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Organization in the 21st Century

Highlights

Public & Private Sector Banks

Customer Relationship Management

Discovering Thoughts, Inventing Future

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Social Media Marketing for the Growth of an Organization in the 21st Century

By Juhora Jamin Juha

Leading University

Abstract- Social media marketing is being taken very enthusiastically by firms as a new tool in addition to traditional marketing activities. Using social media for marketing provides many advantages as cost efficiency, collaboration as well as outstanding customer management for making the firm perform better. It also has some problems like increase in employee engagement, customer traffic and competition in the online platform. The paper is secondary data based. It basically discusses the need to use social media as a marketing tool as it is mandatory to adopt new technologies to maintain brand image and customer involvement.

Keywords: *social media marketing, web, 2.0, facebook, twitter, youtube.*

GJMBR-E Classification: *JEL Code: M37, M31*

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Abstract- Social media marketing is being taken very enthusiastically by firms as a new tool in addition to traditional marketing activities. Using social media for marketing provides many advantages as cost efficiency, collaboration as well as outstanding customer management for making the firm perform better. It also has some problems like increase in employee engagement, customer traffic and competition in the online platform. The paper is secondary data based. It basically discusses the need to use social media as a marketing tool as it is mandatory to adopt new technologies to maintain brand image and customer involvement.

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I. Introduction

Social media is a common term in our everyday life. A huge portion of our daily life is attached to social media. Today almost every person is connected to various social media like Facebook, Twitter, Instagram, Snapchat etc. Hence it is quite a basic medium for marketers to reach existing and potential customers through these media. Due to the rapid growth of the internet, our social life is being dominated by the internet and different social media.

Social media has become a new field of social interaction. Consumers rely on different social media like online communities for generating contents and creating network [1]. Neti considered Social Media as one of the best opportunities for a brand to connect to prospective consumers [2]. As today competition is very stiff among marketers, it is very difficult to gain exposure to potential customers. Hence they might use the most exposed platform to reach the audience, which is undoubtedly social media. Due to the growing popularity and growing users, marketers had to change their strategy to counter this shift in the media landscape [3]. Marketers always strive for creating and sustaining brand loyalty. For this, they utilize various ways to maintain customers' brand loyalty. One of such tools is the social media marketing.

The research article is primarily focused on identifying the use of social media to popularize a particular brand. It also stresses on the advantages and disadvantages of using social media as a marketing tool. The paper discusses the increasing pressure on marketers to adopt new communication approaches due to the changes in technology and customer expectations.

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II. Literature Review

To understand social media, first, we should define Web 2.0. It is a new way of using the World Wide Web, a place where content is continuously altered in a shared and collaborative way by the operators. Community aspects of the web did not start with Facebook; it existed as a characteristic of bulletin board systems in the 1980s. Customers have become more sophisticated and have developed new tactics in searching, evaluating, choosing and buying products [4].

Social media marketing means the use of social media to convince consumers that one's company, products and services are preferable [2]. It is a strategy of using online communities, social networks, blogs, etc. It also analyzes the social consequences of marketing policies, decisions, and activities.

As the customers are more connected worldwide and more informed, need for customization has become an important issue. It is being seen that the behavioral trend in customer is rooted in the usage of social media. As a result, there is a growing demand for customized products, and also the customers are getting more willing to take part in product development [5]

Social media is already being used as part of the marketing strategy which is evident in many field studies [6]. In such researches, two main approaches are considered-

i. The Passive approach
ii. The Active approach

The passive approach is based on using social Media as a potential source of customer response [7]. The marketers use this platform to acquire information about market needs, customer experiences, competitive dynamics, and the recent trends. And the active approach involves using social media for generating positive image.

III. Social Media Marketing for Enhancing Growth of an Organization

Social media marketing has become a trend setter in marketing [1]. Because of the revolution of social networks, a new frontier has developed for individuals to exchange information. Facebook, Twitter,

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YouTube are the most commonly used social platform for marketers and customers. People use several social media tools such as web forums and communities, recommendations, ratings and reviews for exchanging information and get social support [8].

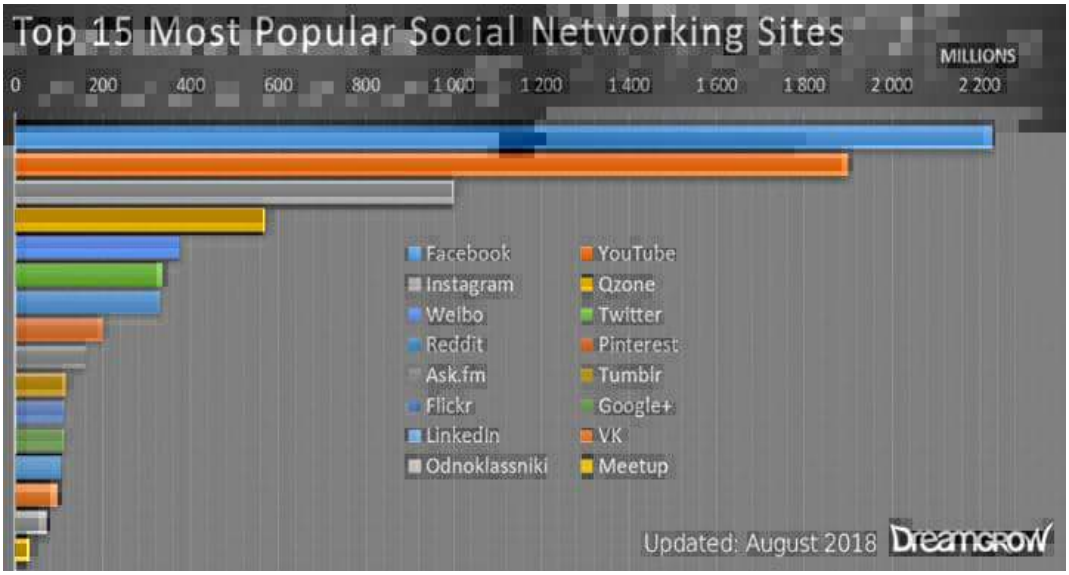

Figure 1: Statistics of the audience by various social media [9]

Illustration: Here we can see that Facebook has achieved the largest audience share by 2018. Different brands use Facebook as their main platform for social interaction.

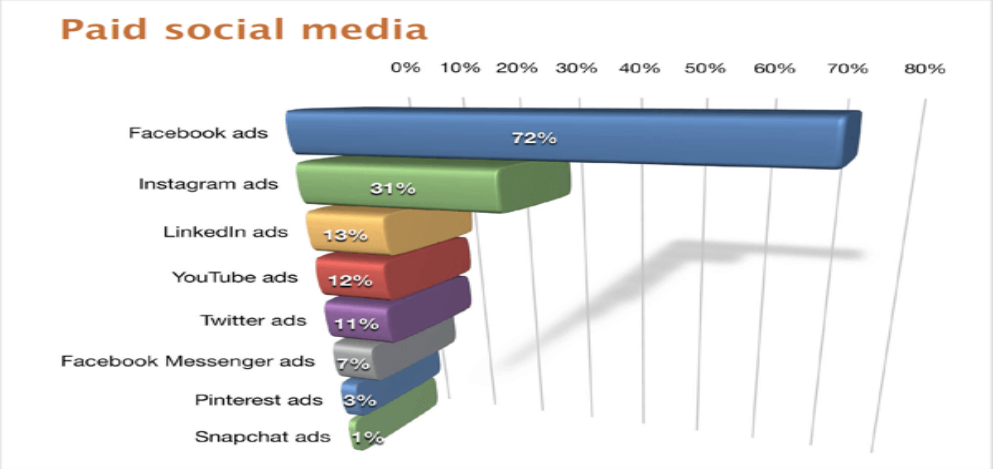

Figure 2: Source: Social Media Examiner, September/ 2018

Illustration: According to social media examiner report, Facebook ads comprise 72% of overall social media promotions. Facebook currently has 2.23 billion monthly active users, and according to Social Media Examiner's 2018 Social Media Marketing Industry Report, the platform is leading the pack by a wide margin when it comes to marketers' preference for paid social media.

When asked which forms of paid social media they regularly use, 72% of marketers say they most often use traditional Facebook ads (7% use Facebook Messenger ads) followed by Instagram ads, which comes in second with 31% of marketers using paid ads on the platform.[10]

Some common social media and top five global brands based on their number of follower are as follows-

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Table 1: Top global brands in Facebook as of February 2019

Brands	No. of followers
Samsung Global	49 880 349
Red Bull	49 002 151
Oreo	42 694 734
Microsoft Lumia	41 295 629
Nike Football	40 194 174

Source: Socialbakers (An online website providing statistics of web traffic) (https://www.socialbakers.com/statistics)

Table 2: Top global brands as of February Twitter

Brand Name	No. of Followers
PlayStation (@PlayStation)	16 079 902
CHANEL (@CHANEL)	13 224 109
Xbox (@Xbox)	13 117 365
Samsung Mobile (@SamsungMobile)	12 042 346
Starbucks Coffee (@Starbucks)	11 388 738

Source: Socialbakers

Table 3: Top global brands as of February in You Tube

Brand Name	No. of Followers	Total Uploaded video views
T-series	86 236 613	62 373 674 179
WWE	39 821 709	30 142 281 011
SET India	42 186 773	29 245 884 898
Ryan ToysReview	18 311 992	27 581 395 071
Netd müzic	13 064 792	27 502 416 817

Source: Socialbakers

IV. Methodology

This is research is primarily based on the study of various research articles, books, etc. So, the data collected for the study is primarily based on secondary sources. This is an exploratory type of research. The objective is to get a better idea of what is social media marketing and its pros and cons. In addition to books and articles, web-based information were thoroughly extracted and analyzed for statistical representation. Furthermore, the collected information were critically analyzed and interpreted by the researchers in order to make the study more informative, exploratory, and useful to the readers. The findings of the study may be useful to the prospective researchers desiring to make further study on this important issue.

V. Problems and Prospects of Social Media Marketing

a) *The prospects of using social media as a marketing tool*

Saves Money: According to Gillin, social Media platform provides superior quality and recent information with less expenditure. Companies can learn important issues more quickly and thus can amend situation before it destroys their reputation [11]. Social media empowers every person coming across a message to spread the message around his own network allowing the message to attract a huge number of targets pretty fast [12].

Create platform for collaboration: Collaboration and communication is part and parcel in today's business world. Social media plays a vital role in helping businesses to communicate and collect customer perception for designing strategies as well as products [13].

Provides low- cost customer management platform: marketers may utilize various means like blogs, web site and sponsored brand communities and may employ personnel directed to incorporate discussion in their favor and connect to customers [14]. Firms can utilize social media and generate awareness [15].

Customers beget new customers: Gillin also added that marketers could use early adopters. The early adopters may act as opinion leaders (mostly the authors of high traffic, influential blogs) and help a marketer to persuade customers. These "New Influencers" [11] should be

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managed wisely. In the study of Balakrishnan, Dahnil, & Yi it was found that social interaction of people can affect consumer attitude regarding a product [16]. Firms can persuade satisfied customers to rate and review their products on social media sites ([17].

Easier Customization: Nadaraja and Yazdanifard focused on the fact that social media marketing firm can interact with customer and prepare specifically specialized products such as online checking and seat arrangement over the Internet. Social media marketing enables the firms to detect and manage data and feedback and utilize them in identifying the target market and design customized messages [12]. Moreover, social media enables interaction between customers and company which would normally need personal contact as for popular brands like Dell and amazon.com [18].

Informational and Emotional support: Research shows that online communities and online media may provide a support system [19]. These incorporate into social support (Liang et al. 2011). For example, Twitter is used in a way that users can support others [20].

b) Problems of using social media as a marketing tool

Needs continuous attention: Firms use social media to generate social capital or social currency which accumulate as a result of communication with consumer but companies cannot control it, and it is generated on personal level and happens because of the interaction among people [21].

Stiff competition: Sankar has stressed the use of social media marketing wisely as it is being used very enthusiastically by various companies and it is quite obvious that a marketer will have to share the medium with lots of competitors. "As more shoppers are using social media (e.g., Twitter, Facebook, MySpace, and LinkedIn) and rely on them for marketing shopping decisions, promotion through these media has become important" [22].

Trust issues: The Face book privacy scandal regarding Cambridge Analytica intruding the data of tens of millions of users in the run-up to the 2016 US elections is a very recent incident. This caused general public to assume the use of social media negatively. Firms should provide a clear idea of their data collection, use, and storage policies, as well as privacy and security concerns [23].

Deal with negative word of mouth: Social media might act as a platform for spreading negative comments or thinking as individuals can easily post information and verifying the quality or reliability of such information provided by anonymous public is a great hurdle [24].

Larger traffic to handle: As social media has become the frontier to share and discuss about the product, the brand or company has to face more customers than earlier [25].

VI. Findings

The social media marketing era has created lots of prospects as well as challenges for marketers [12]. Marketers need to consider the innovation adoption process to capture customer awareness through social media. The IAP includes the systematic steps through which an individual goes through for adopting new technology. This process includes: Being aware of the innovation, Attitude forming regarding it, decision on adopting or rejecting it, implementing and finally, confirming the decision [26].

Neti stressed that, a firm shouldn't simply follow others regarding a new technique. It must analyze the market to find out whether its fit to introduce social media marketing or not (Neti, 2011). Ads and contents should be such that consumers or public take them as consistent to themselves because only then they will incorporate and share those contents. The symbolic and self-expression criteria of online ads must be designed to match with customers personal concepts [27]. Persuasive contents, either emotional or benevolent in nature, influence customers to engage in a way that firms are benefitted by sharing their brand personality and information of their social concerns [28].

Further, as social media has their own characteristics, it's easy to create some audience online but, directing the community according to one's own interest is pretty much difficult [25]. Finally, it is very easy and cost efficient to set up social media marketing with the help of the internet. So, marketers should off course consider it as a vital tool for their communications to influence consumers [29].

Social media marketing should be utilized wisely as it is cost saving, fast and quite helpful in attracting customers. The more the traffic, the more chances toward sale sealing. Easier customization adds more plus sides. On the contrary, it can create hurdle by making it troublesome to engage more time and effort as well as negative responses and trust issues. Marketer must decide wisely and handle all the activities strategically.

VII. Conclusion

Social media has indeed become part and parcel in our life. As consumers are more involved in social media and online activities, it is a must for marketers to use this platform for marketing activities. Customers are now empowered with information on product or services worldwide and this makes it harder for marketers to convince customers. The Marketer can use social media to aware customers about their offerings as well as deal with negative perception by engaging into social media marketing. It has become mandatory that they realize the fact that promotional activities are no longer confined to print or tv ads. They need to cope with the new tools and adopt this. They

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should consider customers as not only audience but also as potential partners. And in doing this, social media plays a vital role. Social media marketing should be used for their minimum cost as well as active nature. With having both positive and negative characteristics of social media marketing, the marketer must choose wisely what strategy to take regarding using this tool. The widespread use and viral nature of social media make it easier for news to get spread rapidly and in a very short time. Marketer must engage in a way that customer participation is encouraged and customers are treated in a way to increase their satisfaction more and more so that positive word of mouth is generated. Creating and maintaining a positive brand image should be the primary objective of firms using social media marketing. Marketers can disseminate customized messages over sites to generate awareness toward interested potential customers. it will be surely helpful to marketers to create brand community over the online world via social media to create a positive brand image that will in turn ensure more engagement and purchase intention. In fine, marketers must acknowledge the pros and cons of using social media marketing and decide on the strategy to enable smooth communication and deal with the hurdle it may face.

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Promotional Strategies of NGO in Bangladesh: Backward and Forward Linkage

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Abstract- The concept of marketing communication strategies assumes that there are several variables which will help to influence donors as well as receivers to accomplish the nonprofit organization's goal. Based on the marketing communications and business-to-business marketing literature, the model - integrates aspects of the marketing communication purposes, bidirectional communications, and different communications channels- is experienced to examine marketing communication strategies and organizational performance in terms of nonprofit organizations. The purpose of the paper is to identify and analyze promotional strategies taken by NGO's working in Bangladesh and find out lacking in terms of strategies and by understanding consumer's perception; providing suggestions regarding creating policies in the perspective of attracting both donor and receiver. However, this study uses an exploratory case methodology where both primary and secondary data were used for analyzing the applied and applicable strategies. For Primary data collection, 10 NGOs were chosen which are working in Bangladesh and in-depth interview was taken from high officials.

Keywords: *NGO's, donor, receiver, promotional strategies, digital marketing tools, content.*

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Promotional Strategies of NGO in Bangladesh: Backward and Forward Linkage

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Abstract- The concept of marketing communication strategies assumes that there are several variables which will help to influence donors as well as receivers to accomplish the nonprofit organization's goal. Based on the marketing communications and business-to-business marketing literature, the model - integrates aspects of the marketing communication purposes, bidirectional communications, and different communications channels- is experienced to examine marketing communication strategies and organizational performance in terms of nonprofit organizations. The purpose of the paper is to identify and analyze promotional strategies taken by NGO's working in Bangladesh and find out lacking in terms of strategies and by understanding consumer's perception; providing suggestions regarding creating policies in the perspective of attracting both donor and receiver. However, this study uses an exploratory case methodology where both primary and secondary data were used for analyzing the applied and applicable strategies. For Primary data collection, 10 NGOs were chosen which are working in Bangladesh and in-depth interview was taken from high officials. In addition, Secondary data were taken from different websites, journals, books, magazines, and dailies. It also helps to understand overall promotional, or communication strategies occupied by nonprofit organizations and indicate the application of marketing techniques used by non-profit organization and organizations are trying to shifting its mindset by realizing its advantages. It also analyzes lacking of non-profit organizations in terms of taking promotional strategies to attract donors and receivers, and finally Managerial implications are discussed as non-profit organizations work parallel with donor market and receiver market so promotion strategies must be taken based on those different markets along with suggestions for further research.

Keywords: NGO's, donor, receiver, promotional strategies, digital marketing tools, content.

I. Introduction

In terms of performing marketing activities, there are misconceptions that nonprofit organizations are lacking behind. It is thought that in case of nonprofit organizations less selling competition is noticed. It is also believed that marketing orientation creation is pointless in terms of nonprofit organizations. Whenever any organization is trying to connect with a group of people outside or inside the organization, it can be considered as marketing. Marketing is not confined only advertising and promotion; fact, it ranges from creating services more responsive for clients to positioning products, to creating a logo, to posting banners, to creating websites. Marketing can be considered as everything which contributes for creating organization's image which helps to gain the confidence of beneficiaries, local leaders as well as donors. Effective marketing communication can improve organization's ability to attract funding, serve more beneficiaries and advance a mission which will help to the sustainability of a nonprofit organization.

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II. Literature Review

a) NGO and Marketing

An NGO is defined as an independent charitable association of people who are acting together continuously for the accomplishment some mutual needs rather than making money. In a broader sense non-profit organization is considered as identical as the social segment of the economy (Wymer, Knowles and Gomes, 2006). In Bangladesh, NGOs work in order to promote human rights, identification of problems, assisting the poor as well as suffering people, identification of local leadership and utilization for the welfare. They work with the help of formation of cooperative society which ensures good to deprived ones, development of health, acting as the government's association. It also provides awareness creating positive attitudes, annihilation of superstition, providing priority of women to getting local loans so that women empowerment would be ensured and continuous assistance for the self-development related tasks (Gauri and Galef, 2005). By analysis activities of non-profit organizations, it can be said that non-profit organizations play a crucial role in different fields of life.

According to (Kotler and Kotler, 2010) In terms of fulfillment of marketing objectives, communication process plays a critical role in the case of non-profit organization as a mission of nonprofit organizations is to strengthen bonds and initiating interaction between business, public and non-governmental and for the achievement of these goals it's significant to establish marketing communication in a proper manner. (Rayudu, 2010) Explains communication as the act of transferring information from the mind of one person to another. According to (Parker, 2010) communication means the diffusion of a message from a sender to a receiver, so

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that mutual understanding on any subject would be ensured.

(Sueldo, 2016) Opined that for confirming success in the competitive field, communication has a crucial impact in terms of both profit and on profit organization. Communication is considered as terms of the channel of flow information, resources as well as policies. For the attainment of success and establishment of cordial relationship between the organization and its potential, there is no alternative than effective communication.

(Parsons, Maclaran and Tadajewski, 2008) Claimed that the role of nonprofit organizations has changed over the last 20 years. Gradually the role of communication in case of nonprofit organizations has grown by realizing the importance of communication and understanding consumers' mindset. According to, (Parsons, Maclaran and Tadajewski, 2008) marketing communication is influenced by different factors, and it is crucial to understand as well as determine these collaborative factors to ensure the effectiveness of marketing communication.

To raise fund, communication is very important for NGOs. NGOs do not follow any formal communication strategy to communicate with the donor and receiver. Both donor and receiver is the main stakeholder of NGOs, and both of them are need to be communicated (Patterson, Radtke, and Radtke, 2009). Communication is usually used primarily to inform potential customers about the existence of products and associated benefits with the product. If the communication does not take place, then the aim of the NGOs will not be performed. NGOs also use two types of communication strategy.

b) Pull and Push strategy

NGOs uses pull strategy in order to attract the donor. They pull the donor by making different promotional activities like press releases of their activities, annual report of their organization, events, etc. In these events, donors are invited so that they can see the activities of NGOs and get interested in contributing their money for the welfare of the society (Knox and Gruar, 2007). NGOs make the donor realize their responsibility towards the society. As fund raising is very essential for NGOs to give the receiver better services, NGOs need to take better pull strategy for the donor. They have to convince the donor of giving fund for the social causes. As there are so many competitions in everywhere, so NGOs need to make the strategy very carefully. Pull strategy is also used for the receiver to get the services of the NGOs (Kotler and Andreasen, 2006).

Figure 1

Most of the time push strategy is used for the receiver. As the receiver of the NGOs are the most deprived people of the society, so they do not know about their rights. To make them understand their rights, NGOs need to take push strategy. In push strategy, NGOs goes to the receiver and tells them about their product or services that they want to give them. At first, they try to make them understand the importance of the services at free of charge. Later they charge some nominal cost to serve the people better in the future (Drucker, 2010).

Figure 2

III. Methodology

The research is based on a case study methodology that is why a qualitative approach is adopted to understand a holistic view in a single setting by examining in depth phenomenon characteristics within a specific context. Case study analysis has many levels of analysis, many cases and many points of view (Yin 1984). This study uses an exploratory case methodology to understand the communications strategies of different NGOs working in Bangladesh. In this regard, both primary and secondary data were collected for analyzing the applied and applicable strategies. For Primary data collection, 10 NGOs were chosen which are working in Bangladesh. The NGOs were taken which are conducting their throughout the country and have long-lasting reputations being a good NGOs such as - Kormojibi Nari, NHRC, OXFAM, BILS, BHRC, BRAC, Hunger Project, BSAF, ODHIKAR, BSEHR. In-depth interview was taken from marketing executives to understand the current strategies and to find out the gap. Some executives sent their opinion though mail as they were not available. The regional NGOs working for a particular division and district were not considered. Secondary data were collected from different websites, journals, books, magazines, and dailies.

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IV. Result and Discussion

a) *Important Aspects of NGO's must be considered while taking promotional mix decisions*

The Unwillingness of customers to listen - The products and services that non-profit organizations (NPOs) deal with are mostly intangible. And the types of services that nonprofit organizations provide usually have a longer effect. In non-profit organizations, both the donor and the receiver shows very less interest to donate in the organization and to receive services from the organization. This nature of the customers makes it hard for the organization to create and deliver appropriate messages which will convince the customers to receive products or services from the company. For example, BRAC Provides consultation on family planning, but in Bangladesh, there is a culture of not talking about family planning. So it is very rigid for a Smiling Sun Clinic to convince the people of Bangladesh to take family planning services from the clinic. So when the customers are not interested to take the services or even talk about the services, then it became very hard for the company to convince them to take the services. So in the case of NGO's the advertisements to communicate with the people must be made in such a way which will convince them to take those services from the organization.

Customers are not ready- Another obstacle in making advertising decisions for non-profit organizations is that in most of the markets customers are ready for commercial advertisement where they're not organized commercials from non-profit organizations. For example, In Bangladesh, most of the people are not ready for the advertisement that will aware the about women rights. So when Manabadhikar shangtha telecast an advertisement on brutal cases of women torture the people takes time to receive the message in a proper way. So the way of providing such messages is not by talking about them but showing the benefits of those services. In the case of HRNGO's organizations has to create such advertisement that provides information about the benefit of the women empowerment and why they should take that particular services from the organization.

Lack of awareness- Another factor of Promotional decisions in a nonprofit organization is that the target response from the advertisement is highly dependent on how aware the market is about the service. If the market is aware of the service, then it is very likely that they will take the service, but if the market is not aware of the service, then the people show very less interest in taking the service. For example, BSAF has a campaign on giving vitamin A capsule to the children in rural areas. Now if the people are aware of the benefits of Vitamin A capsule as well as the dangers of not taking Vitamin A, then it is very likely that that group of people won't be interested in taking those Vitamin A capsules. And that is why it is very important for nonprofit organizations to make continuous communication with the market and make them aware of the product and services.

Need to be careful about choosing target customer and media- One of the significant decisions in the advertisement is to choose the target customer and selecting media. In non-profit organizations, the nature of service decides what will be the target market and what responses should we accept as well as what media we should choose to communicate to the market. For example, hunger project promotes - Family Planning, maternal, newborn and child health services in rural areas. So it is very evident that the target market of hunger project organization should be rural people. But, in rural areas, it is very important to choose the effective media to provide the message, and that is why hunger project telecast advertisement on radio and television channel that is available on those rural areas. Most of its television advertisement should be telecasted in BTV as in rural areas BTV is very popular. Although organizations use different media to provide the messages to the people, but the most effective media in NPOs is to talk face to face with the customers. For example, it is easy to convince the people to take family planning services by directly talking to them rather giving advertisements on television channels.

Need to be careful in terms of choosing appropriate words- And finally, for the non-profit organization, it is very important to choose the appropriate word for creating the message so that the target market could easily understand that. For example, in the case of tuberculosis treatment, it is necessary to take the medication at the exact time every day but in Bangladesh, we're not very used to do that. So to give more emphasis on taking the medication in the exact time the Oxfam tells their customers you took the pills necessary for tuberculosis treatment in front of the doctor so that they won't forget to take one. Besides that, in the advertisements, they provide the message very clearly that if a patient misses one of those pills, then he had to start over there dose again.

b) *Designing model of response process to attract receiver*

AIDA Model – For effective promotional programs to understand the response process is important. In case of Non-profit organizations, personal selling is used a lot to influence audiences, and AIDA model is used to take personal selling more effective as this model deals with awareness, interest, desire and action stages so I would like to suggest NGO's to use AIDA model for communicating to the audience.

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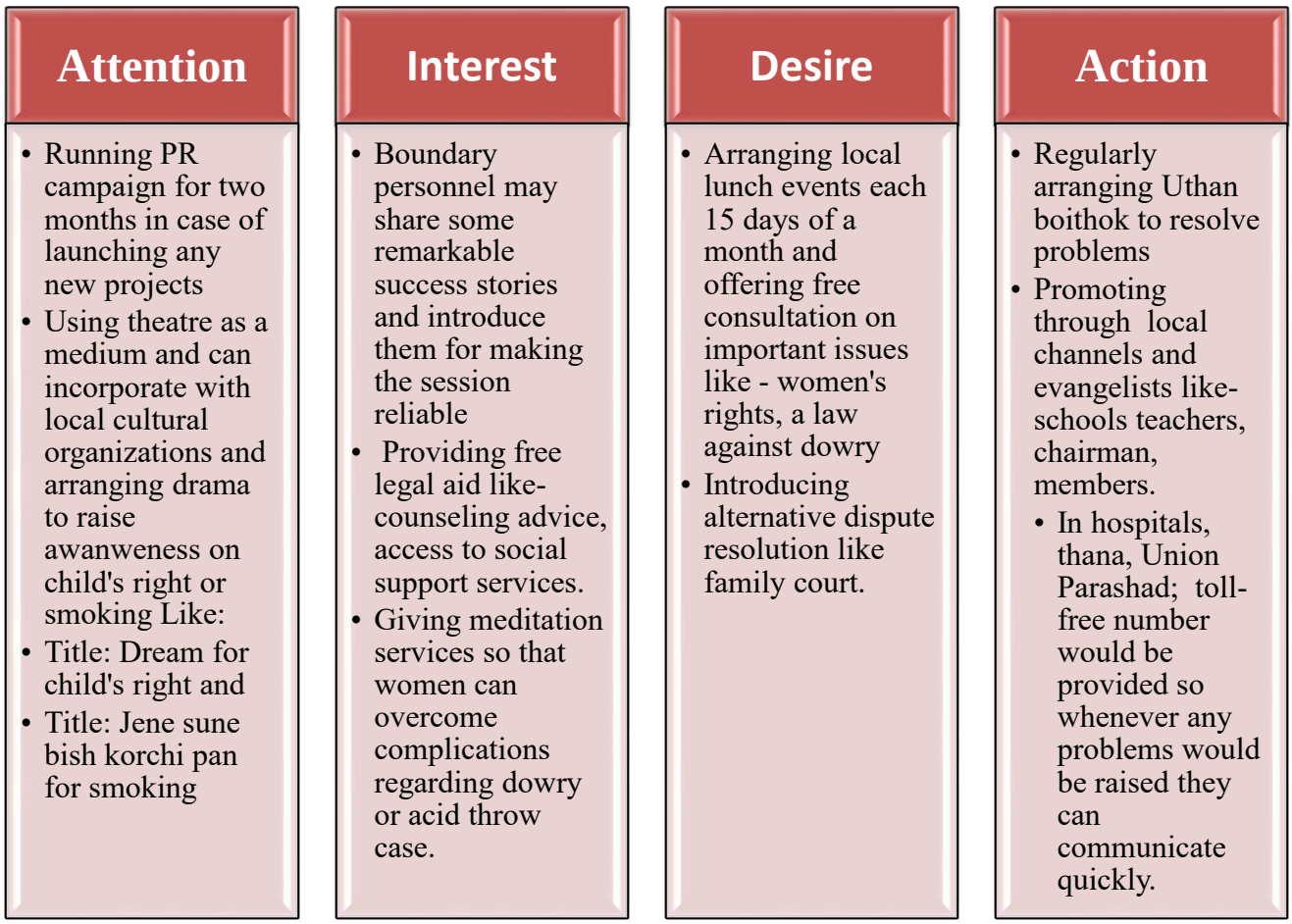

Figure 3: Using AIDA Model for promotional activities (Author Compilation)

c) Designing digital marketing tools to attract donors

Website- Website is one of the crucial touch points to both donors and receivers. To attract global donors, international languages must be acquired. Website must clearly define the organization's objectives and policies. Inclusion of currently running projects provides greater visibility. To serve local receivers, website should be in simplified structure, and use videos and images to demonstrate instead of large paragraphs of text.

YouTube – YouTube provides nonprofit organizations the capacity to take improvement of branding and promotional prospects typically providing to larger profitable operations that leverage the YouTube platform in terms of video distribution. YouTube can also provide to add Call-to-action overlay on organizations videos to drive campaigns.

Blog- Blog will help to grab target audience's attention with the help of variable contents in the form of- event promotions, news updates on recent stories, volunteer stories, insights of NGO's mechanism and more (Clow and Baack, 2004). In blogs, receiver's success stories can attract others so that they inspire others by sharing the life changing-stories.

Email- For non-profit organizations email is considered as a competent and efficient tool to perform one-to-one communication with donors. At first, email can be sent to potential donors to convert them into donors, then to existing donors to encourage them for further donation and finally thanking them for their generosity.

Social Media- Social media is one of the best forms of interactive marketing channels. It's free of cost, has global reach and allows user-generated content (Clow and Baack, 2004). Donors can interact with the non-profit organization, get-real time updates on the running projects, and share the cause with their acquaintances. Receivers can obtain valuable information, guideline, and support via social media. With the help of social media sites, it would be easier to run digital campaign directing traffic to download landing page for company's premium content, and this will help to create a led strategy for the growth of the lead database.

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V. Conclusion and Further Managerial Implications

The non-profit organization uses promotional activities for their core three tasks like- Firstly, Fundraising; as it is the most crucial task of a non-profit organization. Without appropriate promotional activities fundraising is not possible. The Donor who gives money for the organization is called fund that is used for the betterment of the receiver or people. To raise the fund, NGOs need to communicate with the people who are willing to donate their money for the wellbeing of society. It is not an easy task as the donor needs to know that their money is not going in the wrong hands. So it is required to use promotional activities to draw the attention of donors. Secondly, Advocacy is one type of task that NGOs dosed for their client. By advocacy, they tell them about their rights and tell them how they can get them. Such as BSAF gives advocacy to the children about the children rights and give their rights. That is why promotional activities are important to understand demand and need and render support based on that. Thirdly, Programs, to make the program the NGOs need to communicate properly, and for communication, promotional activities are required. To make any program, they need the receiver or the people for whom they are organizing the program. If the people are not communicated properly, then the aim of the program will not be fulfilled. So in fulfilling the aim of the program, they need to communicate with the people about their program and make them understand the aim of the program also.

From the above discussion, it can be said that there is an impact of promotional activities of Human Rights Ngo's in Bangladesh as without promotional activities both client and donor may not be attracted to receive services and provide fund. But NGO's are not doing well in case of promotions several lacking are noticed but by maintaining recommendations provided by me will help them to sort problems to some extent.

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Analysis of Product Placement in Web Series and its Influence on Consumer Buying Behavior

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Abstract- Web series runs on multiple digital platforms. When it comes to taboo-breaking and intellectual video content, web series have been playing a significant role in India. In a country, where television shows and the different movie or entertainment industries have to face the tight censorship in their content, web series have been the go-to source of thought-provoking entertainment for millennials. Brands are rapidly catching up with this changing trend and started merging their products with the help of product placement in entertainment media. This research is conducted to know whether consumers are affected by product placement or not. Through this paper, we will explore the relationship between product placements and the digital platform.

Keywords: *advertising, digital platform, product placement, push or pull marketing, web series.*

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Analysis of Product Placement in Web Series and its Influence on Consumer Buying Behavior

Alpana Kakkar [α] & Kalyani Nayak [σ]

Abstract- Web series runs on multiple digital platforms. When it comes to taboo-breaking and intellectual video content, web series have been playing a significant role in India. In a country, where television shows and the different movie or entertainment industries have to face the tight censorship in their content, web series have been the go-to source of thought-provoking entertainment for millennials. Brands are rapidly catching up with this changing trend and started merging their products with the help of product placement in entertainment media. This research is conducted to know whether consumers are affected by product placement or not. Through this paper, we will explore the relationship between product placements and the digital platform.

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I. Introduction

We are now living in a digital world. Everyone is using the Internet and mobile phones to stay updated with the latest trends. From communicating with their loved ones to watching their favorite shows, everything is happening online. Here comes the concept of digital media or alternate media. A new breed of content creators is evolved with the time, who create contents for digital audiences. With fresh and creative contents, the creators launched some short fictional series. These series were later launched on digital platforms and were named as – Web Series [32]. Web Series is a sequence of scripted or non-scripted shows that releases on the Internet in an episodic form, which is known as webisodes. They are generally built upon each other and are produced in the form of seasons [21] [33]. Web Series are streamed on various platforms such as YouTube, Netflix, Amazon Prime, TVF (The Viral Fever), Hotstar, Voot, ALT Balaji [36], and many more platforms. YouTube is generally famous for vlog videos. Content Creators have their separate channel on YouTube, and they post their videos on their individual channels only. There are also corporate channels on YouTube, which are handled by a team like ScoopWhoop, Bindass, Filtercopy, etc. [19] [29]. Web series like 'A Girl in the City' and 'Bang Baaja Baarat' are released on corporate channels of YouTube. On the other hand, other digital platforms directly stream web series on their website or application.

The era of digitalization has changed the scene of watching drama and what they have offered us till date. We have evolved a lot from watching typical daily soaps on TV to watching realistic and less melodramatic content on digital platforms in the form of Web Series. The mediums through which we are consuming entertainment is gradually changing, and the taste of viewers seems to be changing. For example, Balaji Telefilms Limited (a famous production house) used to offer various kind of soap operas to watch on TV sets, but like the taste and need of viewers changed with time, they also have to come with their separate digital platform – ALT Balaji, to be in the market. As the name explains itself, ALT is used for alternative Balaji, which means alternative media [28] [31].

In the Indian entertainment industry, there is an increase in the number of viewers with the recent arrival of web series as most of the series are youth-oriented, web series have new plots and new and creative ideas for the storyline, and it is much closer to the reality. Unlike soap operas, it is finite with lesser drama and realistic dialogue delivery. It does not consist of contradictory things like black magic, ghosts, vampires and all other things which have no meaning in real life. Web Series are more realistic as it has to face less censor. Every second, a youth present in India is using the mobile phone, tablets, laptops and other gadgets to watch web series. Nowadays, it can also be watched on Television. Currently, more than 350 million [22] people watch various kinds of content on the digital platform, and with the increasing number of smartphones, they tend to grow more in the future. Web series attracts a large audience to tune in and watch it regularly as most of them are free to watch and the whole series is released at once. Thus, we do not have to wait for plot twists, and we can skip the risk of getting spoilers. They are short in length as compared to TV shows; more shows can be watched on digital platforms on lower rates as compared to TV sets. Due to this reason, various brands are closely following trending web series, and they are experimenting with marketing their brands in the simplest ways. They do this by placing a product in their content.

Product placement is a marketing technique where specific products and brands are incorporated into another work, like TV shows, movies, web series or any digital content. It is also known as embedded marketing. Product placement is done in four ways, first, by mentioning the name of the brand by the characters in the show, secondly, by placing them in the

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background as a prop in some scenes. Third, by placing them in the 30-58 seconds of advertisement, which is usually paid and cannot be skipped. Lastly, by placing products or brands in the advertisement on YouTube that is generated by Google AdSense based on the user's history. These kinds of advertisements are administrated, sorted and maintained by Google [27]. Product placement can be observed with the help of visual figures, actual product or dialogues spoken by an actor. The popularity of product placement is increasing day by day. Product placement makes way for higher chances of viewership and thus, helps to higher the brand recall, giving apparent benefits to the advertisers. First, the product placed in a web series should be subtle, which will increase the trustworthiness of the product in the viewer's mind. Secondly, the medium of entertainment is linked with the Internet, which will help in facilitating a viewer to buy a product, and it will increase the suitability of making purchases, which will also increase the role of product placements. At this rate, product placement may become a dominant marketing strategy in the upcoming years [23].

Brands have a readymade target market through which they connect to various digital platforms and promote their brands on them. Brands are adopting various strategies in order to compete with other brands in the digital world. Many brands have started sponsoring the web series to target the youth easily as most of the viewers like to watch a genre of series. Branded contents directly relate to the quality of products; thus, it often consists of great deals. With branded content, it is hard to tell whether the viewers are watching a show or commercial as they link their brands smartly in the series and make it a part of the plot as if the characters usually are discussing any product on screen [20][30]. The advantage is that the brands have to spend less on web series as compared to when they make a full-fledged advertisement [10].

Brand funds sponsored content, but it has nothing to do with the content of the series or products placed in the series. It is another way to advertise the brands in web series by getting associated with its title as a sponsor. With emerging technology, the definition of product placement has changed from "the practice of placing brand name products in movies as props" to "a form of advertisement, where the advertiser pays to have its product/service/brand shown or mentioned [20]."

It started in 2014 when the first web series streamed on YouTube, "Permanent Roommates." This series released on TVF and it gained much buzz amongst the youngsters because of a different kind of story, and there were more than 50,000 [24] million views on this series. The audience found the story closer to the real world, and it helped them to feel connected to the characters of the story. Ola sponsored the second season of Permanent Roommates as they displayed that it is better to travel in Ola instead of a bus. They also introduced a character named Purushottam Ji as an Ola driver who loved his taxi. This helped them to do the branding naturally, which viewers also enjoyed while watching.

This paper tries to understand how branding is being done in the web series. It also tries to identify the relationship between branded content and its perception on viewers.

II. Literature Review

To continue with further research, we will review some similar work done in product placements:

We will discuss about some traditional techniques, which are being used by the marketers to promote their products earlier. Display advertising is a kind of online marketing, which involves designing graphical advertisements and placing them next to the content. It not only helps in the promotion of new products or services, but it also helps in increasing the brand awareness [4]. There are two broad ways of marketing- Push and Pull marketing. Push marketing is a business strategy that takes the product to the consumer, whereas pull marketing brings the consumer to the product [5]. Product placement that is done in the form of advertisements shown in digital platforms or YouTube, between the shows is an example of push marketing whereas placements done in the form of active and passive placements is an example of pull marketing. Push marketing strategy also known as push promotional marketing strategy [34]. It refers to a strategy in which a brand uses various marketing strategies to push their products in such a manner that the consumers notice it [6]. This strategy is used when the product needs to gain exposure. This helps in creating product demand in the market, and it helps to increase consumer awareness. The pull marketing strategy is also known as pull promotional strategy [34]. It refers to a strategy through which a brand tries to increase the demand for the product and to build customer loyalty [7]. It focuses on creating brand equity and product value. Apple brand is known for its best marketing strategies. Apple knows that it is cheaper to promote their products in a show than to promote them on commercials [35]. They know the importance of web series as they are released globally on digital platforms. It also provides extended shelf life to its products [8].

The basic definition of product placement says that it is the promotion of branded goods and series which is displayed with the context of the show. The concept of branded product placements came into light as most of the consumers believed that the advertisements shown in the shows are not real [1]. Instead, it was paid by the manufacturer of the product to place it in the advertisement. However, when the same product is placed in digital content, they were

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assumed more credible and more accurate to real life experiences. There are two types of product placements – Active and Passive product placements. In active product placements, the product is used in real life. It helps in increasing brand awareness. In passive product placements, the product is only used as a prop in the background of a show [13]. There are three primary product placement strategies – Implicit, Integrated explicit and Non- Integrated explicit. In Implicit strategy, the logo or the product of the brand is not clearly shown within the program. They are placed at the background with no demonstration of the benefits of the product. Integrated explicit placement involves the product to play an active role in a scene of the show. On the other hand, non- integrated explicit placement involves the product to be formally expressed in the scene but not mixed with the content of the show [14].

Product placements is not only used in content shows but it is also used in the movies, which is a visible alternative to conventional forms of advertising. This helps viewers to easily recognize the products placed in the movies as they are placed prominently [12]. The consumer brand evaluation towards product placement advertising will be positive if the brand has a positive brand image [9]. Moreover, consumer evaluation and ethical judgment are not dependent on a brand's image. The proper placement of a brand grabs a consumer's attention. Brand recognition could be higher when a product placement includes not only visual mention of the product but also requires both audio and visual mention of the product [10]. In simpler words, the placement of the product should active in nature so that viewers can easily recognize the brands while purchasing. Product placements done in the films may also help to change the attitude of viewers towards the brand. This change may improve their purchase intentions, and therefore, customers will be satisfied with the brand [11]. It does not mean that a marketer will place as many products he wants. The marketers who obtain creative placements in films are unlikely to see viewer recognition scores increase because of prolonged exposure times. In contrast, an increase in exposure time results in an increase in viewer recognition of on-set placements, when the total exposure time does not exceed ten seconds [17].

Entertainment industry is not only limited to the films now, we have alternative media also. Alternative media is the type of media which differs from traditional technology [2]. In terms of TV sets, alternative media comprises of digital platforms like Netflix, Voot, Hotstar, YouTube [36], etc. The reason behind the popularity of alternative media. There are mainly three reasons behind this – now, we can watch all the Hollywood sitcoms under one platform. Earlier, these kinds of shows were not available in India. Ease of access is available now as one can watch anything at any point in time. Instead of spending much money, one can directly pay for the subscription and watch a wide range of contents online [3].

Companies are using product placements to increase their product sales and brand awareness among viewers. If the product placement is done in a systematic manner, then only it will help the company to generate profits [15]. The ideal situation of product placements should be win-win for the consumers, clients, and media vehicle, product placement agency. Consumers get to know about new products; clients can do branding at lower costs; media vehicles can get brands for free, and it may reduce their production budget; production placement agency can make money by bringing various parties together [18].

III. Methodology

For our research paper, we used a quantitative method to collect data from multiple sources in order to obtain information related to web series and consumer buying behavior. We surveyed to collect the data; the sample comprised of 152 various individuals.

The questionnaires were distributed online among the respondents via Google Forms. This survey consisted of a variety of close-ended questions with multiple choice answers. Some demographic questions were also included in the survey, which asked general information such as age, sex, and occupation. The survey uses both descriptive methods to determine the current situation about the use and impact of product placement toward consumer behavior.

The questions that were asked during surveys are:

Q1: What is the name, age, and occupation of the respondent?

Q2: Do they watch web series?

Q3: Which genre of web series do they watch the most?

Q4: Name of a series which they liked watching?

Q5: Are they familiar with the concept of "Product Placement?"

Q6: Have they noticed any product placement in web series?

Q7: How many episodes of the series do they watch per week, on an average?

Q8: On which gadget do they prefer to watch their shows?

Q9: Does product placement affect their enjoyment of a series?

Q10: Do they watch advertisements that come in between the series?

Q11: With how much concentration, do they watch those advertisements on a scale of 1 to 5?

Q12: Do they enjoy watching when their favorite stars promote such brands or products in a series?

Q13: Do they skip that part in the series where they see someone promoting the products?

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Q14: Do they feel annoyed while watching product placement in a series?

Q15: Do they buy the products that are promoted in web series?

Q16: Do they think brand collaborating with web series is a good thing?

Q17: Product placement in movies is quite useful; do they think it will be helpful in web series too?

Q18: What makes them notice a brand?

Q19: What rating will they give to the products placed in web series as compared to the products displayed in commercial advertisements?

Q20: At the time of product purchasing, makes verbal mention of a product, placement in the series plays a vital role for them?

Q21: What kind of advertisement has a long-lasting impact on them?

Q22: Does celebrity endorsement influence their product purchasing?

Q23: Do they believe products advertised explicitly by the celebrities are of good quality?

Q24: Would they buy a brand just because their favorite celebrity is endorsing that?

Q25: Will they stop buying the product displayed in series, if their favorite celebrity stops endorsing it by getting into a scandal?

Q26: How much importance do they think that brands in web series should take a stand on a social/political issue?

Q27: At the time of shopping does product placement in web series, affects their decision-making process subconsciously (mind)?

IV. Findings

The respondents of the survey were of age group 14-55 years old. Out of them, 74 were male, and 78 were female respondents. Majority of the respondents were students, and some were working professionals. Most of the respondents agree that they watch web series and like to watch certain genres of web series only according to their age groups. They are aware of the concept of Product Placement. Majority of the respondents agree that they have noticed the placement of the products in the web series. On average, most of them watch 1-2 webisodes (web episodes) in a week, and they prefer to watch them on their mobile phones. Product placements sometimes affect their enjoyment while watching the series when it becomes too apparent. Hence, most of the respondents pay the least concentration while watching advertisements and sometimes they do not even watch it. However, they like that part in the series when their favorite celebrity is seen promoting products. Most of them think that it is a good thing if brands are collaborating with the digital platform. The first thing that everyone notice in a brand is its quality. When it comes to recalling a product from the series, verbal mention plays a vital role as product placement has a long-lasting impact on viewers compared to commercial advertisements. Involving a celebrity does not influence their product intention nor do they think that every product endorsed by a celebrity would be of good quality. They do not care much about brands taking a stand on the social or political issue. However, they agree on this, that placing products in web series subconsciously affects their decision-making process while purchasing a product.

We used Amazon QuickSight, which is a business analytics service used to create visualizations. We will use QuickSight to create visual representations in the form of charts and graphs to analyze our data sets.

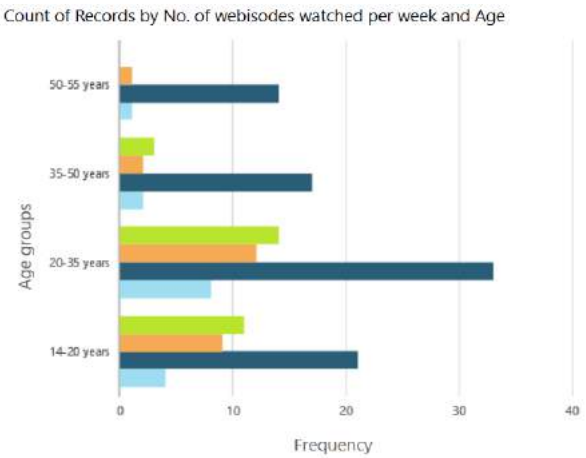

Fig.1: Content watched by viewers in a week based on their age

Through Fig.1. we can illustrate that the age group of 20-35 year watch most number of episodes in a week as compared to other age groups. As most of the individuals of this age group are working professional or students, they have a very tight schedule to follow. While travelling in metro or buses, they spend their time watching series on their smartphones.

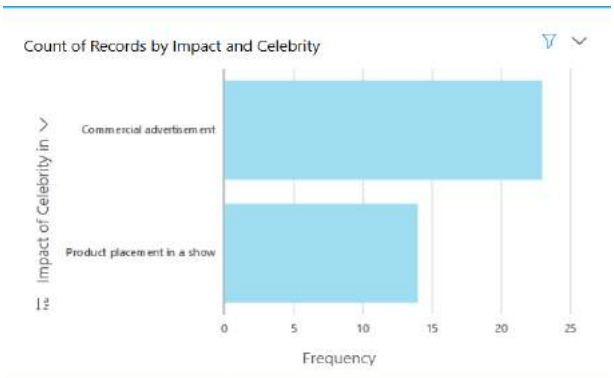

Fig. 2: Influence of Celebrity Endorsement in product placement and commercial advertisement

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Through Fig.2. we can depict that celebrity endorsement in a series have more long-lasting impact on viewers as compared to the commercial advertisements. Because viewers were able to relate with the character of the series easily as compared to the characters shown in commercial advertising.

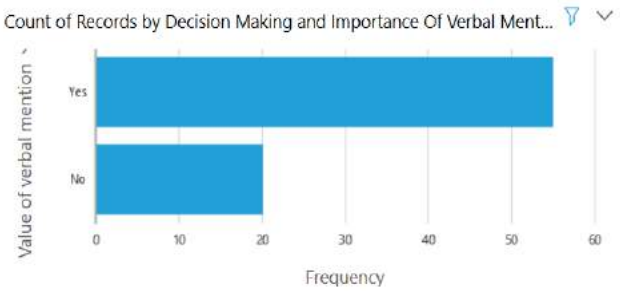

Fig. 3: Importance of Verbal Mention of the product at the time of Purchase Intention

Through Fig.3. we can interpret that verbal mention of the product in a series plays a vital role while making a decision at the time of purchasing a product. It helps viewers to recall the brands easily. For example, in TVF Tripling series, the marketers constantly mention the features of TATA Tiago verbally throughout the series [16].

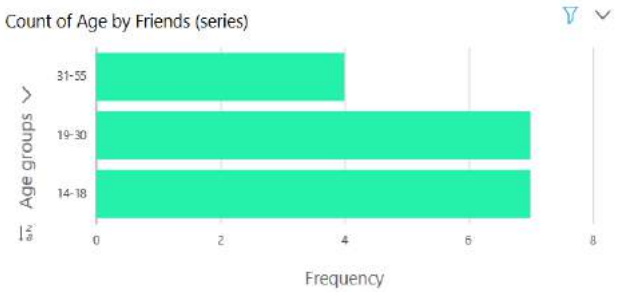

Fig. 4: Popularity of web series – Friends among different age groups

Throgh Fig.4. we can say that 'Friends' which is comedy show is popular in teenagers and the viewers who are in their 20s as they like to watch Hollywood sitcoms more than Indian web series. But, that does not mean that age group of 31-55 do not watch the show at all. Some parents may have to watch series because they want to accompany their children while watching this kind of shows to understand their mentality and some may actually like the show. Here, placed product will be mostly targeted to the youth as the series is popular among them only.

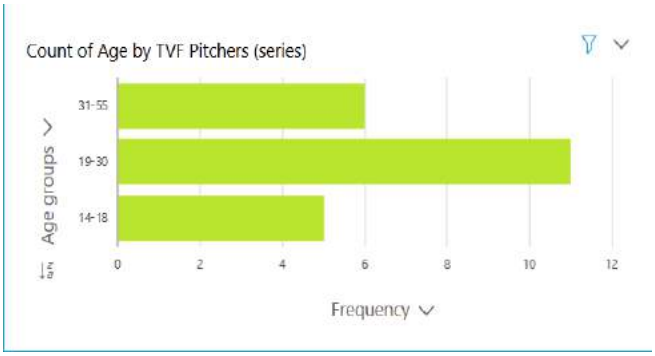

Fig. 5: Popularity of web series – TVF Pitchers among different age groups

Through Fig.5. we can depict that TVF Pitchers series was mostly watched by the age group of 19-30 years. As, this age group directly relates itself with the content of the series. So, Product placed in such series will be directly targeted to the age group of 19-30 years.

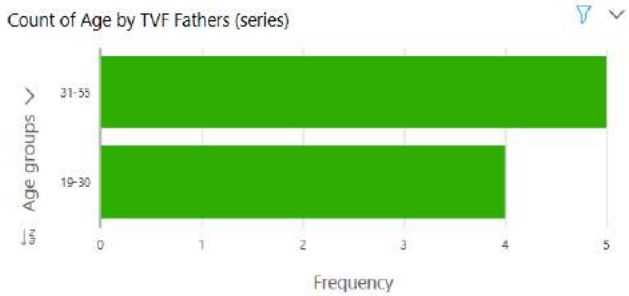

Fig. 6: Popularity of web series – TVF Fathers among different age groups

Through Fig.6. we can say that there are some series that are watched by adults only. When asked about TVF Fathers series, there were no teenagers who watched this series as it was solely launched for the adults of the country. Hence, the product placement done in the series were targeted to the age group of 31-55 years.

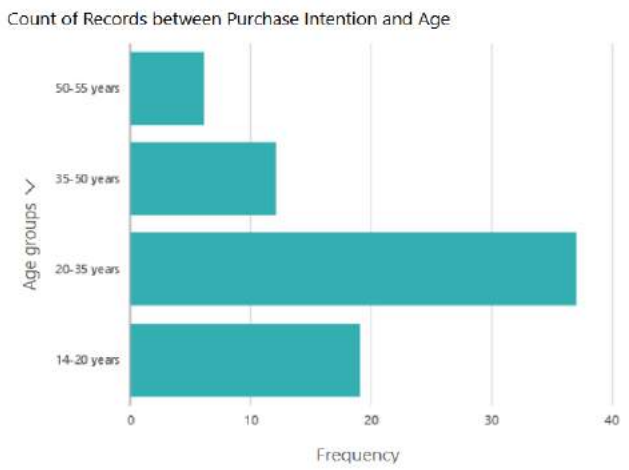

Fig. 7: Purchase intention based on age

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Through Fig.7. we can illustrate that 20-35 is the age group that buys most of the products placed in web series as compared to all other age groups whereas, 50-55 is the age group buys the least product. Because there are more youth-oriented shows created or launched. It is much easier for marketers to target the youth as they get easily influenced by the products to satisfy their wants.

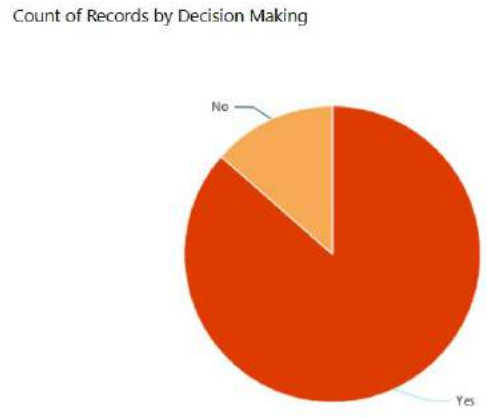

Fig. 8: People who buy products

Through Fig. 8. we can depict that most of the respondents get influenced by the product placements done in digital platforms and hence, product placement affect their purchase intention. For example, when someone says "Thanda matlab", anyone will respond quickly to this by saying Coca-cola. This is happening because the brand has placed their product subconsciously in your mind.

Based on our analysis, we found out that if a brand wants to promote their products through a digital content, then they must focus on these two key factors – Firstly, they should to know which age group to target through the placement of products and secondly they should mention the product and its features verbally in the series.

We tried to search a real life scenario of product placement where it helped product to gain profits after being placed in a web series. As India has become the world's third largest technology startup hub [25]. We have seen many startup companies placing their services in the web series. Zoomcar is a startup company, which provides the facility of self-drive car rentals, and it was founded in 2013. To create awareness of its services, it was placed in the series called "What the Folks". In the third episode of the series, we have witnessed the active placement of Zoomcar by a character. This series was released on YouTube in the year 2017. As soon as this product was placed in the series, it experienced a growth of 40% in its revenues [26]. This news was break by the CEO of Zoomcar himself, Greg Moran in the article of The Economic Times. After this, they planned to enter international market of Southeast Asia and Africa in 2018.

In this way, product placement helps in increasing the brand awareness and it brings a good return on investment (ROI).

V. Conclusion

Product placement relies heavily on not being noticed but being remembered by the consumers at the time of purchasing a product. It acts as a great supporting tool in the combined effort of integrated marketing communication, where it helps to promote a brand safely and comparatively cheaper than the traditional advertisements. Web series is suitable for experiment purpose for a brand as they have short episodes and seasons, which appears to be more useful to the viewers. After doing this research, it has been found that the respondents, in general, had a positive perception of product placement in web series. A conclusion can be drawn from the entire paper is that show producers need to keep two key factors in mind when placing a product in web series. Firstly, they should to know which age group to target through the placement of products and secondly they should mention the product and its features verbally in the series. It is also becoming a popular method of advertising as it brings a good return on investment and it significantly increases brand awareness.

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The Influence of Customer Value Chain Analysis on Customer Satisfaction. A Case of Banking in the Emerging Country

By Dr. Viwe Mrwebi
Tshwane University of Technology

Abstract- The realization customer -value analysis is likely to emerge as a contemporary model for improvement of customer relationship management within the banking industry. This means that the cost of acquiring customer base has become expensive and organisations have developed strategies to create customer loyalty. The strategies that have been employed by organisations is to improve customer service provision through is through activity analysis. Activity analysis have been cited as a driver of superior services and a driver of customer satisfaction. It is in this light that this study the impact of Customer Value Chain Analysis on Customer Satisfaction in a selected a bank in a banking industry. A qualitative was used in this study where a phenomenological research philosophy was adopted to answer the research problem and primary research findings were gathered from 10 managerial employees of the selected bank within the banking industry. The research sample was selected using purposive sampling technique and the findings were analysed thematically.

GJMBR-E Classification: *JEL Code: M31*

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Abstract- The realization customer -value analysis is likely to emerge as a contemporary model for improvement of customer relationship management within the banking industry. This means that the cost of acquiring customer base has become expensive and organisations have developed strategies to create customer loyalty. The strategies that have been employed by organisations is to improve customer service provision through is through activity analysis. Activity analysis have been cited as a driver of superior services and a driver of customer satisfaction. It is in this light that this study the impact of Customer Value Chain Analysis on Customer Satisfaction in a selected a bank in a banking industry. A qualitative was used in this study where a phenomenological research philosophy was adopted to answer the research problem and primary research findings were gathered from 10 managerial employees of the selected bank within the banking industry. The research sample was selected using purposive sampling technique and the findings were analysed thematically. The research indicates that there are reasons for banks in conducting activity analysis such as: to identify activities, to identify people performing activities, to determine time per activity, resources used, and which resources are used per which activity.. The study found that activity analysis impacts positively on customer satisfaction through: improved customer satisfaction, increased speed of service delivery and identification of major sub-activities that are important in serving customers. The research indicates that value chain analysis has a strong impact on organisational processes and practices. The study also study found that value chain analysis has a positive impact on customer satisfaction which results on improved customer relationships, reduced delivery times and improved customer loyalty. Furthermore, the study revealed that the level of customer satisfaction at the selected bank is high This study therefore recommends that the selected bank has to: capitalise on customer loyalty, open more branches, benchmark operations, capitalise on positives, reduce service fees, improve personal banking services, merger with other banks and continue practising activity analysis.

I. Introduction

The South African banking sector is largely bombarded that are often perceived as four bank such as First National banks (FNB), Amalgamated banks of South Africa (ABSA),standard bank and Nedbank. The traditional banks are the banks that existed to assist in growing the South African economy during the earliest days. These four big banks have controlled about 84 percent of the South African banking market share (Banking Association of South Africa, 2014).

A customer value chain is a business idea that represents the formation of value for a customer. The customer value chain is based on the increase in incentive to the end user and it puts the emphasis on steps taken to hold existing clients. Client Value Chain Analysis is a unique methodological instrument that empowers design teams in the product definition stage to exhaustively distinguish relevant partners, their associations with each other, and their role in the product's life cycle. In a competitive world of business, the success of a business organisation is based on finding customers and managing the organisation/ customer relationship. The value chain mainly focuses on the market collaborating strategy, where it emphasized the linkages between production, marketing etc. activities of the products and services in an effective and efficient manner. Vertical alignment is also an important aspect where companies connect one end of the primary activities up to the last end of the supportive activities, at each stage of the products which to increases value.

Value chains encompass the full range of activities and services required to bring a products or services from its conception to sale in its final market whether local, national, international or global. Value chain includes producers, inputs suppliers, operation, processors, retailers and buyers. They are supported by a range of technical, business and financial services providers. (USAID)

Furthermore, organisations operate in an unpredictable and volatile environment where there is a continuous need to update organisational systems, operations, processes and practices to remain as a going concern and to stay competitive (Sharma, 2012:104). The inability of the organisation to modify its processes to meet the challenge of the hour and to satisfy current customer tastes and preferences results in business failure, stagnation and pose threats to organisational closure, extinction closure and extinction (Muller, 2015: 94).

Furthermore, Botha (2013:145) posits that it is indispensable and crucial for the organisation to satisfy

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its focused customers if it is to be a going concern. However, organisations such as banks can't attune their offerings to customer tastes and preferences except they are aware of the surroundings and the instances in which they function in (Sharma, 2012: 104). Any modifications made to the employer now not be implemented indiscriminately however need to be based upon a goal comprehensive contextual analysis of the organisation's market providing (value chain) (Sharma, 2012: 104).

Blackmore (2016:714) cites that in current years consumer satisfaction has been the centre for differentiating carrier offerings in the banking industry. Customer pride has been recognised to be a tool used for setting up competitive benefit in opposition to other players in the area (Blackmore, 2016:714). In South Africa, commercial Bank faces stiff competition from different banks such as Nedbank, FNB, Absa and Capitec. Sharma (2012:132) cites that current literature shows that organisations have used consumer delight as a barometer to assess the degree to which their products and offerings meet or surpass purchaser expectations.

At the centre of the selected bank's development strategy is an understanding of efficiently meeting the changing needs of its clients to create positive banking experiences. This means therefore to do this viably, the banks require a more collaborative, responsive and transparent practice that would impact their organisational culture and bring genuine value to their clients. The need to rearrange their procedures and streamline some of their frameworks, banks have embarked on a journey to evolve their way to building software systems that are efficient in exceeding consumer expectations.

Thus, perceiving the basic part that technology plays in meeting the consistently advancing necessities of their clients, the banks have joined forces with innovative practises to build up their new internet banking website, a basic client-facing platform for their business.

This means therefore, the initiation of an inception to make a typical comprehension of the business' objectives, the group recognised the core features required to launch a new online banking website and began to architect and execute the digital platform. Through the delivery venture and extra coaching, more than 70 unique groups in the IT value chain have benefited from learning agile strategies, bringing about a more agile and responsive culture.

Furthermore. Recently the selected bank has taken an extra serious stance towards the implementation of its ecosystem approach and phase of the method consists of consumer fee chain analysis. The patron cost chain evaluation seeks to enhance customer delight to the bank clients through identifying key activities which underlies a customer's enterprise in larger detail. In addition, the purchaser fee chain evaluation additionally targets to confirm the price delivered by way of every activity on the banking and business answer required through the customer.

The customer fee chain evaluation is additionally aimed at evaluating gaps that exists in the banking solution provided by using Standard Bank and to determine the great solution that can be deployed to fill in the void. According to reachable literature, at ease patron is probable to end up loyal thereby enabling an employer to amplify or keep its market position. It is in this mild that this study analyses the effect of purchaser price chain evaluation on consumer pleasure at the selected bank.

II. Problem Statement

The competitiveness of South African banks largely depend on the provisioning of complex and sophisticated technological services that are effectively required by the customer to ensure effective relations and sustainable performance of the banking industry. This means therefore an organisation accomplishes competitive advantage by guaranteeing the costs of delivering its products and services to clients are lower than those of competitors for proportional advantages or if its items and/or services are perceived to be of superior value and clients are willing to pay a premium. By examining its value chain, an organisation can uncover those particular exercises that add value and create approaches to maximise it. Value chain analysis guides managers on the best systems to apply to create superior value to the organisation's items and/or services and this may form the premise of competitive advantage for an organisation in a specific industry.

Therefore, by operating in the competitive banking market, the selected bank has pointed out the importance of customer value chain analysis on customer satisfaction. This means therefore to ensure customer satisfaction, the bank should invest large sums of funds by reviewing and upgrading its banking services. The problem with the banking industry is that managers need to ensure that they provide effective client services to avoid client switching to other banks, lower and affordable banking fees, effective customer convenience, and client involvement with customers. When such services are not provided the customers often retaliate by switching to the banks where such services can be effectively provided. Against this background, the main research question to be addressed in this study is: *What is the impact of customer value chain analysis on customer satisfaction in the banking industry*?

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III. Research Objectives

a) Primary objective

The study aim to investigate the effects of customer value chain analysis on customer satisfaction with a special focus on a selected traditional bank in South Africa.

b) Secondary objectives

The secondary research objectives are identified:

- To establish the effects of activity analysis on customer satisfaction at Standard Bank;
- To determine the effects of value analysis on customer satisfaction at Standard Bank;
- To determine the effects of gaps evaluation on customer satisfaction at Standard Bank and;
- To provide recommendations to the Banking industry on how to maximise customer satisfaction.

IV. Literature Review of Customer Value Chain

a) Customer satisfaction in the banking industry

Customer satisfaction demonstrates that satisfaction is the degree to which the requirements of the clients have been met where requirements implies stated needs or desires whether suggested or obligatory. As indicated by Botha (2013) satisfaction is whereby the service provider meets the desires and standards of clients. Brink and Berndt (2017) maintain that satisfaction is the point at which a customer subjectively contrasts actual performance and expected performance. Lawson (2015) envisaged that satisfaction is the post-purchase assessment of items or services taking into consideration the expectations. Both clients and banks append much significance to satisfaction. Frantic efforts are being made by banks to offer high quality products and services to their clients. Clients additionally need the best value for their money and are saving no endeavours in choosing the best products and services (Brink and Berndt, 2017). When clients are satisfied and have a positive picture or goals about a specific firm, it will take some time for competitors to snatch or convince them to switch to them.

b) Factors impacting on customer satisfaction

i. *Service Delivery*

Service delivery is a vital factor in the banking sector with regards to consumer satisfaction. For a service to be considered to have been delivered according to clients' desires, it needs to meet limits on quality, efficiency, and furthermore the service must be powerful in solving clients' needs (Lawson, 2015). For a service delivery to be considered to be of quality, it must have characteristic of brilliance in a way of presentation, delivery and in the way in which it takes care of clients' issues (Brink and Berndt, 2017).

ii. *Information Technology*

Information Technology (IT) refers to utilisation of computer-based coordinated programmes in processing organisational information, storing and transferring of data (Botha, 2013). According to Muller (2015), information technology has revolutionalised the banking sector by empowering complex item and service development and better market infrastructure and examination. In that capacity, it is simpler for banks to target clients effortlessly utilising IT, and furthermore to upgrade their experience through after-sales services and other promotional services.

iii. *Organisational Culture*

Muller (2015) defines organisational culture as the common standards, convictions, belief systems that impacts, or influences the manner in which an organisation does its business. Lawson (2015) then again sets that organisational culture has decide an organisation's commitment with the internal and external world. This incorporates: organisational culture; values, artefacts, procedures, and essential suppositions. To this, Brink and Berndt (2017) contend that organisational values, essential suppositions and procedures do impact consumer satisfaction in the banking sector. Further, he notes that there exists a relationship between banks culture and customer satisfaction.

iv. *Customer Relations Marketing and Relations Marketing*

The management of business of organisation in the 21st century involves the use of various functions and philosophies to attain competitive advantages and distinctive capabilities. The major functional areas that characterise 21st business organisation is: Marketing Management (MM), Customer Relationship Management (CRM) and Human Resource Management (HRM) and Customer Management (CM). To clearly understand the research variables (Customer Value Chain Analysis on Customer Satisfaction) it is paramount to understand and differentiate CRM and Relationship Marketing (RM).

Among marketing practitioners, RM has arising to be a strong concept and a source of competitive advantage (Gordon, 2013: 80). According to Wendy (2008: 54), speaking from a theory perspective RM has the ability to unify all the sub-disciplines of marketing (distribution, communication and supply chain). Gordon (2013: 87) further postulated that RM is a continuous process where there is identification and creation of new value with individual customers and then sharing the benefits throughout the organisational life. Wendy (2008:56) adds that RM encompass the mutual understanding between the supply chain and the customers from the organisational perspective- to ensure mutual value creation and sharing through interdependence and organisational alignment. The

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diagram below shows the major concepts under relationship marketing.

v. *Value Chain Analysis*

The value chain is the process allowing firms to attain competitive advantage, create value and have indispensable capabilities (Brink and Berndt, 2017: 18). According to Brink and Berndt (2017: 18), the value chain framework (designed by Porter) is one of the many ways in which organisations can maximise corporate value creation. The value chain activities are conducted to determine the costs and to improve the organisational profit margin. According to Botha (2013: 141), all business organisations are involved in the process of transforming inputs into finished goods and services: these activities are classified generally as primary or secondary activities. However, in the modern world, the success of the business organisation is premised not on its internal processes but on focus on customer needs and wants and satisfying the tastes and preferences (Cornwell, 2015: 193).

Sustainable competitive advantage is the best way an organisation can sustain itself in the long run (Daniels, 2012: 62). Daniels (2012: 62) added that a business organisation can only sustain a competitive advantage by creating clear goals, strategies and operations. The strategic goals of the organisation must be aligned with the corporate culture and values of the employees to ensure success (Daniels, 2012: 62). Barnes and Curtsey (2013: 183) stated that failure to align goals and culture is the reason why few companies create a sustainable competitive advantage. In a healthy organisation, there is a need to have a culture that provide a conducive environment which is capable of supporting strong recruitment, retention, customer intimate relationship and loyalty, increased productivity and ownership – which positively impacts the bottom line of the organisation (Daniels, 2012: 83). The figure below shows the value chain model of the organisation.

V. Research Design and Methodology

a) Research Design

Zickmund (2015:76) postulated that a research design plays an important role on holding the study intact and connects all the loose ends of the study. There are different types of research designs: causal-comparative research, correlational research, explanatory research, descriptive research and exploratory research design.

Yin (2014:194) cites that causal-comparative research's intention is to discover the cause and impact of research variables understudy and it is employed publish the prevalence of the research problem or put in simple terms in searching for to pick out associations between variables. Correlational research aim to find the degree to which two variables co-vary, it seeks to determine whether or not the relationship between two variables are coincidental or not (Strang, 2013: 94). Winters, 2014: 84) argued that explanatory research refers to a study that aim to pick out any causal hyperlinks between the elements or variables under study. Vaus (2013:76) additionally argued that the foremost purpose of descriptive research design is to supply correct representation of elements under consideration. Exploratory research design is normally used in those researches that have high ranges of uncertainty and little is known about the research problem (Van Heerden and Thani, 2010: 94).

This research employed the exploratory research design. The most important benefits of using exploratory research design is that it is aligned to the topic at hand and: approves improved understanding, trying out of ideas and help to researcher higher and well-informed selections (Miles, 2014:76). On the different hand, the setback of exploratory research design is that it does little to replace a conclusive quantitative research (McMillan, 2016:45).

b) Research Philosophy

According to Stang (2013:45), a research philosophy refers to a system of beliefs that govern the way facts must be collected, interpreted and analysed. Saunders, Lewis and Thornhill (2015:94) introduced that there are two faculties of thinking on science and understanding and these are: positivism (quantitative) and phenomenology (qualitative). According to Zikmund (2015:23), positivism is a philosophical function that emphasise empirical information and scientific strategies in understanding the world. Saunders (2016:194) introduced that, positivism argues that the world consists of detectable regularities which can be discovered and measured, and outcomes can be inferred upon a larger population. Saladana (2013: 23) introduced that the qualitative research methodology is premised on the positivist research philosophy is it emphasise on the objective dimension and the statistical, mathematical analysis of the records gathered in the study via polls, surveys or questionnaires. The advantages of a quantitative research are: extra reliable and objectives, findings can be easily inferred upon a large population and eliminates the subjectivity of the researcher (Price, 2014: 45). On the different hand, the quantitative study does now not investigate the research problem in its natural setting and might also be expensive to be used (Oyen, 2013: 45).

This study employed the qualitative research approach. According to Zickmund (2015: 23), a qualitative research methodology is a strategy used to recognise the underlying reasons, opinions and motivation in relation to the phenomenon under study. According to Richardson (2014:45), the benefits of employing the qualitative research philosophy are: it

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ensured a deeper appreciation of the lookup problems; provided extensive records that ought to not be provided via the quantitative study; it allowed the learner to know about the lookup hassle in its herbal setting. On the other hand, excellent setbacks of the qualitative lookup are: was once time consuming; there is a excessive chance of the researcher manipulating the findings and lookup findings may be tough to generalise (Price, 2014: 45).

c) Research Strategies

According to Oyen (2013:65), research techniques are exclusively based on the research philosophy employed. Examples of qualitative research strategies are: focus groups, case study, action research and grounded theory. Focus Study Groups (FSGs) are mentioned where research participants are gathered as a crew and research questions are presented and solutions are given in an open platform (Price, 2014: 45). Action research is a disciplined manner of inquiry conducted while actions are being taken concurrently (Lawson, 2016: 66). Grounded concept is the systematic strategy where a set of rigorous research techniques are used leading to the emergence of conceptual classes (Lawson, 2016: 67).

The selected bank is used in this study as a case study and interviews as a research instrument. Lawson (2016: 65) described a case study as a precise instance of something to be analysed in the research process. Mavis (2013: 45) cites that, the important advantages of using the case learn about strategy were: it allowed in-depth appreciation of the case study enterprise and was highly inexpensive. On the other hand, the setbacks of the case study approach were: have little reproducibility chances and is time consuming to uncover all the information at one case study.

d) Target Population

According to Smith (2012: 54), a research population is the complete set of human beings from which data can be accumulated from. For example, in this study the target population was Standard Bank managerial employees. The target population was all managers at Standard Bank.

e) The Research Instruments

A research instrument is a tool used to collect primary research findings from the sample (Yin, 2014:184). Examples of commonly used research instruments are questionnaires and interviews. Yin (2014:184) defined a questionnaire as a set of written questions that give the researcher a limited choice of answers. Most of the questionnaires are use the Likert scale to gather the primary research findings (Yin, 2014:185).

This study as a qualitative study used the semi-structured interviews as the research instrument. However, there are several other research instruments that can be used in a qualitative study and these are: focus study groups and observations. According to Richardson (2014: 43), focus study groups allows a panel of research participants to be set and research questions are asked and answers are discussed openly while observations involve the researcher observing things at the case study organisation (Richardson, 2014: 156).

This study utilised interviews to solicit responses from the research findings. Strang (2013:44) defined interviews as data collection instrument whereby subjects are asked questions in a face-to-face situation. Price (2014: 95) argued that there are several types of interviews and the main one are structured and unstructured interviews. According to Miles (2014: 44), a structured (or standardised) interview is one in which every effort is made to exclude procedural reactivity by asking every subject exactly the same question in the same way and in the same order. The emphasis is upon equivalence of stimulus'. McMillan (2016: 143) added that the interview should be based upon an interview schedule which is a pre-set list of questions and instructions used by the interviewer in the field with the aim of standardising the interview procedure.

f) Interviews

This study used semi-structured interviews to conduct the primary research. The motive of applying semi-structured interviews in this study were: the semi-structured interviews allowed detailed discussion of the research problem, allows following of ideas as the interview is pgressing. The interview was structured in three categories. The first category asked respondents demographic characteristics, while Section B asked closed ended questions and Section C asked respondents to answer open ended questions (see the interview schedule).

g) Pilot Study

Zikmund (2015:44) postulated that a pilot study is a preliminary study implemented to verify all the aspects of the study which are (research instrument, time, cost and effect size in an attempt to predict an appropriate sample size) and to review the research design before the actual study is conducted. In this study, 2 Standard Bank employees were interviewed as part of the pilot study.

h) Administration of Interviews

Interviews were conducted at the selected bank premises. The sample members were communicated to 2 weeks before the actual study through telephone and emails. This was done to ensure that all the appointments were made and were to be observed. The interviews were conducted during the free times of the research participants to ensure that they contribute effectively to the study without compromising their work. In the interview, the researcher introduced oneself to the

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research participant, explained the research topic and the overall aims, reiterated on the ethical considerations and then asked the research questions.

i) Data Analysis

Van Heerden and Thani (2010:78) postulated that data analysis refers to the science of getting meaningful information out of gathered primary data. The process of data analysis create new insights and ideas that can be used to answer the research problem. Saldana (2012: 74) argued that data analysis is a scientific process that employs the application of data to interpret, describe, infer, present with the overall aim of reaching out conclusions that are meaningful. It is involved in the transformation of primary research findings into meaningful data. In this study, the thematic form of data analysis was used. According to Richardson (2014: 44), thematic data analysis emphasise the pinpointing, examining, and recording patterns (or "themes") within data. Strang (2013: 46) argued that themes are patterns across data sets that are important to the description of a phenomenon and are associated to a specific research question.

In light with the thematic form of data analysis, data was reduced into distinct themes, displayed using various presentation techniques and analysed accordingly. In this study, the primary research findings were analysed through the thematic form of data analysis and various codes were used to identify themes from the research findings. Thematic analysis goes beyond simply counting words to uncover implicit and explicit ideas. The process starts by coding gathered data which facilitates the development of themes. Themes are important moments embedded within data that goes on to be interpreted (Richardson, 2014: 43). In the process of interpretation, frequencies of themes were compared. The benefit of using thematic analysis is that it helped to break down an interview in clear sections and provide a clear picture of data collected to the researcher (Saunders, 2016: 132).

VI. Statement of Results, Discussion and Interpretation

a) Demographic Characteristics

The study was interested in the demographic characteristics of the research participants and these demographic variables that were of interest in this study were: gender, years of working experience and the level of education of the research participants. Table 4.1 shows the distribution of the participants demographics.

Table 6.1: Demographic Characteristics

Gender		Years of Experience (years)			Level of Education		
Male	Female	-5	6-10	10+	Cert-Diploma	Degree	Post Grad
5	5	2	3	5	3	4	3
10		10			10		

Table 6.1 shows the distribution of the demographic characteristic of the participants who took part in this study. The study found that both males and females were equally represented in the study with each category contributing 5 people. The study also found that 2 research participants had less than 5 years of working experience at the organisation, 3 were in the 6-10 years category and 5 had over 10 years of working experience. The study had 3 participants that had certificates and diploma, 4 had degrees and 3 were post graduates.

The analysis of the demographic characteristics shows that each demographic category contributed at least two research participants. Thus, the study successfully gathered research participants from each demographic category implying that the research findings were diverse and rich in context. The rich and diverse demographic characteristics of the research participants represented the views of the larger research population.

b) Research Themes

The study identified major and minor themes from the responses given by the research participants. Audio recordings and transcriptions from the research participants were fed into the NVivo 11 software and the themes were identified as shown in the Figure 6.1 below.

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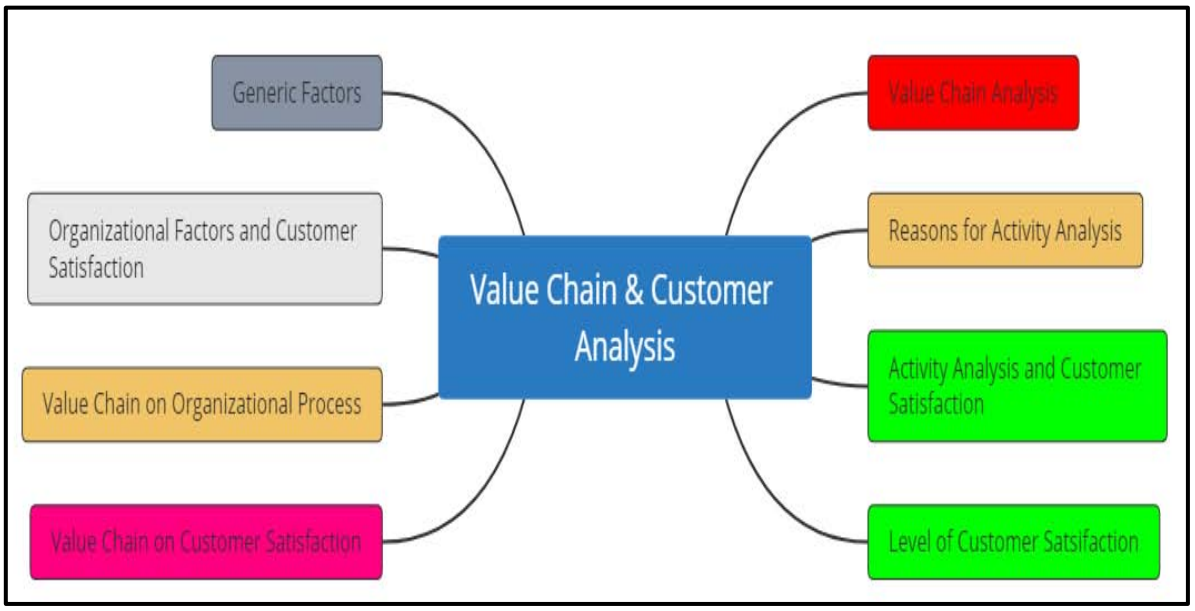

Figure 6.1: Research Themes

Figure 6.2 shows the major themes identified from the primary research. In the sections that will follow, these themes will be explained and analysed alongside with the responses of the research participants.

c) Activity Analysis at Standard Bank

The research participants were asked to define activity analysis at Standard Bank. Participant 1 said that,

> '*Activity analysis is the identification and description of activities in an organisation, and evaluation of their impact on its operations'*.

Participant 4 added that,

> '*Activity analysis the breaking down of an activity into its smallest components for assessment'*.

Participant 7 added that,

> '*Activity analysis looks at how an activity might e typically done but how it is done and experienced by an individual, examining the internal and external influences on performance*'.

Participant 10 also defined activity analysis as the,

> '*A process that involves the systematic application of selected sets of constructs and variable to bread down and examine a given activity to determine the behavioural requirements inherent for successful participation and that may contribute to the achievement of client outcomes*'

d) Reasons Standard Bank Conduct Activity Analysis

The research participants were asked to identify reasons why Standard Bank conduct activity analysis. The study found that there are several reasons why Standard Bank conduct activity analysis.

Participant 3 added that,

> '*Activity analysis at Standard Bank determines (1) what activities are executed, (2) how many people perform the activities, (3) how much time they spend on them, (4) how much and which resources are consumed'*.

Participant 6 added that,

> '*Activity analysis at Standard Bank determines (1) what operational data best reflects the performance of activities, and (2) of what value the activities are to the organisation*'.

Participant 7 also said that,

> '*This analysis is accomplished through direct observation, interviews, questionnaires, and review of the work records*'.

Participants 9 said that,

> '*Activity analysis is done to ensure that organisational activities are done effectively and efficiently at all times. Activity analysis is done to understand organisational activities to standardise them across the board*'.

e) Impact of Activity Analysis on Customer Satisfaction

The research participants were asked to identify the impact of activity analysis on customer satisfaction. The study found that there are several impacts of activity analysis on customer satisfaction.

Improves customer satisfaction: 3 research participants cited that activity analysis improves customer satisfaction. Participant 2 said that,

> '*Activity analysis result in the better comprehension of all the activities related to serving customers and once these activities are analysed the organisation can serve customers better'*.

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Participant 5 cited that

> '*Customer satisfaction increases from activity analysis as all the activities for customer interface are perfected and customers are served better always'*.

Increased speed of service delivery: 5 research participants were of the view that activity analysis increases the speed of service delivery. Participant 2 said that,

> '*Activity analysis eliminates unnecessary practices and processes that are done when customers are being attended at the bank and this increases the speed of service delivery at the organisation improving customer satisfaction'*.

Participant 4 said that,

> '*Service delivery per customer has increased by 35% of since activity analysis was introduced at the organisation'*.

Participant 7 said that,

> '*Customer satisfaction increased at the bank because activities that used to be manual were digitalised and thereby increasing the level of customer satisfaction'*.

Identification of major sub-activities that are important in serving customers: 3 research participants cited that activity analysis has a positive impact on identification of major activities that need to be done when assisting customers. Participant 3 said that,

> '*Activities analysis allow the bank to identify major important tasks that should be mastered to ensure that customers are treated as expected*'.

Participant 6 added that,

> '*Activity analysis identify main sub-activities that are pertinent to the customer and mastering these activities result in the customer feeling served professionally and effectively'*.

f) Impact of Value Chain Analysis on Organisational Processes

The research participants were asked to explain on the impact of the Value Chain Analysis on organisational processes. The study found that the research participants were of the view that value chain analysis has a strong impact on organisational processes and practices.

Low Cost Advantage: 3 research participants were of the view that VCA at the bank result in the low-cost advantage. Participant 1 said that,

> '*VCA enables the organisation to identify those profitable value-creating activities and those which are not'*.

Participant 4 said that, '*By assessing value-creating activities, it also allows the organisation to establish the cost drivers of each process. This then allows for cost improvement strategies to be implemented whilst at the same time not lowering customer value*'.

Differentiation: Participant 5 said that,

> '*VCA has allowed the organisation to be able to compare its activities with those of its competitors'*.

Participant 6 said that,

> '*The bank was able to focus on the customer's perceived value of the products and services, evaluate differentiation strategies leading to the bank finding innovative ways to perform value-creating activities, resulting in improved overall performance and competitive advantage*'.

Identification of core competencies and activities: 4 research participants were of the view that VCA result in the realisation to core competencies and activities. Participant 5 said that,

> *'Through VCA, the bank was able to identify value-generating activities and their cost drivers. By reducing the cost of individual value chain activities or by reconfiguring the value chain, the organisation was able to create a cost advantage'.*

Participant 8 said that,

> '*VCA helps the bank to understand the organisation issues involved with the promise of making customer value commitments and promises because it focused attention on the activities needed to deliver the bank's value proposition'*.

g) Impact of Value Chain Analysis on Customer Satisfaction

The research participants were asked to identify the impact of VCA on customer satisfaction. The research findings are presented below:

Improve Customer Relationships: 6 research participants cited that VCA improved customer relations. Participant 1 said that,

> '*By managing the initial value chain factors, including inbound logistics, operations and outbound logistics, the bank improved response times and minimise costs for customers*'.

Participant 9 said that,

> '*The bank used loyalty or rewards programs to generate customer loyalty and to persuade customers to buy more bank services over time*'.

Reduce Delivery Times: 5 research participants cited that VCA has an impact of reducing delivery times. Participant 2 said that,

> '*The bank has allowed to analyse its distribution channels to reduce its delivery times increasing customer satisfaction'*.

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Participant 8 added that,

> '*End customers benefited from VCA from faster and more consistent on-time delivery when trade channel partners move services efficiently*'.

Improved Loyalty: 8 research participants were of the view that VCA improved customer loyalty. Participant 1 said that,

> '*There has been increased customer loyalty at the bank due to value chain analysis as which resulted in increased effectiveness and efficiently'*.

Participant 10 said that,

> '*VCA has resulted in customers spending less at the bank and making many bank visits as their loyalty has increased*'.

The Level of Customer Satisfaction

The research participants were asked that explain the level of customer satisfaction. The study found that 8 research participants were of the view that the level of customer satisfaction is high while 2 were of the view that customer satisfaction at the bank was low.

Participant 2 said that,

> '*Customer satisfaction at the bank is high as there are new customers that are being referred to the organisation by existing effective and efficient organisational processes ad practices'*.

Participant 5 said that,

> '*The organisation is experienced high levels of customer satisfaction as more and more customers are subscribing to many organisation activities and processes'*.

Participant 8 said that,

> '*The customers are satisfied and happy with the products offered by the organisation and some of the customers are joining the bank'*.

h) Generic Factors Affecting Level of Customer Satisfaction at the selected Bank

The research participants were asked to identify the factors affecting customer satisfaction at Standard Bank. The study found that there are several factors that affected customer satisfaction, and these are explained below.

Service Fees: The study found that all the research participants cited that the service fee at Standard Bank is low enough to satisfy customers. The study found that Standard Bank has many account types which have different pricing strategies but found that they were structured to influence the level of customer satisfaction.

Participant 2 said that,

> "*The service fees are too insignificant, and many customers don't even feel their impact to my financial transactions and therefore they keep me glued to the organisation*".

Participant 2 added that,

> "*The organisation does not increase banking fees without informing the bankers and they understand the reasons behind the service fees and this influence customer behaviour'*.

Access to Information: The study found 6 research participants cited that access to information is one of the factors that influence customers' level of satisfaction at the bank. Participant 3 said that,

> "*Standard Bank the bank has several channels that customers can access information, and this ensures them that they are aware of what the organisation is doing*'.

Participant 8 said that,

> '*Standard Bank customers access information from mobile applications, websites and newsletters and this has an impact on the level of customer satisfaction*'.

Flexibility on Loans Approval: 2 research participants cited that one of the factors that impacts customer satisfaction. Participant 3 said that,

> '*The bank has flexible loans application processes that has resulted in customers finding it easy to acquire a bank loan*'.

Participant 4 said that,

> '*Customers appreciated the loan application processes are easy to understand and simple for all and this result in most of customers being satisfied*'.

Bank Image and Goodwill: The study found that 4 participants cited that the bank image and goodwill it enjoys influence the level of the customer satisfaction. Participant 3 said that,

> "It is no doubt that the bank has the highest positive image across South Africa and that it enjoys goodwill across it customers and non-customers".

Participant 5 said that,

> 'Standard Bank has one of the best images in the South African banking sector and such an image has been enhanced by its sponsorship of various sporting activities in South Africa".

Convenience of Location: 5 research participants cited that the level of satisfaction of Standard Bank customers is enhanced by the convenience of the location of bank branches across South Africa. Participant 2 argued that,

> "*I have seen Standard Bank branches in various places that I have travelled*".

Participants 4 said,

> "*One of the reasons that made me join Standard Bank was that it is located in my place of residence and therefore I can access the bank without even driving or using a taxi*".

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Friendly and Professional Staff: 6 research participants cited that one of the factors that influence the customer's level of satisfaction at Standard Bank is the presence of friendly and professional staff. Participant 3 argued that,

> "*Initially, customers had problems with using the ATMs, but the Standard Bank staff are so friendly that customers are taught to use ATMs for themselves*".

Participant 3 said,

> '*Customers prefer over the counter services as they have the opportunity to be attended by bank tellers who are professional and friendly in their conduct of work*".

Participant 6 cited that,

> "*Those who man Standard Bank branches are professional and allow one to trust them in the handling of the hard-unearned cash*".

VII. Conclusions and Recommendations

a) Findings from the Study

This section is divided into two: the findings from the literature review and the findings from the primary research.

i. *Findings from the Literature Review*

The study found that the management of business of organisation in the 21st century involves the use of various functions and philosophies to attain competitive advantages and distinctive capabilities (Gordon, 2013:80). The literature review found that organisations undertake customer relations marketing (CRM) and relations marketing to ensure that its customers are managed effectively (Botha, 2013:141). The study found that organisations conduct Value Chain Analysis (VCA) to ensure organisational activities are done effectively and efficiently.

The value chain describes the process which allows the organisation to build a relative competitive advantage, value creation and distinctive capabilities (Brink and Berndt, 2017:18). The value chain activities are conducted to determine the costs and to improve the organisational profit margin. In the modern world, the success of the business organisation is premised not on its internal processes but on focus on customer needs and wants and satisfying the tastes and preferences (Cornwell, 2015:193). According to Botha (2013:144), the value chain model takes the *process* view and sees the organisation as a complete system which is composed of related subsystems. Each of the sub-systems has its own inputs, transformation processes and outputs (Artwell, 2013:145). The study found that the Value Chain Model by Porter has the primary and supporting activities and inputs and outputs (Gordon, 2013:83).

The literature review found that there are several ways in which South African organisations can analyse customers through: Customer Relations Management (CRM) and activity analysis (Dickens, 2015:134). Blackmore (2016:104) added that there are several ways in which customer services can be improved by and these are: empathy, patience and consistency, adaptability, clear communication, work ethic, knowledge, effective use of social media and exceeding customer expectations always.

ii. *Findings from the Primary Research*

This section presents the findings from the primary research and these are presented per each research questions asked in the semi-structured interviews.

- The study found that the research participants were in appreciation of what activity analysis meant. Research participants defined activity analysis as is the identification and description of activities in an organisation, and evaluation of their impact on its operations.

Reasons for Conducting Activity Analysis

The study found that there are several reasons why Standard Bank conduct activity analysis: to identify activities, to identify people performing activities, to determine time per activity, resources used, and which resources are used per which activity. The study also found that activity analysis accomplished through direct observation, interviews, questionnaires, and review of the work records.

Impact of Activity Analysis on Customer Satisfaction

- The study found that there are several impacts of activity analysis on customer satisfaction and these are: improved customer satisfaction, increased speed of service delivery and identification of major sub-activities that are important in serving customers.

Impact of Value Chain Analysis on Organisational Processes

- The study found that the research participants were of the view that value chain analysis has a strong impact on organisational processes and practices: giving a low-cost advantage to the organisation, allowing activity differentiation and allowing the identification of core competencies and activities.

Impact of Value Chain Analysis on Customer Satisfaction

- The study found that VCA has an impact on customer satisfaction in terms of: improved customer relationships, reduced delivery times and improved customer loyalty.

The level of Customer Satisfaction

- The study found that the level of customer satisfaction at Standard bank was high as the bank is creating new customers and customers are subscribing to the bank's organisation activities and processes.

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Generic Factors Affecting Level of Customer Satisfaction at Standard Bank

- The study found that there are several factors that affected customer satisfaction, and these are: low service fees, access to information, flexibility on loans approval, bank image and goodwill, location convenience and friendly and professional staff.

b) Conclusions

The aim of this study is to investigate the effects of customer value chain analysis on customer satisfaction with a special focus on Standard Bank in East London. The research aim was successful achieved. Based on the research findings, this study concludes that the research participants were in appreciation of what activity analysis meant. Research participants defined activity analysis as is the identification and description of activities in an organisation, and evaluation of their impact on its operations. In this study concludes that there are several reasons why Standard Bank conduct activity analysis: to identify activities, to identify people performing activities, to determine time per activity, resources used, and which resources are used per which activity. The study also found that activity analysis accomplished through direct observation, interviews, questionnaires, and review of the work records.

It is concluded in this study that there are several impacts of activity analysis on customer satisfaction and these are: improved customer satisfaction, increased speed of service delivery and identification of major sub-activities that are important in serving customers. A conclusion is also made in this study that the research participants were of the view that value chain analysis has a strong impact on organisational processes and practices: giving a low-cost advantage to the organisation, allowing activity differentiation and allowing the identification of core competencies and activities. This qualitative study also concludes that VCA has an impact on customer satisfaction in terms of: improved customer relationships, reduced delivery times and improved customer loyalty. The study found that the level of customer satisfaction at Standard bank was high as the bank is creating new customers and customers are subscribing to the bank's organisation activities and processes. The study comes to the culmination that there are several factors that affected customer satisfaction, and these are: low service fees, access to information, flexibility on loans approval, bank image and goodwill, location convenience and friendly and professional staff.

c) Recommendations of the study

This section presents the recommendations derived from the study.

i. *Capitalise on Customer Loyalty*

The study found that there are Standard Bank customers who are loyal to the organisation and they are willing to stay with the organisation. It is therefore, recommended that Standard Bank should capitalise on such loyalty, by identifying such customers, introducing other services to such and working together with them to refer the Standard Bank services to other potential customers.

ii. *Open More Branches*

The study found that convenience location is one of the factor that influence customer behaviour at Standard Bank. It is recommended to Standard Bank to open more branches to ensure that it is conveniently located to most of the customers. It is therefore recommended to Standard Bank to open branches in city outpost to capture new customers and to service customers that stay further away from the CBD.

iii. *Benchmark Operations*

It is recommended to Standard Bank to benchmark its operations with other international banks and leading local banks to become more professional and standardised in its operations and to satisfy its customers. The rational of doing so is that it enables Standard Bank to sustain the level of customer satisfaction and attract new customers.

iv. *Capitalise on Positives*

The study found that Standard Bank has friendly professional staff and therefore, Standard Bank should capitalise on what it is known for. Thus, it is recommended to Standard Bank to capitalise on all its positives and sustain customer loyalty.

v. *Reduce Service Fees*

The study found that some of the Standard Bank customers who prefer Standard Bank because of its reduced services. It is therefore recommended to Standard Bank to reduce the service fees across all its accounts to increase the number of customers thereby enjoying economies of scale.

vi. *Improve Personal Banking Services*

This study recommended to Standard Bank to improve all aspects related to personal banking services to enhance customer experiences and satisfaction levels. This can be done through asking what the customers expect from the organisation and working on it to improve the system and through further activity analysis

vii. *Merger with other Banks*

The study found that there are several other banks in the South African banking sector. It is therefore recommended to Standard Bank to use its size and market dominance to merger or buyout some of the banks to strengthen its market position and market share and ensure customer loyalty.

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d) Further Research

Further research should be conducted on the same topic that was investigated in this study but with a different methodology. A quantitative research methodology can be employed to investigate a larger research population and to ensure that findings can be generalised to a larger research population.

e) Conclusion

Based on the research findings, this study concludes that the research participants were in appreciation of what activity analysis meant. Research participants defined activity analysis as is the identification and description of activities in an organisation, and evaluation of their impact on its operations. In this study concludes that there are several reasons why Standard Bank conduct activity analysis: to identify activities, to identify people performing activities, to determine time per activity, resources used, and which resources are used per which activity. The study also found that activity analysis accomplished through direct observation, interviews, questionnaires, and review of the work records.

It is concluded in this study that there are several impacts of activity analysis on customer satisfaction and these are: improved customer satisfaction, increased speed of service delivery and identification of major sub-activities that are important in serving customers. A conclusion is also made in this study that the research participants were of the view that value chain analysis has a strong impact on organisational processes and practices: giving a low-cost advantage to the organisation, allowing activity differentiation and allowing the identification of core competencies and activities. This qualitative study also concludes that VCA has an impact on customer satisfaction in terms of: improved customer relationships, reduced delivery times and improved customer loyalty. The study found that the level of customer satisfaction at Standard bank was high as the bank is creating new customers and customers are subscribing to the bank's organisation activities and processes. The study comes to the culmination that there are several factors that affected customer satisfaction, and these are: low service fees, access to information, flexibility on loans approval, bank image and goodwill, location convenience and friendly and professional staff. This study recommended Standard Bank to: capitalise on customer loyalty, open more branches, benchmark operations, capitalise on positives, reduce service fees, improve personal banking services, merger with other banks and continue practising activity analysis.

Value chain is a process through which, we can looked up each and every steps from the procurement up to the end users of goods or services. It investigated that value as the base of the value chain and has explored several perspectives of value and delivered superior value, customer's perceived value and life time value of the customers to the firms are three most important elements for value chain. The value chain concept is originated from supply chain but it elucidates the value that is created at each stage of the chain which has vital role to satisfying consumers. It undertake the development purpose, redistribution of risk and provides benefits and services to participate because it has difficult or impossible to obtain any specific approach for value chain that is appropriate in all circumstance. The prime responsibility of the company is to provides a superior value to customers because competitive strategy help firms to differentiate its goods or services from its rivals with a sustainable competitive a advantages and customers loyalty. It is a preferred combination of benefits as compared with acquisition of cost and perceived value obtained from alternative value offers.

In present time customer is the king of the markets, they decides what is their needs, wants and demands and no one has right to decides because of this firms changed their strategy from production centric to the customers centric to sustain in the competitive markets. The study on value chain is the demand of the time which helps to find out the actual value of the organization.

f) Limitations of the Study

The following limitations of the study are acknowledged:

- The limited sample is a limitation focused on a selected bank. Further studies can be expected to other provinces within the country.
- Due to insufficient time amongst the banking employees the number of respondent is a limitation.
- The open ended and interviews as administered which could have triggered the previous experiences of the employees.
- The study is conducted on the good banks with good services. The other banks should also be considered.
- The study should have made use of triangulation of data to ascertain different perspectives from different research paradigm.
- Participation in this study was voluntary and the employees that advocate the use of customer value chain may have responded more readily than others, thus resulting in sample bias.

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Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. 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.

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

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

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

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

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. 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 for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

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

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon 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 for 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 of 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 criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to 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 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 avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

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

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite 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 approaches 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. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a 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 limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity 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 of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets 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 for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory 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 soundly written procedures segment allows a capable scientist to replicate 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 to give the least amount of information that would permit another capable scientist to replicate 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 section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show 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:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the 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—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and 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 as 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. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give 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 manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit 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 section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an 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 implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully 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 the prospect, and let it drop at that. Make a decision as to whether each premise is supported or 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 an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of 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 other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

Criterion for Grading a Research Paper (Compilation) by Global Journals

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.

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

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