial leadership and the internal and external justifications for organizational change in addition to identifying the correlations and mutual effects between them. The study concluded the inadequacy of conducting organizational changes without the use of an appropriate style of leadership. This confirmed the existence of a link relation and the effects of positive of a positive correlation between the dimensions of financial leadership and organizational change. Conversely, the study of (Alsamydai & Alaskary, 2008) focused on the relationship between economic and social changes and marketing strategies. The study found that there is a statistically significant relationship between economic and social change and the adoption of a marketing strategy that is appropriate for dealing with these changes. The study additionally concluded that a marketing strategy does not persevere but rather adapts to accommodate the requirements of economic and social change. The study of (Abdul-husain, 2002) focused on measuring the role of technological change in productivity through a case study of a company's factories for manufacturing vegetable oil in Iraq. The study has shown that the indicators of technological change before and after the application of technological change had an important role in improving the productivity of those factories. The study of (Alawy, 2007) focused on identifying reasons of change and its importance for organizations, as well as determining the areas in which change is implemented and the role that competencies play in the success of the change in Algeria. This study adopted a humanitarian approach on the grounds that man is the directing agent for the movement of the organization and that human behavior plays a prominent role in the process of change. Change depends on the degree of acceptance by individuals and their cooperation in its success. Alternatively, the study of the (Scientific Forum (Algeria), 2007) focused on change management in service organizations. It aimed to reach a theoretical framework of concepts that interprets the nature of the leadership of change in service organizations. It additionally attempted to develop a model of change and proposed a method for its application in the organization of vocational training services in particular. The study concluded that the application of the proposed model for change in the measurement of the process of change in service organizations was very helpful, though not compatible with the structure and capabilities of the organization due to the overlapping of tasks and administrative levels.

V. Study Model

In light of the literature of the study, the structure of banking and the views of a number of workers in Jordanian banks about the nature and types of

organizational change and the types of marketing strategies for change obtained through interviews conducted by the researchers, the study model has been designed as described below:
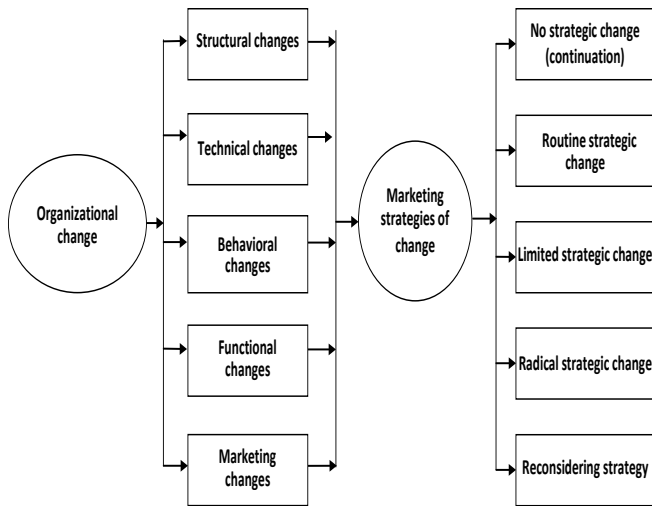
Figure 1 : Study Model

a) *Procedural definitions of the components of the study model*

i. *Organizational Change*

(Geralds, 1994) views change as the management style where the organization is transformed from its present state to another more efficient state among the potential cases of development. Change then is a function of management that is exercised with the aim of developing the organization. The concept of change is broad and comprehensive; therefore, the various dimensions that can take place during the process of change should be identified. Planned change could include organizational change, technological change and functional change in the goals and policies of the organization in addition to the working methods, values and attitudes of individuals and groups. Consequently, (Johns 1983) defines planned change as change which aims to modify or improve all or some of these aspects.

Organizational change is associated with new systems and the procedures, structures and techniques that have a direct impact on the organizations of work within any sector of the organization. These changes have a significant impact on workers and require being handled carefully and in a manner that accommodates the effects of its various dimensions on the organization (the Bank) and its various activities.

(Ghalibi, Saleh, 2008) determine that change has become a certain ongoing phenomenon that faces business organizations, and the intensity of this change has increased in the era of informational competition. Organizations have developed several techniques to deal with change. At first, these techniques were based on a vision and an adaptive perspective to help the

organization adapt with the cases of changing environment. However, as areas of change expanded in depth and scope, techniques were developed to help the organization develop change techniques in accordance with its ability in dealing with the various cases of change. The two researchers developed a two dimensional matrix: the first is the location of change whether within or outside the organization, and the second is the level and scope of change and its requirements whether small and calls for adjustment or large and calls for more creativity. Identifying these dimensions helps the management of the organization to survive and succeed by increasing its ability to deal with various situations of change (Maher, 2006).

(Zughaib etal ,2008) indicate that change is not an end in itself but rather a necessity to move the organization from its current state to a better state in the future, with the purpose of creating and sustaining a competitive advantage through utilizing the appropriate strategies for change.

(Fatnani, Abu Alshaar, 2008) view the tool of change as a dynamic continuous process and an experiment in transition. Once a commitment to change is reached, finding a common vision and facilitating this are steps that follow soon, as an effective organization takes premeditated steps to manage change.

Conversely, (Hmawi , 2008), indicates that the change is an inevitable voluntary process dictated by requirements of mankind's daily dealings. The concept of dealing with the constant change of the administrative and behavioral efforts of an ongoing internal or external management necessitates a conflict between the driving forces and the forces of resistance. This requires managing this conflict with a great deal of will to push it to the point which represents the balance in favor of the first group of forces, serving to improve the level of performance and raise the degree of skill thus enhancing confidence in the move forward.

The main axes of change:

The main axes of the process of change are related to the nature of the variables, external or internal, that affect the work of the organization, in addition to the directives of the various administrations within the organization. Nonetheless, there are various axes of change, including (Alsamydai and kasasbeh, 2008), (Alsamydai and Alaskary, 2008) and (Maher, 2003):

- Structural changes: This includes changing the activity, relationships, roles and decision-making procedures.
- Technical changes: This includes knowledge, innovations, communications and the used techniques and methods.
- Behavioral changes: This includes psycho-socio conditions of work, roles and behaviors.

- Functional changes: This includes the distribution of functions and roles and the organizational or functional relationships.
- Marketing Changes: This includes the nature of marketing activities, marketing mixture and marketing strategies.

Undoubtedly, any change in any axis of the previous axes would have a major impact on the rest of them because they share a reciprocal interactive relationship. Figure (2) showcases these axes.
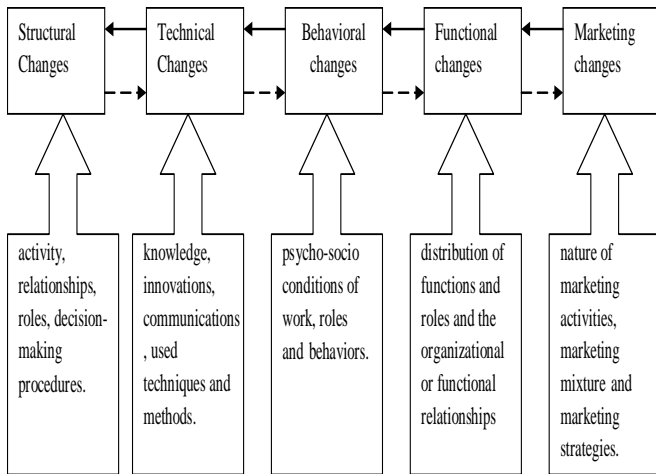
Figure 2 : Axes of Change

The stages included in reaching a commitment to a change strategy are as following: (Saeed & Ali, 1998), (illeratnoC, 1989)

- Setup: At this stage, the person(s) likely to be affected by the proposed change are contacted to ensure that they are aware of the change that could happen.
- Admission: At this stage, all the information necessary for change, its aims and the means necessary for the implementation process is provided.

The purpose of this information is to provide an explanation of the concept of change and the expected reactions by those concerned. The most important requirements to be provided at this stage are :

- If the change is consistent with the organization's message or mission.
- If the change would lead to meeting the needs of employees and other stakeholders.
- The existence of strong, clear and convincing reasons for change.
- The development and implementation of the programs needed for change by the workers involved in the planning process.
- Minimizing the negative effects of change by taking the necessary measures.
- The feeling of the concerned parties that the change serves the interest of the organization and then their interest.

- Commitment: This is the third stage and that is where the implementation of the commitment becomes a reality. One of the very important things in this stage is to control the process of change and the reactions whether expected or unexpected. These reactions will be either positive or negative. This stage will indicate either the commitment to change and to continue it, modify it or cancel it.

The process of change includes two main levels which are adoption and abandonment.
- The level of adoption: It refers to the adoption of values or ideas towards which the organization wants change to be directed. The adoption process generally passes through several stages.
- The level of abandonment: It indicates not adopting new values or ideas and thus abandoning them.
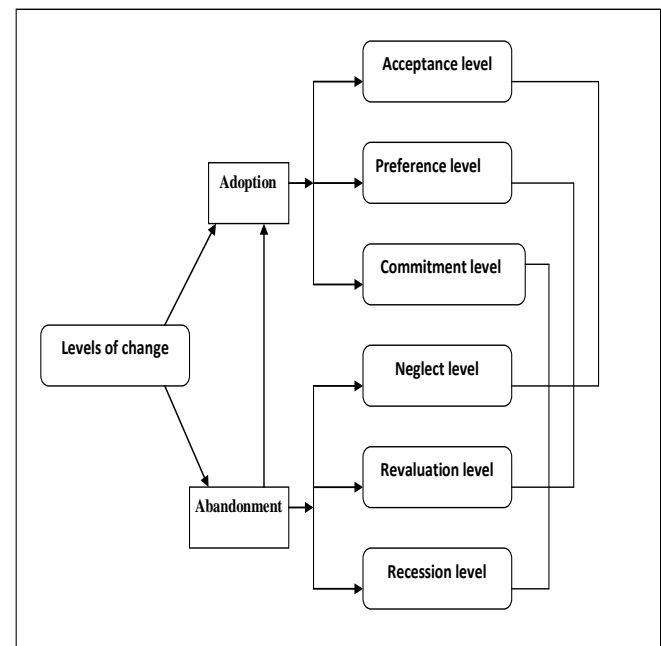
Figure 3 : Levels of the process of change (Adoption and Abandonment)

b) *Marketing strategies of change*

Generally speaking, there are five levels of change strategies that can be adopted to face organizational changes, namely: (Ghatas, 2006), (Veronique, 1996), (League, 2003), (Alsamydai, 2010) and (Alsamydai, Rudaina, 2011).

1. Continuation Strategy: In order to master new skills and techniques and perform unfamiliar tasks, the application is limited to management and follow-up when the organization decides to pursue the same strategies in place due to not requiring processes to ensure its implementation in accordance with established programs. Available past experiences help achieve a more effective implementation of this strategy.

2. Routine Strategy of Change: Routine change signifies customary changes in the work methods of

the organization. These changes include the marketing methods used to attract consumers, for example, a change in advertising methods, the method of packaging products, adopting different pricing strategies and adopting different methods of distributing intermediaries. Implementing such change requires the organization to coordinate its activities and operations with the intermediaries or the consumers, in addition to coordinating with production management to make sure there is sufficient stock of products to meet the growing demand.

3. Limited Strategy of Change: It includes offering new forms or types of existing products to new markets. There are forms or types which do not require radically different methods of production and marketing from what is currently adopted. Thus, they do not necessitate any fundamental changes in the organization's operations. However, there are other new forms or types that induce new and more complicated problems at the application level in their production process.

4. Radical Strategy of Change: Includes substantial restructuring within the organization. It usually happens when the organization merges with or buys another organization or a share in the same sector. Such operations are usually complex, especially in the case of full integration. In such cases, the organization is not only procuring new products and markets, but is also facing legal problems and the complexities of the development of a new administrative structure of the organization, as well as the need to reconcile the two organizational cultures of the organizations.

5. Organization Redirection: The complete reconsideration of the strategic direction of the organization. It usually happens when the organization merges with or buys another organization or a share in the same sector. The extent of change depends on the degree of difference between the sectors and the degree of decentralization in the management of the new organization. The direction of the organization is also reconsidered when the organization changes sectors. This kind of reconsideration in the strategic direction of the organization is the most complex in application. It includes changes in the organization's message or mission and strategic goals. This require a reconsideration of all the used systems, methods and means, and developing a new and integrated set of skills and technologies that are compatible with this complete change in the strategic direction of the organization.

c) *Obstacles for change and organizational change*

There are many problems that signify major obstacles facing the process of change and organizational change (Alsamydai and kasasbeh, 2008).

- Fear of burden: The belief that the burden of change will fall on middle management and the workers leads to resisting this change.

- Fear of change: The new situation resulting from the change requires new job descriptions which dictate a commitment to certain criteria of quality, performance or efficiency. This may drives some to doubt their abilities to adhere to these standards and may thus cause a fear of loss of job or position or rolling down the career ladder. Such a belief may lead those who worry to resist change and seek to maintain the status quo without any change. The tasks which leads to separation of the individual from working group to whom he human relations

- Social fear: Change and organizational change may impose a restructuring of jobs and tasks which leads to the individual separating from his team with whom he has distinctive human relations, and could rather be forced to work in isolation or with a group that has nothing to do with him. This feeling may prompt some to resist change and to try to retain the status quo.

- The degree of confidence: The degree of confidence in the leader of change in the organization plays an important role in understanding change, so the absence of negative sensitivity of these leaders may generate this confidence. However, its generation should be organized carefully because of its importance in the process of change and commitment.

- Individual culture: Some axes of change may contradict with the individual's culture or some of its dimensions, and this is something that would make him uncomfortable in the process of engaging in this approach. Regarding this perspective, the designers of the programs of organizational change and its leadership should take this critical dimension into account

VI. Hypotheses of the Study

In accordance with the objectives and the proposed model of this study, there are three main hypotheses:

H1: Change is a strategic direction adopted by the managements of banks with regard to marketing activity.

H2: There is a statistically significant relationship between the impact of various forms of organizational change and the marketing strategies of change.

H3: There is a correlation between various forms of organizational change and the marketing strategies of change. For the purpose of testing this

hypothesis, Parson's correlation coefficient has been used.

Of the latter hypothesis, we might derive the following sub-hypotheses:

- There is no statistically significant relationship between structural changes and the marketing strategy of change.
- There is no statistically significant relationship between technical changes and the marketing strategy of change.
- There is no statistically significant relationship between behavioral changes and the marketing strategy of change.
- There are no statistically significant relationship between functional changes and the marketing strategy of change.
- There are no statistically significant relationship between marketing, structural, functional, behavioral and functional changes and the marketing strategy of change.

VII. Methodology

The current research methodology is mainly based on two sources of data collection which are:

- Secondary sources: which are related to data and information obtained from the existing literature and previous studies related to the topic of the research in order to advance our understanding and assist in developing the study's model as well as the questionnaire design and development.
- Primary source: This phase of data collection is related to the development and design of an initial questionnaire that is distributed to a sample of (10) managers of commercial banks in Jordan. The purpose of the pre-test questionnaire is basically to obtain the information about Organizational Change as well as the marketing change strategies. Based on the pre-test results, the final survey instrument

was examined by a consulting panel consists of marketing, banking and information system experts to assess the validity of the items within each constructs. At that point, the survey instrument was developed and pilot tested on a small sample from the study's population. Following these procedures, the final version of the questionnaire comprised 54 items to measure the major identified constructs of the study.

a) Scale and dimensions of the study

The process of scaling is an essential tool in almost every marketing research situation (Malhotra et al., 2004) and is most commonly used for assessing the how people feel or think about objects or constructs (Neuman, 2003). Having taking into consideration the criteria for selecting a scaling technique, information needed by the study as well as the characteristics of the respondents and the mode of administrating the survey instrument, the five point Likert scale was considered as the most appropriate for the current study (Zikmund, 2003). Likert scale was used in dimensions 2 and 3 (very agree) to (do not agree strongly), (always happened) to (never happened) consequently.

The current study was divided into five dimensions relating to the different components of the study's model.

b) Analysis Method

Several statistical techniques were used. These techniques include Cronbach's alpha, frequency analysis, descriptive analysis, Parson Correlation matrix and one sample t-test. The t-test was used to accept/reject the hypotheses, through testing the average means of single sample based in the value of the scale midpoint. A midpoint equal to three was chosen by adding the lower coded of the Likert scale (1) and the upper code (5) of the Likert scale.

Table 1 : Community and sample of the study

Number of comm-ercial banks	Number of branches in the Kingdom	Number of branches in Greater Amman	Number of branc-hes in the sample	Percentage
22	506	310	55	18%

*according to 2005 statistics

c) Validity and measurement of the tool

The researchers submitted the questionnaire to (10) referees of university faculty members to verify its validity. Cronbach's alpha coefficient has been used with a value of Cronbach's alpha (α = 78.2) for all variables of the study, which is a good and suitable value for the purposes of the study being higher than the accepted percentage of 60%.

No. of cases	Cronbach's alpha	No. of items
55	.782	45

Table 2 : Reliability Coefficients

VIII. Results of the Study

a) Characteristics of the Study Sample

Variables	Group	Frequency	Percentage
Sex	Male	42	76.4%
	Female	13	23.6%
Age	Less than 25 years	2	3.6%
	25-34 years	15	27.3%
	35-44 years	18	32.7%
	45-54 years	15	27.3%
	55 years and more	5	9.1%
Marital Status	Single	14	25.5%
	Married	41	74.5%
Scientific qualification	High school	-	-
	Diploma	9	16.4%
	Bachelor	31	56.4%
	Master	14	25.55
	Doctorate	1	1.8%
Experience	1-5 years	7	13%
	6-10 years	11	20.4%
	11-15 years	12	22.2%
	More than 16 years	24	44.4%

Table 3 : Characteristics of the Study Sample

It is noted that the largest percentage of the study sample is of males aged between (35-44) years. Additionally, married people, holders of college degrees and people with more than 16 years of experience represent the largest proportion among respondents.

b) Reasons for Change

Nature of change			1		2	
(1)	(2)		Freq	Per	Freq	Per
Change in the bank is usually	An individual initiative	A collective initiative	12	21.8%	43	78.2%
Change in the bank is carried out according to	Current requirements	A prepared plan	10	18.2%	45	81.8%
Change in the bank is	initiated by the bank	A response to changes in the environment	16	29.1%	39	70.9%
Change in the bank focuses on	Technology	Individuals	38	69.1%	17	30.9%
Change in the bank is carried out in	Small, slow steps	Big, consistent steps	23	41.8%	32	58.2%
Workers view changes in the bank as	Positive	Negative	37	67.3%	16	29.1%
The organizational culture in the bank	Encourages change	Discourages change	43	78.2%	12	21.8%
Through change, the bank aims to achieve	Higher profitability	Better incentives for the workers	48	87.3%	7	12.6%
Change enhances the workers'	Trust in the bank	Fear of the bank	37	67.3%	18	32.75

Table 4 : Reasons for Change

It is noted that maximizing profits, a prepared plan and to the organizational culture are behind the adoption of organizational change.

c) Results

i. Changes Facing Banks

Descriptive statistics were used to illustrate the frequency of the changes facing banks and the attitude of the sample towards them. The reached results are shown in the following table:

Organizational changes	Mean	Std. deviation
Structural changes	3.8976	0.46697
Technical changes	3.8073	0.58114
Behavioral changes	4.0436	0.66298
Functional changes	3.7515	0.63899
Marketing changes	3.8182	0.59773
Overall mean	4.0303	0.81466

Table 5 : Organizational Changes Facing Banks

It is noted that the sample's attitudes were positive towards Dimensions (1-5) as their arithmetic

means ranged between (3.7515-4.0463) which is greater than the mean of the measurement tool (3). The overall mean of change forms was (3.8976) which is higher than the mean of the measurement tool (3).

Technical changes ranked first with an arithmetic mean of (4.0436). Marketing changes ranked second with an arithmetic mean of (4.0303) for frequency, while behavioral changes were ranked last for recurrence with a mean of (3.7515) for frequency.
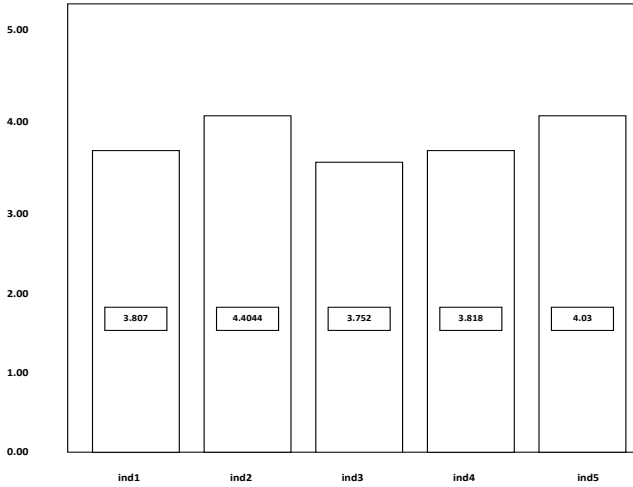
Figure 4 : Types of Change Facing Banks

ii. *The marketing strategies of change*

Descriptive statistics were used to illustrate the attitudes of the sample towards the marketing strategies of change, and which of those strategies to be used to deal with the changes. The resulting means are shown in Table (6).

Marketing strategies of change	Mean	Std. deviation
Strategic continuation	3.4151	0.70075
Routine strategic change	3.0380	0.72694
Limited strategic change	3.4371	0.73614
Radical strategic change	3.3395	0.73684
Organization strategic redirection	3.1667	0.73187
Overall mean	3.2655	0.11084

Table 6 : Marketing Strategies of Change

It is noted that sample's attitudes were positive towards the five strategies as their means were higher than the mean of the measurement tool (3), ranging

between (3.0538-3.4371). The overall mean of the strategies was (3.2655) which is higher than the mean of the measurement tool (3). The strategy of limited change had the highest mean (3.4371).

d) *Testing the Hypotheses*

i. *Hypothesis (1)*

H1: Change is a strategic direction adopted by the managements of banks with regard to marketing activity.

Hypothesis result	T SIG	Tabular T	Calculated T
Acceptance	0.000	2.0049	17.566

Table 7 : Testing H1

Using the One sample t-test, the value of (T calculated = 17.566) is greater than Tabulated value (2.0049) and thus, the first hypothesis is accepted, any change is the strategic direction of the bank management with respect to the marketing activity.

ii. *Hypothesis (2)*

H2: There is a statistically significant relationship between the impact of various forms of organizational change and the marketing strategies of change.

Hypothesis Result	T SIG	Tabular T	Calculated T
Acceptance	0.000	2.0049	14.255

Table 8 : Testing H2

Using the One sample t-test, the value of (T calculated = 14.255) is greater than Tabulated value (2.0049) and thus, the second hypothesis is accepted; there is a statistically significant relationship between the impact of various forms of organizational change on the marketing business of banks and the marketing strategies of change.

iii. *Hypothesis (3)*

H3: There is a correlation between various forms of organizational change and the marketing strategies of change. For the purpose of testing this hypothesis, Parson's correlation coefficient has been used.

Marketing strategies of change	Organizational Change				
	Structural	Technical	Behavioral	Functional	Marketing
Strategic continuation	0.123	0.084	0.019	0.140	0.202
Routine strategic change	-0.077	0.294	-0.093	0.017	0.267
Limited strategic change	-0.075	0.067	0.164	0.084	0.289
Radical strategic change	-0.094	0.020	-0.045	-0.115	-0.197
Organization strategic redirection	0.072	0.187	-0.134	-0.165	-0.085

Table 9 : Testing H3

In Pearson's correlation matrix, a statistically significant relationship at the level of (0.05) between technical changes and the routine change strategy is observable, as well as between marketing changes and the limited change strategy. However, there is no relationship between the rests of the variables with each other.

IX. Discussion and Conclusion

The current study investigated the impact of organizational change in its various forms on the marketing strategies of change. For this purpose, a study model was developed which included the forms of organizational change and their impact on marketing strategies of change. Three hypotheses that addressed the various aspects of this subject were proposed. The most important findings of this study are the following:

The sample exhibited positive attitudes towards all the paragraphs of the questionnaire as their arithmetic means were greater than the mean of the measurement tool (3). The following paragraphs achieved the highest means and occupied the first ranks, as illustrated in the following table:

Paragraph	Mean	Rank
The realization of the bank of the need for change because of the changing environment	4.4545	1
The bank changing the methods for innovating banking services	4.2364	2
The bank changing the methods and technologies for dealing with customers	4.2000	3
The bank changing marketing activities	4.1636	4
The bank changing marketing strategies	4.0909	5

Table 10 : Paragraphs Which Occupied the First Ranks

a) *The negative attitudes of the sample were towards*
- Product Innovation (Banking services) 2.9608 1
- New management methods 2.9808 2
- As for the changes faced by the bank, the attitudes of the sample were positive towards them as their arithmetic means ranged between (3.7515-4.0436) which is greater than the mean of the measurement tool (3). The overall mean of change forms was (3.8976) which is higher than the mean of the measurement tool (3). The most frequent forms of change can be displayed in the following table:

Change Types	Mean	Rank
Technical Changes	4.0436	1
Marketing Changes	4.0303	2
Functional Changes	3.8182	3
Structural Changes	3.8073	4
Behavioral Changes	3.7515	5

Table 11 : Change Types Which Occupied The First Ranks

b) *Marketing strategies of change*
The attitudes of the sample towards the five strategies were positive with means higher than the mean of the measurement tool (3). Means ranged between (3.0538-3.4371) with an overall mean of (3.2655) which is higher than the mean of the measurement tool (3).

The ranking the types of marketing strategies of change can be displayed in the following table:

Marketing strategies of change	Mean	Rank
Limited strategic change	3.4371	1
Strategic continuation	3.4151	2
Radical strategic change	3.3395	3
Organization strategic redirection	3.1667	4
Routine strategic change	3.0535	5

Table 12 : The Ranking of Marketing Strategies of Change

- Change is considered a strategic direction adopted by the management of private banks with regard to the marketing activity of banks.
- There a statistically significant relationship between the impact of various forms of organizational change and the marketing activities of banks. Thus, organizational change has an impact on the nature of the marketing activities of banks.
- There is a relationship of positive correlation between the forms of organizational change and marketing strategies of change in addition to an inverse relationship. Technical changes have a positive relationship with the marketing strategies of change, with the exception of the strategic redirection of the organization. Behavioral changes have a positive relationship with the strategies of limited change, continuation of strategy and routine change.

References Références Referencias

1. Abdul-hussain, A. A. (2002). The impact of technological change in productivity, applied study at the general company of plant oil, Master thesis, Karbalaa University, Iraq.
2. Alawy, A. (2007). Organizational development and investing in competencies and its role in making positive change for organizations, human science journal, 5th Year, vol. 35.
3. Aldori, Z. (2003). Strategic management m concepts and actions and study cases. 1st Ed., National library, Bocuments and books house in Baghdad, 408.
4. Alghazawi, M. A., Sulaiman, M. M., & Aljarjary, A. S. (2008). The impact of excluding financial management in organizational management of change, 9th international scientific conference of

college of economics and administration Science, 11.

5. Alsamydai, M. J. (2010). Marketing Strategies, qualitative and analytic entrance, 5th ed., alhamid publishing and distribution house, Amman, 18-20.

6. Alsamydai, M. J., & Alaskary, A. S. (2008). Changing marketing strategies to face economical and social changes, 9th international scientific conference and college of economic and administrative science.

7. Alsamydai, M. J., & Kasasbeh, H. (2008). The relationship between organizational change and marketing change strategies, 9th international scientific conference, college of economic and administrative science, 16-20.

8. Alsamydai, M. J., & Rudaina O. Y. (2011). Strategic Marketing, almasira publishing and distribution house, Amman, 280-286.

9. Alsedairy, S. T (2001). A change management model for Saudi construction industry. International Journal of Project Management, 19, 161-169.

10. Ander, R., & Levinthal, D. (2004). What is not real option: Identifying boundaries for application of real options to business strategy. Academy of Management Review, 29, 4-85.

11. Armi strong, M. (2001). How to be more successful if you were a successful manager, Aljarer library for translation and publishing, 1st Ed., 23-30.

12. Armi strong, M. (2001). Management of change strategy, Aljarer library for translation and publishing, Alriyadh.

13. Ashworth, R., Boyne, G., & Delbridge, R. (2007). Escape from the iron cage? Organizational change and isomorphic pressures in the public sector. Journal of Public Administration Research and Theory, 19, 165-187.

14. Avey, J., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors. The Journal of Applied Behavioral Science, 44(1), 48-70.

15. Bauer, T. K., & Bender, S. (2002). Technological Change, Organizational Change, and Job Turnover, IZA Discussion paper series, No. 570, http://hdl.handle.net/10419/21358.

16. Brilman, J. (2001). les meilleurs pratique de management, edition d'organisation, 3ene edition, Paris, France.

17. Burger-Helmchen, T. (2008). Creation and co-evolution of strategic options by firms: An entrepreneurial and managerial approach towards flexibility and resource allocation. In Powerful Finance and innovation trends in a high-risk economy, (eds) B. Laperche & D. Uzunidis, Palgrave Macmillan, 183-206.

18. Contarelli V. (1989). Le Management Par la qualite totale, Qualite Magazine, Paris, N65.

19. Corley, K. G. (2004). Defined by our strategy or our culture? Hierarchical differences in perceptions of organizational identity and change. Human Relations, 57(9), 1145–1177.

20. Dunham, R.B., Grube, J.A., Gardner, D.G., Cummings, L.L., Pierce, J. L. (1989), "The development of an attitude toward change instrument", paper presented at the Academy of Management Annual Meeting, Washington, DC.

21. Fatnani, K., & Abu Alshaar, H. (2008). The role of management of change in strengthens the modern trends in university education, 9th international scientific conference of college of economics and administration science, 3.

22. Fernandez, S., & Rainey, H. G. (2006). Managing successful organizational change in the public sector. Public Administration Review, 168-176.

23. Geralds J. S. (1994). Organizational evaluations program for managing radical chance, American management association, 43.

24. Goffee, R., Jones, G. (1998), The Character of a Corporation: How Your Company's Culture Can Make or Break Your Business, Harper Business, London.

25. Heascon, M. (2002). Business Today, Prentice-Hill, New Jersey.

26. Hmawi, A. M. (2008). Noted about management of change and the methodology of modern economic development, 9th international scientific conference of college of economics and administration science, 10.

27. Huber, G. P. and W. H. Glick (1993). Organizational Change and Redesign: Ideas and Insights for Improving Performance. Oxford University Press, New York.

28. Johns G. (1983). Organizational Behavior: Understanding life of work, Glenview, 111, scott, foreman and company, 407.

29. Lewis, L. K., Schmisseur, A. M., Stephens, K. K., & Weir, K. E. (2006). Advice on communicating during organizational change. Journal of Business Communication, 43(2), 113-137.

30. Lines, R. (2005). The structure and function of attitudes toward organizational change. Human Resource Development Review, 4(1), 8-32.

31. Lines, R., Selart, M., Espedal, B., & Johansen, S. T. (2005). The production of trust during organizational change. Journal of Change Management, 5 (2), 221–245.

32. Luscher, L. S., & Lewis, M. W. (2008). Organizational change and managerial sense-making: Working through paradox. Academy of Management Journal, 51(2), 221–240.

33. Maher, A. (2003). Organizational Behavior, Aldar Aljameaa, Alex., Egypt, 419.

34. Maher, H. (2006). Organization structure and organizational structure and work procedures, 3rd Ed., Alhamid house for publishing and distribution, Amman, 392.

35. MdZabid, A., Murali, S., & Azmawani, A. (2004). The influence of organizational culture on attitudes toward organizational change. Leadership & Organization Development Journal, 25(4), 161-179.

36. Neuman, W. L. (2003). Social research methods: Qualitative and Quantitative approaches (5th Ed.). Boston: Pearson.

37. Oreg, S. (2006). Personality, context, and resistance to organizational change. European Journal of Work and Organizational Psychology, 15 (1), 73 – 101.

38. Reardon, T., Timmer, P., & Berdegue, J. (2004). The rapid rise of supermarkets in developing countries: Induced organizational, institutional and technological change in Agrifood Systems. Electronic Journal of Agricultural and Development Economics, 1(2), 168-183.

39. Saeed, A. Y., & Ali, A. M. (1998). Contemporary Thoughts in Regulation and Management, Wide Service Center for Administrative and Development Consult, Cairo, 2nd Ed.

40. Sarin, S., Sego, T., Kohli, A. K., & Challagalla, G. (2010). Characteristics that enhance training effectiveness in implementing technological change in sales strategy: A field-based exploratory study. Journal of Personal Selling & Sales Management, (2), 143–156.

41. Scientific forum in Algeria (2007). Management of change in service organization, Alelmia forums, aien altona, Algeria.

42. Tushman, M., & Anderson, P. (2004). Managing Strategic Innovation and Change: A Collection of Readings. Oxford university press, New York.

43. Van de Ven, A. H & Poole, M. S. (2005). Alternative Approaches for Studying Organizational Chang, Organization Studies, 1-50.

44. Veronique, P. (1996). La gestion du changement organizational, articulation de representations Conference Internationale de mengement stratique, Lille, France.

45. Zikmund, W. G. (2003). Business Research Method (8th ed.). Cincinnati, Ohio: Thomson/South-Western.

46. Zughaib, Ghalab, Naema, & Malika. (2008). Management of change in Algeria communication organization, 9th international scientific conference of college of economics and administration science, 1-2.

This page is intentionally left blank

What Defines Success: An Analysis of Pakistan Telecom Industry

By Sara Khan, Saif Ur Rahman & Hira Amin

International Islamic University, Islamabad

Abstract - Extensive study and in depth interviews with the management of telecom stated different factors that identify top performers from average performers in the telecom sector. Certain globally recognized factors required to outstand as a company are still valid for MNC's operating in Pakistan, whereas contextual factors cannot be overlooked. Mobilink is conscious about its operations which is one of the top companies of Pakistan in telecom sector. Ufone and Telenor are fighting to be the number 2. This is a serious threat for Ufone as it has been on number 2 till 2007 till replaced by Telenor, even though it entered almost at the same time aswarid which is at number 4 in the competition. Instaphone collapsed as it did not respond timely to technology, opportunities, and exploitation of others ideas, neither paid enough attention to bringing value addition to their services or packages which caused customer dissatisfaction and eventually ended in losing customers to competitors.

Keywords : benchmarking, customer satisfaction, exploration, oligopolistic competition, customer retention.

GJMBR-E Classification : JEL Code: P23

WHAT DEFINES SUCCESS AN ANALYSIS OF PAKISTAN TELECOM INDUSTRY

Strictly as per the compliance and regulations of:

What Defines Success: An Analysis of Pakistan Telecom Industry

Sara Khan [α], Saif Ur Rahman [σ] & Hira Amin [ρ]

Abstract - Extensive study and in depth interviews with the management of telecom stated different factors that identify top performers from average performers in the telecom sector. Certain globally recognized factors required to outstand as a company are still valid for MNC's operating in Pakistan, whereas contextual factors cannot be overlooked. Mobilink is conscious about its operations which is one of the top companies of Pakistan in telecom sector. Ufone and Telenor are fighting to be the number 2. This is a serious threat for Ufone as it has been on number 2 till 2007 till replaced by Telenor, even though it entered almost at the same time aswarid which is at number 4 in the competition. Instaphone collapsed as it did not respond timely to technology, opportunities, and exploitation of others ideas, neither paid enough attention to bringing value addition to their services or packages which caused customer dissatisfaction and eventually ended in losing customers to competitors.

Keywords : benchmarking, customer satisfaction, exploration, oligopolistic competition, customer retention.

I. Introduction

Many studies in last few years indicated certain factors that are globally recognized as crucial for increasing the profitability. (Stadle, 2007) also highlighted in his study that doing well is not just enough, you constantly need to find out how you should be doing better by analyzing the management practices that are doing good and eliminating the ones that are bringing harm. Another element that facilitate in improving practices is benchmarking with the better performing companies. Invariable careful analysis enables one company to have a competitive edge over the other when they confront each other in direct competition as it is apparent in the telecom sector of Pakistan

Mobilink focuses on networking. Mobilink also has access over areas where no other competitor has reached but it might lose signals in basements or some distinct part of the house. Their huge networking attracts large businesses to utilize this service of their so they could contact their employees wherever they go. Businesses that operate on a multinational or global level like the telecom sector of Pakistan has to built

reputation in the eyes of all their customers, their focus should not only rely on increasing sales. Customer satisfaction is the basic reason for customer retention which no doubt is a huge factor that adds to the success of a firm. During our research work we analyzed that the telecom sector can divide their customers in two broader perspectives 1. Corporate level customer. 2. Domestic level customer. Corporate level means that huge businesses that comes into a contract with a particular network to provide all their employees with one particular connection. The other Domestic level includes the rest of the public. These telecom firms need to treat these customers differently in order to provide them satisfaction. We identified that corporate level customers are satisfied by proper connectivity or networking – how far their signals reach to small villages, northern areas, deserts etc. Mobilink as observed has the strongest networking that attracts the corporate level to come into an agreement with it. However on the other hand Domestic level customers are attracted by competitive prices and packages. Ufone was the pioneer in introducing sms packages under the name of sms bucket.Mobilink is catering needs of corporate users and have key revenue from corporate sales. Ufone and telenor are increasing their revenues through promotions and personalized cellular services, where aswarid seeks to offer competitive prices. If these three techniques are used differently by analyzing the type of customer then their sales may tremendously increase.

Author α : International Islamic University, Islamabad, Pakistan.
E-mail : sara_88khan@hotmail.com
Author σ : GIK Institute of engineering sciences and technology, NWFP, Pakistan. E-mail : saifurrahman83@hotmail.com
Author ρ : International Islamic University, Islamabad, Pakistan.
E-mail : hiraamin@yahoo.com

Type of customer	value for the customer

Corporate level customers → Connectivity

Domestic level customers → Price & personalized

Connectivity, Price & personalized → Customer satisfaction → Customer retention
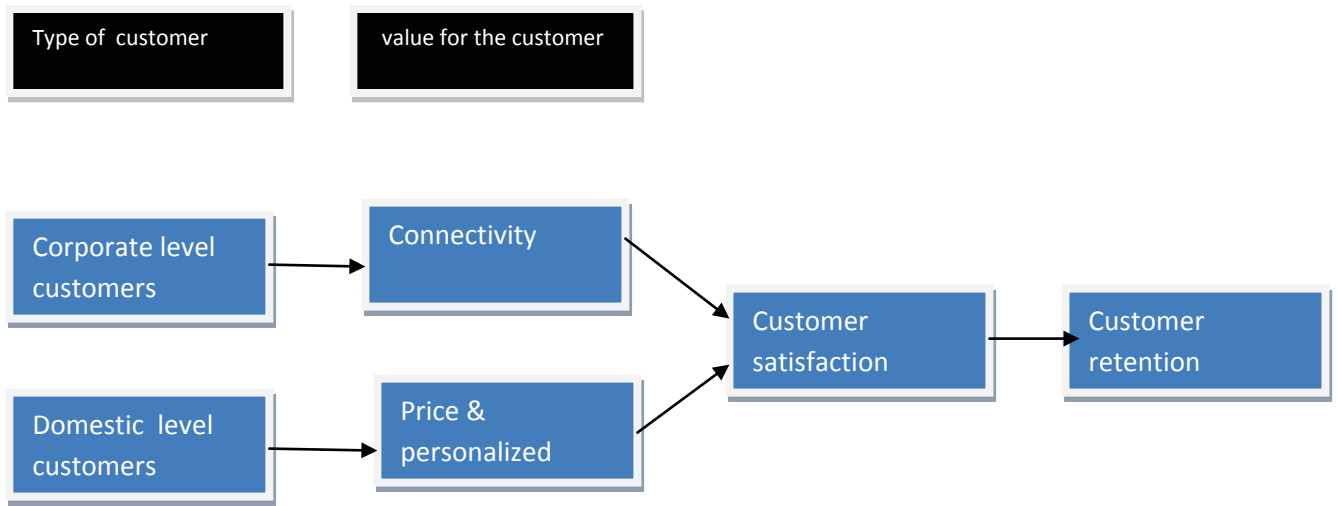
Logical planning to avail the revenue growth opportunities are extremely necessary. (Stadler, 2007) in his famous article mentioned that Nokia faced quality problems as well as increased costs by creating overly ambitious sales target for which they had to renew the focus on profitability rather than growth. Similarly we saw that Ufonegives Rs 500 to rickshaw drivers to display their posters on their rikshaws basically to advertise ufone's products. This sort of branding includes no taxes, maintenance or any other operating expenses. However we analyzed that this cost free method of advertising is somehow posing an adverse effect on the corporate image of the company and may not help in expanding the business as whole as advertisements also should be designed to attract both types of customers identified above. Whereas on the contrary Mobilink tries coming up with a very professional approach to advertising and hit on making large companies their customers which definitely add to their profitablitity. Mobilink's website also portrays the fact that professionals are behind it to manage. Addressing the needs of all types of customers enables a firm's growth.

Telecom needs to have their brains working round the clock so that they bring innovation and productivity in an inexpensive manner as the services provided by these companies are fighting over 'paisas'. Ufone beats others in ground-breaking advertisements whereas is behind mobilink which at present is the leading market with about 30 million strong subscriber base.

A blend of internal capabilities along with making use of external vision of the telecom companies is very essential. What we mean by internal capabilities is valuable human resource which is not only spirited in making best use of existing opportunities but also identifying them at the right time. In short the human resource is responsible for making the best fit between internal and external environment.

II. PROJECT

Our goal was to identify the factors on basis of which some companies in telecom sector of Pakistan managed to perform well than others in last ten years. We identified the top performers of telecom industry on the basis of market share and their smart strategic moves. We made a comparison between mobilink, the top performer, with its two strong competitors, telenor and ufone. Our sources of data collection include PTA, formal and informal interviews with the management of telecom, past researches and publications, and few corporate as well as domestic level customers to identify some key success factors on basis of which we generated some propositions. Our biggest limitation was time period and lack of cooperation on the part of management of few telecom companies.

	Mobilink	Ufone	Zong	Instaphone	Telenor	Warid	Total	Growth Rate %
2000	114,272	-	80,221	112,000	-	-	306,493	15.39
2001	309,272	116,711	96,623	220,000	-	-	742,606	142.29
2002	800,000	350,000	218,536	330,000	-	-	1,698,536	128.73
2003	1,115,000	550,000	319,400	420,000	-	-	2,404,400	41.56
2004	3,215,989	801,160	470,021	535,738	-	-	5,022,908	108.90
2005	7,469,085	2,579,103	924,486	454,147	835,727	508,655	12,771,203	154.26
2006	17,205,555	7,487,005	1,040,503	336,696	3,573,660	4,863,138	34,506,557	170.2
2007	26,466,451	14,014,044	1,024,563	333,081	10,701,332	10,620,386	63,159,857	80.70
2008	32,032,363	18,100,440	3,950,758	351,135	18,125,189	15,489,858	88,019,812	39.4
2009	29,136,839	20,004,707	6,386,571	34,048	20,893,129	17,886,736	94,342,030	1.30
2010	29,551,075	20,057,079	6,486,338	11,917	21,299,334	18,141,542	95,547,285	1.28

It was quite challenging to obtain the data of these companies. However as seen mobilink has the greatest cellular subscribers also because it was the first one to get into the market after instaphone and paktel. However later instaphone and paktel merged which did not gave them an obvious competitive advantage also according to Jim Collin mergers and acquisition play virtually no role in igniting a transformation from good to great as two bid mediocre entities joint together never make a great company.

Each industry has its own success factors as it is not only affected by its ways of operations but also by the external factors that directly or indirectly influence it. However being focused to the telecom sector of Pakistan there are five major propositions which appear basic to the success and rating of these companies as no 1 or gold medallist , silver medallist or collapsed.

Proposition 1.

You cannot afford to ignore the technology. Paying no attention to timely implementation may be fatal.

An important factor is analyzing the technological change that is to be brought to the company and of course on the right time is crucial for the existence of the company when it operates in such a tough competition as it is seen in the telecom sector. Implementing technology at the right time helps not only in reducing manpower or cost but also in adding more features to the existing business.

Being no or little technologically concerned was one of the main reasons for the failure of Instaphone in Pakistan. Instaphone was the pioneer of cellular industry in Pakistan, initially owned by Millicom International and was acquired later by the Arfeen Group.

One of the main reasons behind the collapse of instaphone was the introduction of GSM in 1994 by Mobilink in Pakistan. Instaphone's customer switched to Mobilink as it introduced sim card whereas insta offered specific handsets with lesser functions.

Moreover Instaphone was far behind in technological war as its signals were analogue. The primary disadvantage of analoguesignalling is that any system has noise – i.e., random unwanted variation. The effects of noise create signal loss and distortion. As the signal is copied and re-copied, or transmitted over long distances, these apparently random variations become dominant.

Due to being technologically incompetent most of the customer of Instaphone switched to other network, leading to a revenue shortfall. Resultantly PTA terminated the license of Instaphone due to the company's failure to pay outstanding dues for the license renewal fee they agreed to in April 2005 ($291MM).Pakcom, the company that runs Instaphone, failed to meet the payment schedule of $291 million for getting the operating license renewed for next 15 years from 2005. Before the company's license was cancelled, it was ranked at the bottom in terms of market share. Revenue of Instaphone in 2003-04 was 3196 million

PKR, 2693 million PKR in 2004-05, 1539 million PKR in 2005-06, and 472 PKR millions in 2006-07.Concequently, Instaphoneemployees' had not been paid their salaries since May 2008.It had become a normal practice for the companies to delay salaries and it has been so since January which increased employee dissatisfaction.

Proposition 2.

Use the skills/ideas of others around you to grow your business – Exploitation.

Innovation, exploration and exploitation of opportunities can also add to the value of an organization. Many authors such as (Buckley, 1998), (Kogut, 1984), (March, 1991) have also critically analyzed the factor of exploration Vs exploitation. Firms investing solely on exploration processes operates at such a level of risk that it would be difficult for it to secure enough short term returns to fund long term growth. It can therefore be concluded that it is always better to exploit before you explore which also (Standler, 2007) in his famous article has identified as its one out four factors for companies to be successful. Relating it to the telecom sector again Mobilink explored the GSM technology which was replaced by the EMS technology. EMS as well as GSM technology connects through satellites where as EMS technology did not have sim cards in it unlike the GSM technology which became very popular and is inexpensive. People usually keep couple of Sims as it appears quiet economical. Insta phone also couldn't stay in the market for long as it didn't upgrade itself with technology. We observed that the major cause that forces a company out of competition is external factor which as defined by Ranyard and Flides (1998) as 'outside the influence of the organization' but still it could have been managed more vigorously. On the other hand every other network exploited what Mobilink explored. However still Mobilink enjoyed revenues from it as at that very time only Paktel and Instaphone existed. This was one of the very basic reasons why Insta couldn't stay in market for long as it did not exploit mobilink's exploration. Exploration is well defined by March (1991), he says it is associated with activities such as 'search, variation, risk taking, experimentation, play, flexibility, discovery and innovation while exploitation is associated with activities such as refinement, choice, production, efficiency, selection, implementation and execution. This phenomenon of exploitation by (Leseure&Driouchy, 2010) has defined it as a copy and paste approach to strategy. They also pointed out in their study that firms will tend to forgo valuable exploration opportunities (e.g. learning and real options) for exploitation opportunities. Similarly it is seen one feature added by any telecom company is instantly adapted by others before it becomes an apparent edge for the pioneer. For instance the GPRS technology was launched by Ufone which was replicated by others before they could attain a significant edge. However we do not mean to say that companies should quit exploring. Exploration is always good for ones learning and experience as (Levitt & March, 1991) says once a firm accumulates sufficient experience with one technology, it is natural for the firm to be trapped in the technology and be blinded to alternative opportunities – this phenomenon is called competency trap or learning myopia. The literature however also warns that relying too much on exploitation may lead firms to be locked out of opportunities in the long run. However still it isn't wise to explore something that requires tremendous amount of cost and energy and is easily copied by competitors. However our observation, interviews and analyzing few case studies of companies helped us identify when it is safe to explore.

1. Cost high, benefit is high and when there is medium to high barriers to copy as this will help them benefit from differentiation strategy where the competitor would take time to copy till then the firm may explore something additional and stay at a competitive edge.
2. When cost is high, benefit is medium to low and barriers to copy are extremely high. This way in the long run cost would be distributed over time and benefit over time will cover initial cost. Also extreme high barriers to copy wouldn't threaten the firm's position or wouldn't bring any investment harm.
3. Low cost, medium to low benefit and low barriers to copy. This will just help the firm engage in learning process.

Safe To Explore			
Serial	Cost	Benefit	Barriers to copy
1	High	High	Medium to high
2	High	Medium to low	Extremely high
3	Low	Medium to low	Low

Proposition 3.

Retaining high quality customers is way too better than striving to attract new ones.

A fundamental truth in the business world is that competitors are always looking to steal your customers, and many customers are on the lookout for a better

deal. There are five companies operating in Pakistan namely; Mobilink, Ufone, Telenor, Warid and Zong. There is hyper competition between these companies especially between Mobilink and Telenor, which are the main players in the cellular industry of Pakistan. As of November 2009, Mobilink is capturing 30.9% of the entire market with highest number of subscribers followed by Telenor having 22.2% of the market share. All companies are striving hard to maximize their market share by intensive marketing campaigns and offering more innovative products at minimum prices (Mobile Cellular Policy Jan. 2004 Ministry of Information Technology. IT and Telecommunication Division. Government of Pakistan).

The factors which make a telecom company to retain its customer are call clarity, provision of user friendly services, lower price, value added services, provision of continuous support services and timely respond to customer complaints. (Bendapudi& Berry, 1997) has affirmed that quality of services would persuade the customer's intent to stay in long term relationship with the organization as it's a great deal more expensive to acquire customers than to retain them, an effective customer retention strategy is crucial to a company's success. Cöner and Güngör (2002) found that service quality would lead towards more loyal customers. (Gremler, 1995) has found the psychological relationship between customer and a service provider as bond that helps to retain customers in the long term. It can be seen as care, friendliness and ease of communication in delivering quality services to the customers. (Woo and Fock, 1999) have found that, in Hong Kong, network coverage and call quality has significant influence on customers. (Shankar & Krishnamurthi, 1996) have focused the firm's attention on the preservation of low price sensitivity which would result in long term profitability. It affects consumer satisfaction (Anderson, 1996).

The intent to satisfy customer by bringing quality in the service sector is becoming essential to retain the customer (Brown and Gulycz, 2001). Therefore we see that for customer retention and loyalty customers should be highly satisfied. Service industry depends on continuous cycle of repurchase so companies have to struggle hard to retain customers (Anderson et al., 1994). In Pakistan where telecom industry is getting competitive, customer retention has become essential. Customer retention has undeviating impact on the market share of the organization (Steenkamp, 1989). Canadian scholar (Barnes, 1997) study has emphasized that loyal customer would keep recommending to others, which helps the organization to earn more customers.

(Fornell, 1992) acknowledged satisfaction program facilitates retention of customers. Organizations should also give its customers more than they expect as also the 80-20 rule of business states that 80% of your business will come from 20% of your customers. Therefore the companies should be extra careful in retaining their existing customers and devote extraordinary attention towards retaining the 20% of those customers who provide 80% of the profits to the firm. As ufone has the ability to retain its existing customer base with a high level of customer satisfaction through optimal network service and installation of 24-hours call center.

Companies should continually look for innovative ways to gather their customers' data and to find what is perceived as value-addition for them because the more you know about your customers the better you can meet their needs. Telenor is at an advantage as its top management is known to be visible for the customers. However it is kind of impossible for customers to approach the top management of other networks. This, without doubt extensively adds to customer satisfaction.

Proposition 4.
Come up with new value-added packages while maintain the quality of existing one.

Cellular companies are facing keen competition because the margins from their voice business are declining. That is why companies are looking for Value added services as the next wave for growth. It has become the flywheel of telecom growth and a large part of revenue for operators is likely to come from VAS in the years to come. The reasons behind focusing too much on VAS is that, today, mobile phones are not considered to be a basic device only with the main purpose of communication, but it is regarded now as an extension to a dimension of human life. Apart from being an indispensible commodity in a society, mobile phones have started to define the very fabric of personal life; it is used to express, for entertainment and day to day work to such an extent that the user feels handicapped in its absence. The main reason for the companies to be more concerned about value added services is that the customers have become increasingly demanding. Apart from voice calls, cellular phones are used for Internet surfing, email, music, news bulletins, video on demand, social networking, banking, billing and other such related activities. The potential of facilitating the cellular users via value added services (VAS) in their daily life is enormous and untapped to its full potential, especially in the context of Pakistan.

A study was conducted by GetJar, a neutral application store, which specifically aimed at forecasting of financial and market growth of mobile phone applications and value added services. The results of the study indicate that the market for mobile applications would boost to US$ 17.5 billion till 2012. Furthermore, the market showed a Year over Year growth of 92%. The application market growth is expected to rise from US$ 1.94 billion in 2009 to US$

15.65 billion in 2013. According to Gartner research, global downloads in mobile application stores are expected to surpass 21.6 billion by 2013.

A recent research by TNS highlighted the change in technology usage and trend of the customers. According to research, 40% of the users pay to download mobile applications or content. The Qualcomm research also revealed that 63% of the mobile users would spend more time accessing and purchasing content online if it was easier to find; 80% of the users had problems obtaining content on their handsets and whereas 58% of the users believe in carrying their content along with them regardless of the device. By analyzing these trends, one can easily determine that the future of VAS is bound to be enormous.

Pakistan has undergone an immense growth in Telecommunication sector both in terms of infrastructure and subscription. The telecommunication industry of Pakistan has emerged as one of the fast growing telecommunications industries of the world. Due to this fact, it managed to attract US$ 815 million in 2008-09. Attaining an incredible mark of over 98 million subscribers in the country, the competition between operators in Pakistan has increased enormously as the subscribers have increased choice to choose their operators on the basis of the value added services being offered. As a result, the mobile operators have realized that being successful at VAS has become important for their growth. This has led to a keen focus on marketing and value added campaigns. Most mobile companies are trying to innovate in their VAS offerings in order to create a differentiation from their competitors.

In the context of Pakistan, Mobilink is considered as a leader in provision of VAS. Mobilink is a telecommunication service provider in Pakistan. The company is Pakistan's leading cellular operator with a subscriber base of around 29.5m and market share of 31% in October 2010. In addition to cellular service, Mobilink is diversifying its service portfolio by setting up new businesses and also making expansion through acquisitions. Recently, Mobilink started offering DSL broadband through a wholly owned subsidiary, named Link.Net. Moreover, the company launched its wireless broadband service through WiMax based technology under the label of 'Mobilink Infinity'.

Mobilink's customer base continued to grow in the first quarter of 2006, with an average of 1 million customers per month. Its network resources also grew. Mobilink offered a new range of products. Launch of jazz octane was a good step towards strengthening the jazz brand and it was aimed for youth. In the third quarter of 2006, in pursuit of further strengthening its market position, it launched Jazz Ladies First. This was especially designed for women in Pakistan offering rates and timings favored by them. Through Jazz Budget it introduced per 30 seconds billing. To strengthen its

position in the competitive market it also revised its postpaid rates. Furthermore they reduced their international calling rates. With this price revision, mobilink also offered its indigo customers discount on weekends and discounted calls to a selection of friends and family. This price revision followed by another offer on internal calls for Jazz prepaid customers, which allowed them to make international call on local rates.

In today's scenario of increased competition, communication is considered the key to success. This is why 91% of the KSE 100 and most major financial institutions in Pakistan rely on Mobilink indigo for their communication needs. From premium connectivity, exclusive BlackBerry Solution, to priority Customer Services, only Mobilink indigo bridges top organizations to success, everyday.

Mobilink is the first operator in Pakistan to offer in-flight communication service for its customers. Partnering with Air France and Emirates through its partner networks On Air and AeroMobile, Mobilink offers GSM network onboard aircraft; providing not only voice calls and text messages but also data over GPRS. This service enables passengers to use their GSM mobile phones and smart phones, such as BlackBerry, during flights - after takeoff and before landing. Mobile in-flight roaming works like regular roaming service on ground. It is billed by passenger's home mobile operator. To use the service, passengers with an international roaming subscription simply switch on their mobile phones on a Mobile in-flight roaming equipped aircraft. Currently, this service is being provided on one Emirates and one Air France aircraft. These aircrafts fly to various European destinations such as Paris, London, Vienna, Rome, Frankfurt, Munich, Venice, Barcelona, Copenhagen, Prague, Warsaw, Hamburg, Casablanca etc.

Mobilink indigo Rewards Program is another value added service provided by mobilink which donate Rewards Points to help fight Cancer.

The Mobilink Foundation is a grant-giving organization, which provides support for the local community not only financially but also through dedicated volunteer hours as it helped a lot the victims or recent floods.

The scope of VAS especially in a country with the demographic and economic condition of that of Pakistan is enormous. Mobile VAS is an emerging stream of revenue for both the telecommunication sector and other related industries and provides a strong hope of rescue of the industry from the decline ARPU (Average Revenue per user). Provision of VAS is one of the strongest reasons for mobilink to have largest subscriber base in Pakistan. Moreover, in Pakistan in specific it will act as an agent of change in the social uplifting of the rural and under privileged society in specific. However Ufone and telenor are also innovatively moving with service provision. Ufone was

the pioneer in bringing SMS packages under the name of SMS bucket. . Telenor had also come up with internet and edge services which provides internet at three times faster rate.

Preposition 5.

Keeping eyes open to opportunities and availing them on time.

The telecom companies lies in an oligopolistic competition, so letting go an opportunity means handing it over to the other competitor and if this is consecutively done then the market position of that very company can seriously be threatened. Since mobilink lost the opportunity of mobile banking in 2009 which was later availed by telenor. Now telenor is recognized as the first telecom operator in Pakistan to be ISO 27001:2005 certified for ISMS (information security management system) for mobile banking service. Also Telenor is seen to be giving a tough competition to both mobilink and ufone. From last two years (2009 and 2010) telenor has seen to have a greater market share of 23.9% than ufone 19.7%, Mobilink still is a market leader. However still as yet it can't be stated as telenor has taken ufone's position completely as number 2 sinceufone is fighting to get the share back and is also working on a mega expansion project amounting USD 550 million which will enhance the subscriber capacity by 10 million.

Through heavy advertisement and increased innovative packages a telecom industry may significantly increase its growth rate. Telenor is a threat to mobilink as well since it is quite innovative in its packages and moves with a well planned strategy. Above all telenor being a multinational has a strong base and has no apparent problem in bringing heavy investments when needed. On the other hand telenor is also playing an active role since right now it is at a number 2 position compared to warid which is at number 4 though they both started their operations in Pakistan almost together.

Mobilink when interviewed pointed out that the toughest competition they are facing is by Telenor. Telenor is threatening its position since it is looking forward to acquire 70% of warid's share. Warid has already sold 30% shares to Singtel which is a Singapore based company. This deal if finalized would be a very smart and strategic move and would make Telenor a significant market player. Also Telenor deals very carefully with its brand image and indulges effectively in social responsibility.

If telenorwarid deal will be finalized as mentioned earlier (Telenor is interested in acquiring 70% shares of warid) would mean that CMCC would lose the opportunity of being a significant market player as CMCC (China Mobile Corporation Company) the present company of zong was interested in acquiring shares of warid and then telenor. Instaphone did not respond to any opportunities as the management was reluctant to change therefore gradually their subscribers declined till the point that it was forced out of the market.

III. Findings

During our project we found that the telecom sector has two types of customers which value different services. Corporate level customers value connectivity where as Domestic level customers prefer prices and personalized services. Catering differently to their needs enable one firm to have an edge over others. Immediate exploitation of others ideas is important before the existing customers are attracted to the other network. Heavy competition may force the firm out of the market if timely actions are not taken. As it was studied during our research work that Instaphone's management was reluctant to adopt to change which was extremely necessary for instance adopting GSM technology or adding competitive packages. Instaphone also was risk averse and weren't confident to invest where required.

IV. Conclusion

Mobilink being the top performer amongst rest can still improve its profitability. It shouldn't just rely on its existing strategy of approaching or directing its efforts towards corporate customers but also by catering needs of rest of the public and fulfilling their expectations. Still Mobilink exceeds the rest through this very strategy by having the maximum subscribers. However the rest has shaped their marketing towards the public without recognizing the fact that these two different customers require different treatment. Also to keep ones network competitive the company has to build its reputation and smart timely moves are a prerequisite towards building ones reputation.

From last many years different authors support the idea of exploitation over exploration. However we believe that exploration to some extent is important to keep yourself active also we identified situations where it is beneficial to explore. Investing into ones network is also important. Instaphone couldn't survive for long because it was reluctant in investing into technology or otherwise when required. Adding packages keeps the customer interested in their current networks for which the company needs to keep track of upcoming opportunities. Maintaining the satisfaction level of customers keeps them loyal to their network.

References Références Referencias

1. Allon, I., & Higgins, J. (2005). Global leadership success through emotional and cultural intelligences. Business Horizons, 48, 501-512.
2. Boojihawon, D., Dimitratos, P., & Young, S. (2007). Characteristics and influences of multinational subsidiary entrepreneurial culture: the case of the

advertising sector. International business review, 16, 549-572.

3. Carr, C., & Garcia, C. (2003). Globalisation and strategic choice: How multinational and local company perspectives differ: A spanish case study. European management journal, 21(6), 671-685.

4. Davies, T. (2002). The "real" success factors on projects. International journal of project management, 20, 185-190.

5. DiPietro, R., Murphy, K., Rivera, M., & Muller, C. (2007). International journal of contemporary hospitality management, 19(7), 524-536.

6. Gratton, L. (1996). Implementing a strategic vision- Key factors for success. Long range planning, 29(3), 290-303.

7. Hyder, k., & Eriksson, L. (2005). Success is not enough: the spectacular rise and fall of a strategic alliance between two multinationals. Industrial marketing management, 34, 783-796.

8. Lee, J., Lee, J., & Lee, H. (2003). Exploration and exploitation in the presence of network externalities. Management Science, 49(4), 553-570.

9. Lee, C., Lee, K., & Pennings, M. (2001). Internal capabilities, external networks, and performance: a study on technology based ventures. Strategic management journal, 22, 615-640.

10. Leseure, M., & Driouchi, T. (2010). Exploitation versus exploration in multinational firm: implications for the future of international business. Futures, 42, 937-951.

11. Rayard, J., & Fildes, R,. (1998). Winners and losers: adding organizational value. Journal of the operational research society, 49, 355-368.

12. Reid, D., & Zylidopoulos, S. (2004). Cause and consequences of the lack of strategic foresight in the decisions of multinational enterprises to enter China. Futures, 36, 237-252.

13. Sethi, D., & Guisinger, S. (2002). Liability of foreingnness to competitive advantage: How multinational enterprises cope with the international business environment. Journal of international management, 8, 223-240.

14. Shah, A,. (1996). Strategy implementation: a study of crtical factors. Indian journal of industrial relations, 32, 42-55.

22

Comparative Study on Brand Loyalty in Kenya and India Consumer Softdrinks Markets

By Jairo Kirwa Mise, Chandrasekeran Nair, Odhiambo Odera & Martin Ogutu

University of Nairobi, Kenya

Abstract - This study sought to establish and compare the loyalty characteristics among the soft drinks consumers in Kenya and India. The study locations were in Barat on University, Kenya and Mahatma Gandhi University in Kerala, India. An ex post facto survey research design was employed and the target population was young consumers who were sampled from the local universities in both countries. The study adopted incidental random sampling technique where respondents were selected based on their ease of access and willingness to respond. Questionnaire was used to collect data and descriptive statistics was employed to analyze and present the data. The study established that in India, peer group are more powerful in influencing potential consumers to take soft drinks while in Kenya parents perform a crucial role.

COMPARATIVE STUDY ON BRAND LOYALTY IN KENYA AND INDIA CONSUMER SOFTDRINKS MARKETS

Strictly as per the compliance and regulations of:

Comparative Study on Brand Loyalty in Kenya and India Consumer Softdrinks Markets

Jairo Kirwa Mise [α], Chandrasekeran Nair [σ], Odhiambo Odera [ρ] & Martin Ogutu [ω]

Abstract - This study sought to establish and compare the loyalty characteristics among the soft drinks consumers in Kenya and India. The study locations were in Barat on University, Kenya and Mahatma Gandhi University in Kerala, India. An ex post facto survey research design was employed and the target population was young consumers who were sampled from the local universities in both countries. The study adopted incidental random sampling technique where respondents were selected based on their ease of access and willingness to respond. Questionnaire was used to collect data and descriptive statistics was employed to analyze and present the data. The study established that in India, peer group are more powerful in influencing potential consumers to take soft drinks while in Kenya parents perform a crucial role.

Keywords : brand loyalty, soft drinks and consumer.

I. Introduction

The Indian carbonated industry is worth Rs 60-billion and growing now at 5% annually with a compound annual growth rate of 4.5% where Coke and Pepsi have a combined market share of around 95% directly or through franchisees (Euromonitor, 2011). Kenya's soft drink market is worth approximately USD 1 billion. A great portion of the market is dominated by carbonated soft drinks and synthetic juices (Euromonitor, 211). Youth market is a powerful segment of consumer to be considered as a separate section (Ness et al.,2002). Specific factors that influence the youth in their purchasing behavior pattern has been a serious issue to the behavioural researchers (Bush et al., 2004). The studies suggest hat consumers' behaviour is affected by lot of sources such as family values (Baltas, 1997; Feltham, 1998) peer group influences (Feltham, 1998; Ness et al., 2002). Solomon (1994) highlighted that teenagers will realise the influence of brand loyalty while purchasing differrent kinds of products in their age and influenced to buy the product during the age period.

Hence the youth or teen may rely on the particular age and keep purchasing their favourite brand on that age onwards (Hollander & German, 1992). Previous research (Pollay et al., 1996; Roehm & Roehm, 2004) assumes that the youth customers are not much

loyal to the brand however, these findings are relatvely uncertain and creating more argument. Giges's (1991) established that the life styles and consumption habits of people aged 14-34 around the world to be similar especially in terms of their consumption of soft drinks.

II. Literature Review

'Soft drink', refers to any of a class of non-alcoholic beverages, usually but not necessarily carbonated, containing a natural or artificial sweetening agent, edible acids, natural or artificial flavors, and sometimes juice (Bert, 2011). The term was originated to distinguish the flavored drinks from hard liquor, or spirits. Marketing of carbonated soft drinks dates back to 17th century to imitate the popular and naturally effervescent waters of famous springs, with primary interest in their reputed therapeutic values. The concept of brand loyalty has had a long and inconsequent history. The very first mention of the idea was attributed to Copeland (1923) and since then, over 200 definitions have appeared in the literature (Jacoby & Chestnut, 1978). Consumer's exhibit varied tendencies as regards their purchase behavior. Whereas others are very loyal, others are spuriously loyal and others are quite indifferent in their purchase behavior.

Most studies on brand loyalty have been based in the Western World (Ryan et al., 1996; Evan set al., 1996; Romariuk & Sharp, 2003). Bloemer et al. (1995) examine the relationship between brand loyalty and satisfaction levels of the buyer. Chaudhuri et al. (2001) sought to establish relationship between brand loyalty and trust developed by the customer. Podoshen (2008) investigates the role of racial factor on product brand loyalty. Mohammed (2006) explores the influence of price factor on brand loyalty. Mei Mei et al. (2006) investigate the influence of brand name and product promotion while Angeline (2006) examines the influence of age bracket on brand loyalty in soft drinks segment.

Repeat purchase is a behavioral tendency where customers purchase the same product or brand regularly and consistently. When this happens over time, the customer develops loyalty to the brand due to unique attributes identified during the frequent purchases. Assael (1995) argues that 'Loyals' use repeat purchasing of a brand as a means of reducing risk. Johnson & Forwell (1991) define an overall customer satisfaction as the customer's rating of the brand based on all encounter and experiences. Bennett

Author α : School of Economics and Business Studies, Maseno University, Kenya and PhD Scholar, University of Kerala India.
Author σ : University of Kerala India.
Author ρ : University of Southern Queensland, Australia and Masinde Muliro University of Science and Technology, Kenya.
E-mail : oodera@yahoo.com
Author ω : Department of Business Administration, School of Business, University of Nairobi, Kenya.

& Thiele (2004) affirm that if the customers experience high level of satisfaction they are predisposed to the particular brand and intention to repurchase. Product quality encompasses the features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs. Romaniuk &Sharp (2003) conclude that the more attributes (non negative) associated with a product brand; the more loyal consumers are likely to be. Codogan & Foster (2000) establish that consumers with high brand loyalty are less price sensitive.

According to Keller et al. (1998), a famous brand name can disseminate product benefits and lead to higher recall of an advertised benefit than a non-famous brand name hence leading to high recall and repurchase. Promotion is a component of a marketing mix which takes the form of communication between the product and the correct or potential consumers. Several studies (Evans et al., 1996) suggest that promotion, especially in form of a well-targeted advertisement cannot only make the consumers less price sensitive and more loyal, but also change their knowledge, attitude and behaviors towards the product. This study sought to examine the six key factors then rank to establish the most influential factor in the African and Asian markets studied.

III. Methodology

An ex post facto survey research design was employed in the study. Out of a total population of 116,008 students, 1312 respondents were sampled comprising of 434 Kenyans and 878 Indians from selected public universities in India and Kenya. The students' sampled represented 1.2% of the target population in 2 public universities in Kenya and Kerala respectively. The study adopted incidental random sampling techniques. Respondents were selected based on their ease of access and willingness to respond (Gravetter & Forzano, 2006). Questionnaire was used to collect the data. A pilot study was conducted in Baraton University in Kenya and Mahatma Gandhi University in Kerala (Kottayam) state, India in November 2011 to ascertain the reliability of the research instrument. Using the Cronbach's Alpha coefficient formula, the results indicated a reliability coefficient of 0.79 in Baraton University, Kenya and 0.72 in Mahatma Gandhi University, India, which is considered acceptable. Descriptive statistics were used to analyze and present the data.

IV. Findings

a) *Popular brands consumed*

The participants who were consumers of soft drinks in the two countries were asked to indicate the brands that they mostly use.

Table 1 : Soft Drink Brands Consumed per Country

Soft Drink		Nationality		Total
		Kenyan	Indian	
Coca-Cola	Frequency	190	57	247
	% within Nationality	46.0%	8.7%	23.1%
	% of Total	17.8%	5.3%	23.1%
Fanta	Frequency	94	53	147
	% within Nationality	22.8%	8.1%	13.8%
	% of Total	8.8%	5.0%	13.8%
Sprite	Frequency	69	281	350
	% within Nationality	16.7%	42.9%	32.8%
	% of Total	6.5%	26.3%	32.8%
Pepsi	Frequency	24	43	67
	% within Nationality	5.8%	6.6%	6.3%
	% of Total	2.2%	4.0%	6.3%
Mirinda	Frequency	17	167	184
	% within Nationality	4.1%	25.5%	17.2%
	% of Total	1.6%	15.6%	17.2%
Soda water	Frequency	9	0	9
	% within Nationality	2.2%	.0%	.8%
	% of Total	.8%	.0%	.8%
other soft drinks	Frequency	10	54	64
	% within Nationality	2.4%	8.2%	6.0%
	% of Total	.9%	5.1%	6.0%
Total	Frequency	413	655	1068
	% within Nationality	100.0%	100.0%	100.0%
	% of Total	38.7%	61.3%	100.0%

Source : Research Data (2012)

From the results in Table 1, it is evident that Cocacola and Fanta brands are the most popular in Kenyan Market at 46% and 23 % respectively. In Indian market, it was established that Sprite topped at 43 % followed by Mirinda at 26 %.

b) *Brand loyalty type*
Respondents were asked to rate the extent they agreed with the Likert five point scale that measured wether they were truly loyal, spuriously loyal, indifferent, or not loyal at all.The findings were as follows:

Table 2 : Brand loyalty among Indian Consumers(N= 651)

Statement	Responses									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
I always insist on my favorite brand and cannot take any other optional brand (truly loyal)	206	31.6	80	12.3	36	5.5	165	25.3	164	25.2
I purchase my brand regularly and I have no other option (Spuriously Loyal)	379	58.2	152	23.3	26	4.0	94	14.4	0	0
I don't stick to one single brand only; I shift from one brand to another (Brand Switcher)	279	42.9	143	22.0	45	6.9	142	21.8	42	6.5
I am not keen on any specific brand and can take any (Indifferent buyer)	252	38.7	98	15.1	18	2.8	161	24.7	122	18.7

Source : Research Data (2012)

Table 2 indicates that 31.6% of the Indian respondents strongly disagreed that they are truly loyal to the brands, 25.3% agreed, 25.2% strongly agreed, and 12.3% disagreed while 5.5% respondents were undecided. The finding reveals that majority of the Indian soft drink consumers (50.5%) were truly loyal. 58.2% of the Indian respondents strongly disagreed that they were spuriously loyal, 23.3% disagreed, 14.4% agreed while 4.0% were undecided. The results demonstrate that majority of the respondents (85.1%) disagreed that they were spuriously loyal. On brand

switchers, 42.9% of the respondents strongly disagreed that they were not brand switchers, 22.0% respondents disagreed, 41.8% agreed, 6.9% were undecided while 6.5% strongly agreed that they were brand switchers. The responses indicate that majority of the Indian respondents (64.9%) are not brand switchers. 38.7% of the respondents strongly disagreed that they were indifferent buyers, 18.7% strongly agreed, 24.7% agreed, 15.1% disagreed while 2.8% were neutral. The study establishes that majority of the Indian soft drink consumers were truly loyal to their brands.

Table 3 : Brand loyalty among Kenyan Consumers(N= 412)

Statement	Responses									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
I always insist on my favorite brand and cannot take any other optional brand (truly loyal)	76	18.4	122	29.6	79	19.2	58	14.1	77	18.7
I purchase my brand regularly and I have no other option (Spuriously Loyal)	104	25.2	126	30.6	95	23.1	60	14.6	27	6.6
I don't stick to one single brand only; I shift from one brand to another (Brand Switcher)	76	17.5	130	30.0	91	21.0	96	22.1	19	4.4
I am not keen on any specific brand and can take any (Indifferent buyer)	48	11.1	125	28.8	83	19.1	111	25.6	44	10.1

Source : Research Data (2012)

From Table 3, 29.6% of the respondents disagreed that they were truly loyal, 19.2% were neutral on the statement, 18.4% strongly disagreed, 18.7% strongly agreed while 14.1% respondents agreed that they were truly loyal. The responses suggest that majority of the Kenyan soft drinks consumer youths (50.0%) are not truly loyal consumers to their brands. On spurious loyalty, it was established that 30.6% of the Kenyan respondents disagreed that they spuriously loyal, 25.2% strongly disagreed, 23.1% were undecided,

14.6% agreed that they while 6.6% respondents strongly agreed that they were spuriously loyal. The responses indicate that majority of the respondents from Kenya are not spuriously loyal. 30.0% of the Kenyan respondents disagreed that they were brand switchers, 17.5% strongly disagreed, 22.1% agreed, 21.0% were neutral while 4.4% strongly agreed. The responses reveal that majority of the Kenyan soft drink consumers (47.5%) disagreed that they are brand switchers.

25.6% of the respondents agreed that they were indifferent buyers, 28.8% disagreed, 11.1% strongly disagreed and 19.1% were neutral while 10.1% strongly agreed that they were indifferent buyers. The results demonstrate that majority of the Kenyan respondents were indifferent buyers.

From the findings it can be established that majority of the Kenyan soft drinks consumers are indifferent buyers as compared to their Indian counterparts who are mostly truly loyal to their brands.

V. CONCLUSION

Soft drinks are still popular beverage in the youth market in both Kenya and India. However, it is evident from the study that the consumption of soft drinks in India is reducing with health concern as the main cause for the same. Parents are very crucial in introducing their children to various soft drinks brands and subsequently shaping their loyalty in Kenyan Market. In India, peer influence is the major factor in introduction of soft drinks brands. Most Kenyans enjoy their soft drinks during evening hours but their Indian counterparts prefer during the day. Equally, majority of Indian soft drinks consumers (51 percent) indicated to be totally loyal to their brands while majority of their Kenyan counterparts (36 percent) where established to be indifferent to various brands. Indian soft drinks marketing firms need to focus on varied brands for specific segments. There was a marked reduced intake of soft drinks by Indians than Kenyans.

REFERENCES RÉFÉRENCES REFERENCIAS

1. Angeline, G. (2006) Close Decomposing Brand Loyalty; Exploring the effect of teenage status and Gender on Brand loyalty; from: http://faculty.vmv. edu/angeline/ close loyalty logit.pdf extracted in Nov.2011.
2. Assael, H. (1995) *Consumer Behaviour and Marketing Action* Cincinnati: South Western College Publishing.
3. Baltas, G. (1997). Determinants of store brand choice: a behavioral analysis. *Journal of Product & Brand Management,* 6.(5), pp. 315-24. 74.
4. Benett, R. & Rundle – Thiele, S. (2004). Customer satisfaction should not be the only goal. *Journal of Services Marketing* 18(7), PP. 514-523.
5. Bert, V. (2011) "105 what is your generic term for a sweetened carbonated beverage?" *Harvard Dialect Survey* Retrieved 6/3/2011.
6. Bloemer, J. M. M. and Hans D. P. Kasper (1995) "The Complex Relationship between Consumer Satisfaction and Brand Loyalty," *Journal of Economic Psychology,* 16 (2).
7. Bush, A.J. Martin, C.A. & Bush, V.D. (2004) Sports Celebrity Influence of the Behavioral Intentions of Generation Y. *Journal of Advertising Research,* 44, pp.108-118.
8. Codogan, J.W. and Foster, B.D.(2000) Relationship selling and Customer loyalty; an empirical investigation, *Marketing Intelligence and Planning,* 18 (4), pp. 185-199.
9. Chaudhuri, A. and Holbrook, M.B. (2001) the chain of effects from brand trust and brand effect to brand performance: the role of brand loyalty. *Journal of Marketing,* 65, pp. 81-93.
10. Copeland, M.T. (1923) Relation of consumer's buying habits to marketing method. *Harvard Business Review,* 1, p. 282-289.
11. Euromonitor (2011) Soft drinks in India www.euromonitor.com/soft-drinks-in-india/report.
12. Evans, M., Montinho, L and Raaij, W.F.V. (1996), *Applied Consumer Behaviour,* Addison-Wesley Pnb.co, Harlow; Reading Mars.
13. Feltham, T. (1998) Leaving Home: Brand Purchase Influences on Young Adults *Journal of Consumer Marketing, 15* (4), 372-385.
14. Giges, N. (1991). "Global Spending Patterns Emerge", *Advertising Age,* November 11, pp.64.
15. Gravetter, F. J. & Forzano, L. B. (2006)*Research methods for the behavioral sciences* 2nd Ed. Mason, OH: Thompson.
16. Hollander, S.C. and German, R. (1992), Was There A Pepsi Generation Before Pepsi Discovered It? Chicago: NTC Business Books Hussey.
17. Jacoby, J. and Chestnut, R.W. (1978)*Brand loyalty* New York; Wiley.
18. Johnson, M.D and Forwell, C (1991) A framework for complaining customer satisfaction across individuals and product categories. *Journal of Economy Psychology* pp 267-86.
19. Keller, K.L. (1998), *Strategic Brand Management; Building, Measuring and Management of Brand equity,* Prentice Hall, Upper Saddle River, New Jersey.
20. Mei-Mei, L., Monstsun, C., Ka-leung, M. and Wing-sun, L. (2006) Brand loyalty of sportswear in Hong Kong, *Journal of Textile and Apparel Technology and Management,* Volume 5, Issue 1.
21. Mohammed, I., (2010) Customer Satisfaction in Mobile Phone service in Bangladesh, *World Journal of Management,* Vol. 2.
22. Ness, N., Gorton, M. and Kuznesof, S. (2002) The student food shopper*British Food Journal,* 104 (7), pp. 506-25. 81
23. Podoshen, J. (2008) "The African American Consumer Revisited: Brand Loyalty, Word of Mouth, and the Effects of the Black Experience," *Journal of Consumer Marketing.* Vol. 25, No. 4: 211-222.
24. Pollay, R., Siddarth, W., S., Siegel, M., Haddix, A., Merritt, R.K., Giovino, G.A. and Eriksen, M.P. (1996) "The last straw? Cigarette advertising and realized

market shares among youths and adults," *Journal of Marketing,* 60 (2), 1.

25. Roehm, H.A. & Roehm, M.L. (2004) "Variety-Seeking and Time of Day: Why Leader Brands Hope Young Adults Shop in the Afternoon, but Follower Brands Hope for Morning". Mark. Lett 15 (4): 213-221.

26. Romaniuk, J. and Sharp, B.(2003) Brand salience and customer defection in subscription markets Journal of Marketing Management 19(1/2), 25-44

27. Ryan, M.J. Rayner, R. and Morisson, A.(1999) Diagnosing Customer Loyalty drivers, Marketing Research pg. 18-26

28. Solomon, M. R. (1994). *Consumer Behavior* Allyn and Bacon: Needham Heights, MA.

This page is intentionally left blank

A Rising Tide Lifts All Boats

By Ms. Ananya Mitra & Ms. Shradhanjali Panda

United School of Business Management

Abstract - Purpose: The paper aims at finding out the movement of certain macro-economic variables in India. The variables are FDI inflow, GDP, Market rate and CPI Inflation rate.

Design/Methodology: To study the linear relationship, the paper uses simple correlation coefficient and coefficient of determination. Along with it, for further prediction regression analysis is used. For an overview, measures of central tendency, standard deviation and graphical representations are used. Significance level between the variables is tested using t-test.

Findings: The variables are linearly related to one another. In other words, the variables are highly correlated and there is significant correlation coefficient among them.

Practical Implication: The findings may be used as an input for Economic and Budgetary decision making.

Research Limitation: Limited variables are used for the study. External noise may present because of exclusion of other variables.

Keywords : FDI inflow, GDP rate, market rate and CPI inflation.

GJMBR-E Classification : JEL Code: Q13, D43

A RISING TIDE LIFTS ALL BOATS

Strictly as per the compliance and regulations of:

A Rising Tide Lifts all Boats

Ms. Ananya Mitra [α] & Ms. Shradhanjali Panda[σ]

Abstract - Purpose: The paper aims at finding out the movement of certain macro-economic variables in India. The variables are FDI inflow, GDP, Market rate and CPI Inflation rate.

Design/Methodology: To study the linear relationship, the paper uses simple correlation coefficient and coefficient of determination. Along with it, for further prediction regression analysis is used. For an overview, measures of central tendency, standard deviation and graphical representations are used. Significance level between the variables is tested using t-test.

Findings: The variables are linearly related to one another. In other words, the variables are highly correlated and there is significant correlation coefficient among them.

Practical Implication: The findings may be used as an input for Economic and Budgetary decision making.

Research Limitation: Limited variables are used for the study. External noise may present because of exclusion of other variables.

Keywords : FDI inflow, GDP rate, market rate and CPI inflation.

I. Introduction

FDI plays a major role in developing countries like India. It acts as a long term source of capital as well as a source of advanced and developed technologies. The investors also bring along best global practices of management. As large amount of capital comes in through these investments, more and more industries are also set up. This helps in increasing employment. FDI also helps in promoting international trade. This investment is a non-debt, non-volatile investment and returns received on these are generally spent on the host country itself thus helping in the development of the country. Some of the sectors that attract high FDI inflows in India are the hotel and tourism industry, insurance sector, telecommunication, real estate, retail, power, drugs, financial services, infrastructure and pollution control etc. retail sector accounts for 13% of country's GDP. Indian government liberalized FDI in 2005 in this sector to 100%, thus enabling foreign investors to set up retail companies in India. Government has allowed 100% FDI in manufacturing sector except in defense industry and cigarette manufacturing, which will help in employment of semi-skilled labor by providing them with access to developed technology. Developing countries, which invite FDI, can gain access to a wider global and better

Author α : Lecturer (Economics) USBM Bhubaneswar.
E-mail : ya.lubalu.dibya@gmail.com
Author σ : Asst. Professor (Finance) United School of Business Management Bhubaneswar. E-mail : shradha313@yahoo.co.in

platform in the world economy. A remarkable inflow of FDI in various industrial units in India has boosted the economic life of country. Having watched the importance of FDI, the present study aims at examining the trend of FDI in India for the last ten years time period and checking its impact on some major macro-economic variables. GDP, Inflation Rate and Market rates are taken as other macro-economic variables for the study.

II. Objectives

Keeping the above discussed macro-economic factors, the objectives of the study are as follows.

- To study the trend of FDI inflow, GDP rate, Inflation rate and Market rate for the last decade in India.
- To study the extent of linear relationship between FDI and all other variables.
- To check the significance level of the linear relationship.

III. Research Methodology

a) Database & Time Period

All data used in the study are secondary in nature. It has used major macro economic variables like GDP at factor cost, GDP at market price, FDI inflow, CPI inflation rates and Market rate (CNX S & P Nifty). The official website of RBI has been used to get all above rates and official website of NSE is used to calculate the market rate. The data regarding the major macro economic variables like GDP, FDI and Inflation is collected from various websites. The time period considered here is from 2000 to 2012.

b) Research Methods and Statistical tools used

The present paper intends to use basic statistical tools like measures of central tendency, measures of dispersion, correlation analysis, coefficient of determination, regression coefficient. Along with it students "t" test is used to test the significance of the calculated correlation coefficient. Central tendency relates to the way in which quantitative data tend to cluster around some value here that value is arithmetic mean. Since arithmetic mean can be used for further future calculation it is preferred even though it is not a robust statistic, meaning that it is greatly influenced by outliers. Correlation analysis "r" is used to determine the extent of relation between the concerned variables here they are GDP, FDI, Inflation and Market rate. The coefficient of determination i.e. r^2 is used because it gives the proportion of the variance (fluctuation) of one

variable that is predictable from the other variable. It is a measure that allows us to determine how certain one can be in making predictions from a certain model/graph. The coefficient of determination is the ratio of the explained variation to the total variation. Regression analysis is used to measure the strength of the relationship between one dependent variable and a series of other changing variables known as independent variables. To determine if the calculated correlation coefficient between the variables are significant or not, Students "t" test is being used. So, in brief the following methods and statistical tools are used for the study.

- Measures of Central Tendency
- Standard Deviation
- Regression Analysis by method of least square
- Correlation Coefficient
- Coefficient of Determination
- Student's t-test

The two regression coefficients are calculated by using the formula:-

$$(Y-\overline{Y}) = b_{yx}(X-\overline{X}) \qquad (1)$$

$$(X-\overline{X}) = b_{xy}(Y-\overline{Y}) \qquad (2)$$

Apart from it, Correlation Coefficient is calculated using the formula given below.

$$r = \sqrt{b_{yx} * b_{xy}}$$

Coefficient of Determination is calculated by deducting r^2 from 1.

For Student's t-test between the macro variables, the set null hypothesis is given below.

c) Null Hypothesis

H0 $_{GDP}$:μ , GDP and FDI are uncorrelated.

H0 $_{Inflation}$:μ , Inflation and FDI are uncorrelated.

H0 $_{Marketrate}$:μ , Market rate and FDI are uncorrelated.

These hypotheses are tested at 10 degrees of freedom at 5% level of significance for two tailed analysis. The tabulated value is 2.228. If the calculated t-value is more than the table value then the test is significant and the null hypothesis is rejected.

IV. Analysis & Interpretation

a) FDI & Inflation

The two variables considered here are FDI and Inflation rate. The mean Inflation rate turns out to be 6.779 and the standard deviation is 8.13 (Table 2, annexure). Since the paper takes into consideration a phase where Indian Inflation rate was at a peak of 16%, the average mean value tends to be upward biased. The standard deviation too shows the same impact. The correlation coefficient being 0.896 (table1, annexure), it suggests that there exists a high degree of positive linear relationship between them and the coefficient of

determination which is dependent on correlation coefficient accordingly becomes 0.803 (table1, annexure). Simply a high valued correlation is meaningless without the significance test, a t-test is conducted and the calculated t-value is 6.388 (table 3, annexure). This value is approximately 3 times greater than the tabulated one. Hence null hypothesis is rejected that shows there is a significant linear relationship between the variables.

b) FDI & GDP

The average GDP at factor price turns out to be 35503.039 (table 2, annexure) while the GDP at market price is 38302.21 and the Combined Mean (FDI, GDP) is 17958.475. The term factor cost or basic price is used in the national accounts to refer to the prices of products as received by producers. Market prices are the prices as paid by consumers. Thus, factor cost or basic prices are equal to market prices minus taxes on products plus subsidies on products. The standard deviation of FDI is 321.9040032, where as standard deviation of GDP at factor cost is 9363.51489 and Combined Standard deviation (FDI, GDP) is 18753.6904.The correlation coefficient between GDP at factor cost and FDI is 0.819933 that is the variables are having a very high positive relation. Both the variables are moving in the same direction with a high degree of linear relationship between them. The regression coefficient between FDI and GDP at factor cost is 0.028188 and between GDP at factor cost and FDI are 23.85014478. In t-test, the calculated value of "t" turns out 4.5293 (table 3, annexure).Calculated value is almost double of tabulated value meaning the null hypothesis is rejected and alternative hypothesis is accepted. To put it in simple language the correlation coefficient between GDP at factor cost and FDI is significant.

c) FDI & Market Rate

Stock market is the economic window of a country. It reflects the economic standard in it. For the present study, the major index of National Stock Exchange i.e. CNX S&P Nifty is taken. In this index, 50 "A" category blue chip companies from different sectors are present. As in the study the impact of FDI is tried to be tested, this index can be considered as a mirror image for it.

The calculated arithmetic average of the market rate is 3329.874 and the standard deviation is 1753.977(table 2, annexure). So, it can be interpreted that market is strongly reacting to the growth of FDI in the economy and upward direction of market movement proves it. Both the values make it clear that market is less volatile in this time period. Correlation coefficient and Coefficients determinants (0.885 and 0.784 respectively, table 1, annexure) support the above said logic. The relationship is significant in nature as the calculated t-value is 6.028 (table 3, annexure).

V. CONCLUSION

The study tried to examine the linear relationship between FDI, GDP, Inflation and Market rate. Statistical tools like Arithmetic mean, standard deviation, Regression, correlation coefficient and coefficient of determinants are used to study the relationship between these macro variables. Student's t-test is conducted for examining the significance level between them. After analyzing the results, the study found that there exist high co linearity among these macro variables. The result of t-test supports the robustness of the result and interpretation. Thus the regression equations can be used for predicting the future dependent variables based on the independent ones. The only limitation of the study is ignoring the impact of other variables and the lagged impact factors. So, it can be safely concluded that FDI flow is positively affected by GDP rate, Inflation rate and Market rate which is a good sign for the economy of the country.

REFERENCES RÉFÉRENCES REFERENCIAS

1. Ahmed, F., Arezki, R. and Funke, N. (2006), the composition of capital flows to South Africa. Journal of International Development, 19, 275-294.
2. Ahn, Y.S., Adji, S.S. and Willett, T.D. (1998), the effect of inflation exchange rate policies on direct investment to developing countries. International Economic Journal. 12(1), 95-104.
3. Albright, S.C., Winston, W.L. and Zappe, C. (2006) Data analysis and decision making with Microsoft Excel. 3rd ed. USA: Thomson Learning.
4. Barrell, R. and Pain, N. (1996), an econometric analysis of U.S. foreign direct investment. The Review of Economics and Statistics, 78(2), 200-207.
5. Rahman, Z. and Bhattacharyya, S.K. (2003) Sources of first mover advantages in emerging markets – an Indian perspective. European Business Review, 15(6), 361-371.
6. Zhang, H.F. (2007) Essays on the optimal choice of exchange rate regimes. PhD Thesis, Drexel University.
7. Zikmund, W.G. (2003) Business research method. 7th ed. USA: Thomson Learning.

ANNEXURE

Table 1 : Correlation coefficient between FDI, GDP, Inflation rate and Market rate

Variables	Correlation Coefficient	Coefficient of Determination
GDP & FDI	0.819	0.672291
Inflation & FDI	0.896	0.803213
FDI & Market rate	0.885	0.784197

Table 2 : Calculation of Mean and Standard Deviation

Variables	Mean	Standard Deviation
FDI	413.85	321.904
GDP	35503.039	9363.514
Inflation	6.779	8.13
Market rate	3329.874	1753.977

Table 3 : T-test result

Variables	Calculated "t" Value
GDP & FDI	4.529
Inflation & FDI	6.388
Market rate & FDI	6.028

Tabulated t- value = 2.228

Global Journals Inc. (US) Guidelines Handbook 2013

FELLOW OF INTERNATIONAL CONGRESS OF MANAGEMENT AND BUSINESS RESEARCH (FICMBR)

- 'FARSB' title will be awarded to the person after approval of Editor-in-Chief and Editorial Board. The title 'FARSB" can be added to name in the following manner. eg. **Dr. John E. Hall, Ph.D., FARSB or William Walldroff Ph. D., M.S., FARSB**

- Being FARSB is a respectful honor. It authenticates your research activities. After becoming FARSB, you can use 'FARSB' title as you use your degree in suffix of your name. This will definitely will enhance and add up your name. You can use it on your Career Counseling Materials/CV/Resume/Visiting Card/Name Plate etc.

- 60% Discount will be provided to FARSB members for publishing research papers in Global Journals Inc., if our Editorial Board and Peer Reviewers accept the paper. For the life time, if you are author/co-author of any paper bill sent to you will automatically be discounted one by 60%

- FARSB will be given a renowned, secure, free professional email address with 100 GB of space eg.johnhall@globaljournals.org. You will be facilitated with Webmail, SpamAssassin, Email Forwarders, Auto-Responders, Email Delivery Route tracing, etc.

- FARSB member is eligible to become paid peer reviewer at Global Journals Inc. to earn up to 15% of realized author charges taken from author of respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account or to your PayPal account.

- Eg. If we had taken 420 USD from author, we can send 63 USD to your account.

- FARSB member can apply for free approval, grading and certification of some of their Educational and Institutional Degrees from Global Journals Inc. (US) and Open Association of Research,Society U.S.A.

- After you are FARSB. You can send us scanned copy of all of your documents. We will verify, grade and certify them within a month. It will be based on your academic records, quality of research papers published by you, and 50 more criteria. This is beneficial for your job interviews as recruiting organization need not just rely on you for authenticity and your unknown qualities, you would have authentic ranks of all of your documents. Our scale is unique worldwide.

- FARSB member can proceed to get benefits of free research podcasting in Global Research Radio with their research documents, slides and online movies.

- After your publication anywhere in the world, you can upload you research paper with your recorded voice or you can use our professional RJs to record your paper their voice. We can also stream your conference videos and display your slides online.

- FARSB will be eligible for free application of Standardization of their Researches by Open Scientific Standards. Standardization is next step and level after publishing in a journal. A team of research and professional will work with you to take your research to its next level, which is worldwide open standardization.

- FARSB is eligible to earn from their researches: While publishing his paper with Global Journals Inc. (US), FARSB can decide whether he/she would like to publish his/her research in closed manner. When readers will buy that individual research paper for reading, 80% of its earning by Global Journals Inc. (US) will be transferred to FARSB member's bank account after certain threshold balance. There is no time limit for collection. FARSB member can decide its price and we can help in decision.

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSB)

- 'MARSB' title will be awarded to the person after approval of Editor-in-Chief and Editorial Board. The title 'MARSB" can be added to name in the following manner. eg. Dr. John E. Hall, Ph.D., MARSB or William Walldroff Ph. D., M.S., MARSB
- Being MARSB is a respectful honor. It authenticates your research activities. After becoming MARSB, you can use 'MARSB' title as you use your degree in suffix of your name. This will definitely will enhance and add up your name. You can use it on your Career Counseling Materials/CV/Resume/Visiting Card/Name Plate etc.
- 40% Discount will be provided to MARSB members for publishing research papers in Global Journals Inc., if our Editorial Board and Peer Reviewers accept the paper. For the life time, if you are author/co-author of any paper bill sent to you will automatically be discounted one by 60%
- MARSB will be given a renowned, secure, free professional email address with 30 GB of space eg.johnhall@globaljournals.org. You will be facilitated with Webmail, SpamAssassin, Email Forwarders, Auto-Responders, Email Delivery Route tracing, etc.
- MARSB member is eligible to become paid peer reviewer at Global Journals Inc. to earn up to 10% of realized author charges taken from author of respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account or to your PayPal account.
- MARSB member can apply for free approval, grading and certification of some of their Educational and Institutional Degrees from Global Journals Inc. (US) and Open Association of Research,Society U.S.A.
- MARSB is eligible to earn from their researches: While publishing his paper with Global Journals Inc. (US), MARSB can decide whether he/she would like to publish his/her research in closed manner. When readers will buy that individual research paper for reading, 40% of its earning by Global Journals Inc. (US) will be transferred to MARSB member's bank account after certain threshold balance. There is no time limit for collection. MARSB member can decide its price and we can help in decision.

ANNUAL MEMBER

- Annual Member will be authorized to receive e-Journal GJMBR for one year (subscription for one year).
- The member will be allotted free 1 GB Web-space along with subDomain to contribute and participate in our activities.
- A professional email address will be allotted free 500 MB email space.

PAPER PUBLICATION

- The members can publish paper once. The paper will be sent to two-peer reviewer. The paper will be published after the acceptance of peer reviewers and Editorial Board.

The Area or field of specialization may or may not be of any category as mentioned in 'Scope of Journal' menu of the GlobalJournals.org website. There are 37 Research Journal categorized with Six parental Journals GJCST, GJMR, GJRE, GJMBR, GJSFR, GJHSS. For Authors should prefer the mentioned categories. There are three widely used systems UDC, DDC and LCC. The details are available as 'Knowledge Abstract' at Home page. The major advantage of this coding is that, the research work will be exposed to and shared with all over the world as we are being abstracted and indexed worldwide.

The paper should be in proper format. The format can be downloaded from first page of 'Author Guideline' Menu. The Author is expected to follow the general rules as mentioned in this menu. The paper should be written in MS-Word Format (*.DOC,*.DOCX).

The Author can submit the paper either online or offline. The authors should prefer online submission.<u>Online Submission</u>: There are three ways to submit your paper:

(A) (I) First, register yourself using top right corner of Home page then Login. If you are already registered, then login using your username and password.

   (II) Choose corresponding Journal.

   (III) Click 'Submit Manuscript'. Fill required information and Upload the paper.

(B) If you are using Internet Explorer, then Direct Submission through Homepage is also available.

(C) If these two are not convenient, and then email the paper directly to dean@globaljournals.org.

Offline Submission: Author can send the typed form of paper by Post. However, online submission should be preferred.

Preferred Author Guidelines

MANUSCRIPT STYLE INSTRUCTION (Must be strictly followed)

Page Size: 8.27" X 11'"

- Left Margin: 0.65
- Right Margin: 0.65
- Top Margin: 0.75
- Bottom Margin: 0.75
- Font type of all text should be Swis 721 Lt BT.
- Paper Title should be of Font Size 24 with one Column section.
- Author Name in Font Size of 11 with one column as of Title.
- Abstract Font size of 9 Bold, "Abstract" word in Italic Bold.
- Main Text: Font size 10 with justified two columns section
- Two Column with Equal Column with of 3.38 and Gaping of .2
- First Character must be three lines Drop capped.
- Paragraph before Spacing of 1 pt and After of 0 pt.
- Line Spacing of 1 pt
- Large Images must be in One Column
- Numbering of First Main Headings (Heading 1) must be in Roman Letters, Capital Letter, and Font Size of 10.
- Numbering of Second Main Headings (Heading 2) must be in Alphabets, Italic, and Font Size of 10.

You can use your own standard format also.
Author Guidelines:

1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

1. GENERAL

Before submitting your research paper, one is advised to go through the details as mentioned in following heads. It will be beneficial, while peer reviewer justify your paper for publication.

Scope

The Global Journals Inc. (US) welcome the submission of original paper, review paper, survey article relevant to the all the streams of Philosophy and knowledge. The Global Journals Inc. (US) is parental platform for Global Journal of Computer Science and Technology, Researches in Engineering, Medical Research, Science Frontier Research, Human Social Science, Management, and Business organization. The choice of specific field can be done otherwise as following in Abstracting and Indexing Page on this Website. As the all Global

Journals Inc. (US) are being abstracted and indexed (in process) by most of the reputed organizations. Topics of only narrow interest will not be accepted unless they have wider potential or consequences.

2. ETHICAL GUIDELINES

Authors should follow the ethical guidelines as mentioned below for publication of research paper and research activities.

Papers are accepted on strict understanding that the material in whole or in part has not been, nor is being, considered for publication elsewhere. If the paper once accepted by Global Journals Inc. (US) and Editorial Board, will become the copyright of the Global Journals Inc. (US).

Authorship: The authors and coauthors should have active contribution to conception design, analysis and interpretation of findings. They should critically review the contents and drafting of the paper. All should approve the final version of the paper before submission

The Global Journals Inc. (US) follows the definition of authorship set up by the Global Academy of Research and Development. According to the Global Academy of R&D authorship, criteria must be based on:

1) Substantial contributions to conception and acquisition of data, analysis and interpretation of the findings.

2) Drafting the paper and revising it critically regarding important academic content.

3) Final approval of the version of the paper to be published.

All authors should have been credited according to their appropriate contribution in research activity and preparing paper. Contributors who do not match the criteria as authors may be mentioned under Acknowledgement.

Acknowledgements: Contributors to the research other than authors credited should be mentioned under acknowledgement. The specifications of the source of funding for the research if appropriate can be included. Suppliers of resources may be mentioned along with address.

Appeal of Decision: The Editorial Board's decision on publication of the paper is final and cannot be appealed elsewhere.

Permissions: It is the author's responsibility to have prior permission if all or parts of earlier published illustrations are used in this paper.

Please mention proper reference and appropriate acknowledgements wherever expected.

If all or parts of previously published illustrations are used, permission must be taken from the copyright holder concerned. It is the author's responsibility to take these in writing.

Approval for reproduction/modification of any information (including figures and tables) published elsewhere must be obtained by the authors/copyright holders before submission of the manuscript. Contributors (Authors) are responsible for any copyright fee involved.

3. SUBMISSION OF MANUSCRIPTS

Manuscripts should be uploaded via this online submission page. The online submission is most efficient method for submission of papers, as it enables rapid distribution of manuscripts and consequently speeds up the review procedure. It also enables authors to know the status of their own manuscripts by emailing us. Complete instructions for submitting a paper is available below.

Manuscript submission is a systematic procedure and little preparation is required beyond having all parts of your manuscript in a given format and a computer with an Internet connection and a Web browser. Full help and instructions are provided on-screen. As an author, you will be prompted for login and manuscript details as Field of Paper and then to upload your manuscript file(s) according to the instructions.

To avoid postal delays, all transaction is preferred by e-mail. A finished manuscript submission is confirmed by e-mail immediately and your paper enters the editorial process with no postal delays. When a conclusion is made about the publication of your paper by our Editorial Board, revisions can be submitted online with the same procedure, with an occasion to view and respond to all comments.

Complete support for both authors and co-author is provided.

4. MANUSCRIPT'S CATEGORY

Based on potential and nature, the manuscript can be categorized under the following heads:

Original research paper: Such papers are reports of high-level significant original research work.

Review papers: These are concise, significant but helpful and decisive topics for young researchers.

Research articles: These are handled with small investigation and applications

Research letters: The letters are small and concise comments on previously published matters.

5.STRUCTURE AND FORMAT OF MANUSCRIPT

The recommended size of original research paper is less than seven thousand words, review papers fewer than seven thousands words also.Preparation of research paper or how to write research paper, are major hurdle, while writing manuscript. The research articles and research letters should be fewer than three thousand words, the structure original research paper; sometime review paper should be as follows:

 Papers: These are reports of significant research (typically less than 7000 words equivalent, including tables, figures, references), and comprise:

(a)Title should be relevant and commensurate with the theme of the paper.

(b) A brief Summary, "Abstract" (less than 150 words) containing the major results and conclusions.

(c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.

(d) An Introduction, giving necessary background excluding subheadings; objectives must be clearly declared.

(e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition; sources of information must be given and numerical methods must be specified by reference, unless non-standard.

(f) Results should be presented concisely, by well-designed tables and/or figures; the same data may not be used in both; suitable statistical data should be given. All data must be obtained with attention to numerical detail in the planning stage. As reproduced design has been recognized to be important to experiments for a considerable time, the Editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned un-refereed;

(g) Discussion should cover the implications and consequences, not just recapitulating the results; conclusions should be summarizing.

(h) Brief Acknowledgements.

(i) References in the proper form.

Authors should very cautiously consider the preparation of papers to ensure that they communicate efficiently. Papers are much more likely to be accepted, if they are cautiously designed and laid out, contain few or no errors, are summarizing, and be conventional to the approach and instructions. They will in addition, be published with much less delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and to make suggestions to improve briefness.

It is vital, that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

Format

Language: The language of publication is UK English. Authors, for whom English is a second language, must have their manuscript efficiently edited by an English-speaking person before submission to make sure that, the English is of high excellence. It is preferable, that manuscripts should be professionally edited.

Standard Usage, Abbreviations, and Units: Spelling and hyphenation should be conventional to The Concise Oxford English Dictionary. Statistics and measurements should at all times be given in figures, e.g. 16 min, except for when the number begins a sentence. When the number does not refer to a unit of measurement it should be spelt in full unless, it is 160 or greater.

Abbreviations supposed to be used carefully. The abbreviated name or expression is supposed to be cited in full at first usage, followed by the conventional abbreviation in parentheses.

Metric SI units are supposed to generally be used excluding where they conflict with current practice or are confusing. For illustration, 1.4 l rather than 1.4 × 10-3 m3, or 4 mm somewhat than 4 × 10-3 m. Chemical formula and solutions must identify the form used, e.g. anhydrous or hydrated, and the concentration must be in clearly defined units. Common species names should be followed by underlines at the first mention. For following use the generic name should be constricted to a single letter, if it is clear.

Structure

All manuscripts submitted to Global Journals Inc. (US), ought to include:

Title: The title page must carry an instructive title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) wherever the work was carried out. The full postal address in addition with the e-mail address of related author must be given. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining and indexing.

Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

Many researchers searching for information online will use search engines such as Google, Yahoo or similar. By optimizing your paper for search engines, you will amplify the chance of someone finding it. This in turn will make it more likely to be viewed and/or cited in a further work. Global Journals Inc. (US) have compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Key Words

A major linchpin in research work for the writing research paper is the keyword search, which one will employ to find both library and Internet resources.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy and planning a list of possible keywords and phrases to try.

Search engines for most searches, use Boolean searching, which is somewhat different from Internet searches. The Boolean search uses "operators," words (and, or, not, and near) that enable you to expand or narrow your affords. Tips for research paper while preparing research paper are very helpful guideline of research paper.

Choice of key words is first tool of tips to write research paper. Research paper writing is an art.A few tips for deciding as strategically as possible about keyword search:

- One should start brainstorming lists of possible keywords before even begin searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in research paper?" Then consider synonyms for the important words.
- It may take the discovery of only one relevant paper to let steer in the right keyword direction because in most databases, the keywords under which a research paper is abstracted are listed with the paper.
- One should avoid outdated words.

Keywords are the key that opens a door to research work sources. Keyword searching is an art in which researcher's skills are bound to improve with experience and time.

Numerical Methods: Numerical methods used should be clear and, where appropriate, supported by references.

Acknowledgements: Please make these as concise as possible.

References

References follow the Harvard scheme of referencing. References in the text should cite the authors' names followed by the time of their publication, unless there are three or more authors when simply the first author's name is quoted followed by et al. unpublished work has to only be cited where necessary, and only in the text. Copies of references in press in other journals have to be supplied with submitted typescripts. It is necessary that all citations and references be carefully checked before submission, as mistakes or omissions will cause delays.

References to information on the World Wide Web can be given, but only if the information is available without charge to readers on an official site. Wikipedia and Similar websites are not allowed where anyone can change the information. Authors will be asked to make available electronic copies of the cited information for inclusion on the Global Journals Inc. (US) homepage at the judgment of the Editorial Board.

The Editorial Board and Global Journals Inc. (US) recommend that, citation of online-published papers and other material should be done via a DOI (digital object identifier). If an author cites anything, which does not have a DOI, they run the risk of the cited material not being noticeable.

The Editorial Board and Global Journals Inc. (US) recommend the use of a tool such as Reference Manager for reference management and formatting.

Tables, Figures and Figure Legends

Tables: Tables should be few in number, cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g. Table 4, a self-explanatory caption and be on a separate sheet. Vertical lines should not be used.

Figures: Figures are supposed to be submitted as separate files. Always take in a citation in the text for each figure using Arabic numbers, e.g. Fig. 4. Artwork must be submitted online in electronic form by e-mailing them.

Preparation of Electronic Figures for Publication

Even though low quality images are sufficient for review purposes, print publication requires high quality images to prevent the final product being blurred or fuzzy. Submit (or e-mail) EPS (line art) or TIFF (halftone/photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Do not use pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings) in relation to the imitation size. Please give the data for figures in black and white or submit a Color Work Agreement Form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution (at final image size) ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs) : >350 dpi; figures containing both halftone and line images: >650 dpi.

Color Charges: It is the rule of the Global Journals Inc. (US) for authors to pay the full cost for the reproduction of their color artwork. Hence, please note that, if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a color work agreement form before your paper can be published.

Figure Legends: Self-explanatory legends of all figures should be incorporated separately under the heading 'Legends to Figures'. In the full-text online edition of the journal, figure legends may possibly be truncated in abbreviated links to the full screen version. Therefore, the first 100 characters of any legend should notify the reader, about the key aspects of the figure.

6. AFTER ACCEPTANCE

Upon approval of a paper for publication, the manuscript will be forwarded to the dean, who is responsible for the publication of the Global Journals Inc. (US).

6.1 Proof Corrections

The corresponding author will receive an e-mail alert containing a link to a website or will be attached. A working e-mail address must therefore be provided for the related author.

Acrobat Reader will be required in order to read this file. This software can be downloaded

(Free of charge) from the following website:

www.adobe.com/products/acrobat/readstep2.html. This will facilitate the file to be opened, read on screen, and printed out in order for any corrections to be added. Further instructions will be sent with the proof.

Proofs must be returned to the dean at dean@globaljournals.org within three days of receipt.

As changes to proofs are costly, we inquire that you only correct typesetting errors. All illustrations are retained by the publisher. Please note that the authors are responsible for all statements made in their work, including changes made by the copy editor.

6.2 Early View of Global Journals Inc. (US) (Publication Prior to Print)

The Global Journals Inc. (US) are enclosed by our publishing's Early View service. Early View articles are complete full-text articles sent in advance of their publication. Early View articles are absolute and final. They have been completely reviewed, revised and edited for publication, and the authors' final corrections have been incorporated. Because they are in final form, no changes can be made after sending them. The nature of Early View articles means that they do not yet have volume, issue or page numbers, so Early View articles cannot be cited in the conventional way.

6.3 Author Services

Online production tracking is available for your article through Author Services. Author Services enables authors to track their article - once it has been accepted - through the production process to publication online and in print. Authors can check the status of their articles online and choose to receive automated e-mails at key stages of production. The authors will receive an e-mail with a unique link that enables them to register and have their article automatically added to the system. Please ensure that a complete e-mail address is provided when submitting the manuscript.

6.4 Author Material Archive Policy

Please note that if not specifically requested, publisher will dispose off hardcopy & electronic information submitted, after the two months of publication. If you require the return of any information submitted, please inform the Editorial Board or dean as soon as possible.

6.5 Offprint and Extra Copies

A PDF offprint of the online-published article will be provided free of charge to the related author, and may be distributed according to the Publisher's terms and conditions. Additional paper offprint may be ordered by emailing us at: editor@globaljournals.org .

You must strictly follow above Author Guidelines before submitting your paper or else we will not at all be responsible for any corrections in future in any of the way.

Before start writing a good quality Computer Science Research Paper, let us first understand what is Computer Science Research Paper? So, Computer Science Research Paper is the paper which is written by professionals or scientists who are associated to Computer Science and Information Technology, or doing research study in these areas. If you are novel to this field then you can consult about this field from your supervisor or guide.

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

1. Choosing the topic: In most cases, the topic is searched by the interest of author but it can be also suggested by the guides. You can have several topics and then you can judge that in which topic or subject you are finding yourself most comfortable. This can be done by asking several questions to yourself, like Will I be able to carry our search in this area? Will I find all necessary recourses to accomplish the search? Will I be able to find all information in this field area? If the answer of these types of questions will be "Yes" then you can choose that topic. In most of the cases, you may have to conduct the surveys and have to visit several places because this field is related to Computer Science and Information Technology. Also, you may have to do a lot of work to find all rise and falls regarding the various data of that subject. Sometimes, detailed information plays a vital role, instead of short information.

2. Evaluators are human: First thing to remember that evaluators are also human being. They are not only meant for rejecting a paper. They are here to evaluate your paper. So, present your Best.

3. Think Like Evaluators: If you are in a confusion or getting demotivated that your paper will be accepted by evaluators or not, then think and try to evaluate your paper like an Evaluator. Try to understand that what an evaluator wants in your research paper and automatically you will have your answer.

4. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

5. Ask your Guides: If you are having any difficulty in your research, then do not hesitate to share your difficulty to your guide (if you have any). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work then ask the supervisor to help you with the alternative. He might also provide you the list of essential readings.

6. Use of computer is recommended: As you are doing research in the field of Computer Science, then this point is quite obvious.

7. Use right software: Always use good quality software packages. If you are not capable to judge good software then you can lose quality of your paper unknowingly. There are various software programs available to help you, which you can get through Internet.

8. Use the Internet for help: An excellent start for your paper can be by using the Google. It is an excellent search engine, where you can have your doubts resolved. You may also read some answers for the frequent question how to write my research paper or find model research paper. From the internet library you can download books. If you have all required books make important reading selecting and analyzing the specified information. Then put together research paper sketch out.

9. Use and get big pictures: Always use encyclopedias, Wikipedia to get pictures so that you can go into the depth.

10. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right! It is a good habit, which helps to not to lose your continuity. You should always use bookmarks while searching on Internet also, which will make your search easier.

11. Revise what you wrote: When you write anything, always read it, summarize it and then finalize it.

12. Make all efforts: Make all efforts to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in introduction, that what is the need of a particular research paper. Polish your work by good skill of writing and always give an evaluator, what he wants.

13. Have backups: When you are going to do any important thing like making research paper, you should always have backup copies of it either in your computer or in paper. This will help you to not to lose any of your important.

14. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several and unnecessary diagrams will degrade the quality of your paper by creating "hotchpotch." So always, try to make and include those diagrams, which are made by your own to improve readability and understandability of your paper.

15. Use of direct quotes: When you do research relevant to literature, history or current affairs then use of quotes become essential but if study is relevant to science then use of quotes is not preferable.

16. Use proper verb tense: Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

17. Never use online paper: If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

19. Know what you know: Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

20. Use good quality grammar: Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

21. Arrangement of information: Each section of the main body should start with an opening sentence and there should be a changeover at the end of the section. Give only valid and powerful arguments to your topic. You may also maintain your arguments with records.

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

23. Multitasking in research is not good: Doing several things at the same time proves bad habit in case of research activity. Research is an area, where everything has a particular time slot. Divide your research work in parts and do particular part in particular time slot.

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

26. Go for seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

34. After conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print to the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects in your research.

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form, which is presented in the guidelines using the template.
- Please note the criterion for grading the final paper by peer-reviewers.

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.

Writing a research paper is not an easy job no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record keeping are the only means to make straightforward the progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

Title Page:

Choose a revealing title. It should be short. It should not have non-standard acronyms or abbreviations. It should not exceed two printed lines. It should include the name(s) and address (es) of all authors.

Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript-- must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

An abstract is a brief distinct paragraph summary of finished work or work in development. In a minute or less a reviewer can be taught the foundation behind the study, common approach to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Yet, use comprehensive sentences and do not let go readability for briefness. You can maintain it succinct by phrasing sentences so that they provide more than lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study, with the subsequent elements in any summary. Try to maintain the initial two items to no more than one ruling each.

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including <u>definite statistics</u> - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.

- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
- As always, give awareness to spelling, simplicity and correctness of sentences and phrases.

Procedures (Methods and Materials):

This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

- Report the method (not particulars of each process that engaged the same methodology)
- Describe the method entirely
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures
- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings - save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part a entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.

Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or in manuscript form.

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.

- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
- Despite of position, each figure must be numbered one after the other and complete with subtitle
- In spite of position, each table must be titled, numbered one after the other and complete with heading
- All figure and table must be adequately complete that it could situate on its own, divide from text

Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a argument should be. Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly described. Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved with prospect, and let it drop at that.

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

Please carefully note down following rules and regulation before submitting your Research Paper to Global Journals Inc. (US):

Segment Draft and Final Research Paper: You have to strictly follow the template of research paper. If it is not done your paper may get rejected.

- The **major constraint** is that you must independently make all content, tables, graphs, and facts that are offered in the paper. You must write each part of the paper wholly on your own. The Peer-reviewers need to identify your own perceptive of the concepts in your own terms. NEVER extract straight from any foundation, and never rephrase someone else's analysis.

- Do not give permission to anyone else to "PROOFREAD" your manuscript.

- Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)

- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.

CRITERION FOR GRADING A RESEARCH PAPER (COMPILATION)
BY GLOBAL JOURNALS INC. (US)

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals Inc. (US).

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

INDEX

S

T

U

V

save our planet

Global Journal of Management and Business Research

9   2

70116 58698   61427 >