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Highlights

The Impact of Market Orientation

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Women Participation in Business Start-ups

Discovering Thoughts, Inventing Future

VOLUME 21 ISSUE 4 VERSION 1.0

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Application of New Media in Enterprise Marketing: Taking Cosmetics Enterprises as an Example

By Siqi Wang & Yuqing Geng
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Abstract- With the steady development of information technology, new media plays a key role in enterprise marketing. It has very high coverage, can effectively spread the information of the enterprise, and help build enterprise culture. While promoting the innovation and development of enterprises, precision marketing realized at a lower cost, which helps to achieve the interaction between enterprises and consumers, plays a critical role in promoting the diversification of the consumer market and promoting the economic development of enterprises.

Keywords: new media; corporate culture; precision marketing; interactive marketing; multi-channel.

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APPLICATIONOFNEWMEDIAINENTERPRISEMARKETINGTAKINGCOSMETICSENTERPRISESASANEXAMPLE

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Application of New Media in Enterprise Marketing: Taking Cosmetics Enterprises as an Example

Siqi Wang α & Yuqing Geng σ

Abstract- With the steady development of information technology, new media plays a key role in enterprise marketing. It has very high coverage, can effectively spread the information of the enterprise, and help build enterprise culture. While promoting the innovation and development of enterprises, precision marketing realized at a lower cost, which helps to achieve the interaction between enterprises and consumers, plays a critical role in promoting the diversification of the consumer market and promoting the economic development of enterprises.

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I. Current Situation and Characteristics of New Media

With the rapid development of China's market and science and technology, the new media in today's society has gradually developed and expanded, constantly impacting the traditional media, and has become the mainstream way of enterprise marketing. Traditional media take newspapers and magazines as carriers or hold press conferences for publicity. In contract, new media mainly rely on high-tech electronic products, such as mobile phones, tablets, computers, etc. If enterprises want to achieve better development under such circumstances, they must keep up with current events and introduce technologies related to new media. Nowadays, common new media platforms include WeChat, microblog, blogs, and even TV series or film advertising. Through these new media platforms, enterprises distribute product content to attract target customers; A communication bridge established between consumers and enterprises. Customers can receive accurate and comprehensive product information, and people can upload their experience and exchange their suggestions on products anytime and anywhere through these social platforms. Virtually, the interaction of social groups also used to promote consumers' purchase behavior and effectively spread the enterprise brand, Improved product influence. These aspects have contributed to its large audience, fast information transmission, and clear and understandable product display. New media helps break the restrictions of time and space to exchange information, covering almost all Internet users, and directly display the information you want to convey in front of the target customers with the help of words, pictures, audio, or video; it integrates the advantages of various media, meets the needs of enterprises and gives full play to its superiority.

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II. The Role of New Media in the Construction of Corporate Culture

The rapid development of the Internet has changed the media of information dissemination, and the speed of information transmission is also increasing. The opening of new media can help enterprises establish a perfect corporate culture system, strengthen cultural publicity, and show the public various of product series concepts. In today's society, people closely connect with new media. Enterprises can use these platforms to export their corporate culture to the public, and even employees, condense the hearts of employees and make them feel a strong appeal. This appeal not only gives guidance to the growth and positive development of employees but also shapes a good image of the enterprise, makes the public deeply impressed with the brand and promotes purchase behavior, Promoted the enterprise economy. Around 2017, the perfect diary put advertisements on The Red Book, an emerging app with only 50 million users, to seize the flow outlet at the initial stage of The Red Book. As early as 2017, Huaxizi also noticed that Li Jiaqi, who had not become famous by borrowing the slogan "Buy it!", had data indicating that the monthly sales of products that had been on Li Jiaqi's live broadcasting room were double those that had not broadcast marketing [1].

III. Advantages of Social Media in Enterprise Marketing

a) Achieve precision marketing (accurate communication and brand building)

Users need to register their personal information before using social media. After processing of these data, users can be divided into different customer groups according to their respective gender, interests, educational level, or style type. Enterprises can understand their preferences for diverse customer groups and provide personalized services to meet their needs; through new media, enterprises can select target customers and build the brand image desired by customers. In addition, the accuracy of social media reflected in the accuracy of communication. For individuals, they will push product information, or promotion notices that customers are interested in recently to attract purchases, which improves the publicity effect and promotes consumption to boost corporate profits [2]. For example, in the little red book, when a user has searched for information about his skin, the brand will simply deliver products suitable for this kind of skin to attract customers to click, which will raise the marketing success rate.

b) Marketing Cost Reduction

Compared with traditional media, such as TV and radio, enterprises may not achieve a matching marketing effect when they need to invest a high capital cost. Many interference factors will accompany the short advertising time. People will not focus on advertising or implantation and also need to bear the risk of changing channels and closing electronic products. Tiktok can help reduce the cost of marketing, and much social software can release articles freely to attract people, such as short videos and WeChat official accounts. Users can also use the social platform to password of mouth, which is more effective in promoting publicity and saving related expenses.

c) Realize Interactive Marketing

Another thing worth mentioning about social media is its interactivity. Compared with traditional media, enterprises can only output brand information to customers unilaterally. In contract, the emergence of new media has realized barrier-free two-way communication between enterprises and customers and has become a convenient communication platform to understand users' behavior on the platform accurately and efficiently collect consumers' opinions and carry out internal improvement and rectification. Such a long-term communication relationship can enhance the sense of customer experience, have a sense of participation, shorten the distance with customers to establish customer loyalty and realize word-of-mouth marketing. For example, domestic cosmetics brands such as Perfect diary or Huaxizi often carry out live broadcasting activities on Taobao, intuitively display products through model makeup trials, and can know customers' questions or suggestions in real-time through bullet screens and comments, answer and record product shortcomings, and help with product innovation in the future. In July 2020, Estee Lauder held an interactive marketing activity of "Fresh surprise · One-touch burst." By using SNS invitation and gift lucky draw, users can share and invite friends to participate to obtain their fortunate draw opportunities and win a small sample of Estee Lauder's popular star product "red pomegranate". In one month, the activity attracted 1.31 million people and interactive marketing was successfully realized [3].

IV. Analysis of Problems in the Application of Social Media in Enterprise Marketing

a) Lack of Marketing Talents

As the staff of new media marketing, they not only need to be proficient in the professional skills of marketing but also need to master the knowledge of new media operation, which is undoubtedly a new difficulty for marketing personnel. Therefore, at present, the shortage of marketing talents is a main problem in the application of new media in enterprise marketing. In cosmetics enterprises, marketers who do not have the skills to operate social media cannot keep pace with the times. They need to keenly grasp the selling points in real-time explosive points for marketing and rely on platforms such as The Red Book and microblog for publicity to create high sales.

b) Functional Defects of Marketing Platform

The new media marketing platform is the main publicity channel and sales platform for cosmetics enterprises to sell products, and the marketing platform also has some functional deficiencies. New media not only provides consumers with freedom of communication but also brings some risks. Many speeches can release without review, and there are many wrong guide links. This negative information will damage the corporate image, which also furnish an occasion for some competitors to create public opinion to slander their peers; Moreover, on today's new media platform, the technical development of software or website is not perfect. The emergence of many junk video advertisements will lead to problems such as jamming and unsmooth broadcasting, which will affect customers' mood, reduce their purchase desire, and give up their purchase behavior [4].

c) Multiple Channels cannot Cooperate Closely

In the past, enterprises carried out more offline store sales, but today, in addition to traditional social media, new media has also been born. Multi-channel sales make enterprises unable to combine well, and users will not know which way to choose for purchase, which will often be in trouble and finally abandon the purchase.

V. Solutions to Problems in the Application of Social Media in Enterprise Marketing

a) Training Marketing Talents

(1) Big data processing capability. The Internet-based social platform provides customers with a wide choice space. Their subsequent actions after purchasing a product often reflect their attitude towards the product. With the help of the big data

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provided by the background, marketers need to learn how to improve through data mining. Enterprises need to set up relevant training courses to exercise employees' data analysis ability to help them understand customers' demand for products and meet the consumption habits of young people in the new era.

(2) Help employees become proficient in using social media. New media marketing is a sales activity based on a social media platform and is the basis of today's marketing. Therefore, enterprise employees must learn to skillfully use such software and websites to help customers buy and solve customers' questions.

(3) Urge employees to pay attention to current affairs and hot spots. In addition to paying attention to 4E: experience, expense, e-shop and exhibition, we should also pay more attention to some recent events and respond carefully and timely, so that we can seize the hot spots or traffic stars to carry out marketing activities and make good use of the "fan economy" to help enterprises obtain profits.

(4) Regular assessment. At the same time as training, the assessment link is also essential. The assessment link set up regularly to check the mastery of new media marketing of enterprise personnel, pay attention to their education, timely check deficiencies and fill gaps, stimulate the enthusiasm of staff to learn actively, and cultivate high-quality marketing talents.

b) Improve the Function of the Marketing Platform

(1) We should improve the audit link of the new media marketing platform. For some malicious remarks, enterprises should strangle them in the cradle, prohibit such information from being published, set up an audit team, or set keywords in the system for screening.

(2) Enterprises should have professional electronic information personnel to ensure the stabilization of the platform, ensure the smooth pop-up of advertisements and video playback, and avoid background collapse, resulting in enterprise losses, especially in large shopping festivals such as double 11.

(3) Provide various data support for major we media in the background, such as "video playback time," "views," "fan conversion rate," "product purchase rate," etc., and provide technical support for their future output, which will also benefit enterprises.

c) Closely Cooperate with Multi-Channel

(1) Realize the combination of traditional media and new media, publish the purchase channels of new media social platforms in magazines, newspapers, or TV advertisements, such as displaying QR codes for everyone to scan, and make use of the communication advantages of traditional media to improve the effectiveness of enterprise information communication. Traditional media and new media work together to maximize publicity.

(2) Enterprises must closely combine the resources of various platforms to play the greatest role. Renren.com and other social networks such as micro-blog, QQ have the ability to share. The enterprise can use several platforms to maximize publicity and marketing, just as Estee Lauder launched its first official website and Renren network in July 2020 and has attracted the attention of millions of white-collar women.

(3) In addition to online cooperation, the offline operation is also very crucial. The development of stores can provide users with trial opportunities. Offline "experiential marketing" can make customers feel the efficacy of products more truly and intuitively, make purchase decisions quickly and achieve high satisfaction [5]. In 2021, perfect diary not only retained the original online sales channel but also launched offline stores. Consumers can buy online at a more favorable price after a trial in physical stores, which virtually deepened their impression of products and increased sales and customer satisfaction. On the other hand, the colorist toner of domestic beauty makeup is the first brand to conduct live broadcasting in offline stores. While teaching consumers beauty skills through live broadcasting, it uses the heat of live broadcasting to bring offline customer traffic and achieve a win-win situation.

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Glow and Lovely: 'Old Wine in a New Bottle'

By Farhad Uddin
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Abstract- Cosmetic companies like Unilever sell the perception of general people about beauty through their advertisements and reinforce it to promote their business. Even they do it in disguise form using a positive name and without changing any content in advertisements. By using qualitative semiotic analysis, this research shows how fair-skinned models, white color, and white light are used in the advertisements of Unilever's recently name changed product "Glow and Lovely" on Bangladeshi TV channels. In the ads of it, any darkness on the skin is shown as unexpected and a hindrance to beauty, success, empowerment, and equality. All of these contents promote fairness as beauty and sustain discrimination based on skin color in society. The research also reveals a close relationship between the perceptions of general people about beauty and the meanings of the 'signs' used in the sampled advertisements.

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GLOWANDLOVELYOLDWINEINANEWBOTTLE

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Glow and Lovely: 'Old Wine in a New Bottle'

Farhad Uddin

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I. Introduction

Media contents have persuasive power and long lasting effects on the cognitive process of individuals. The audiences acquire perceptions and attitudes modeled by the media (Bandura, 1986). Cosmetic companies sell the perception of general people about beauty through their advertisements and reinforce it to promote their business. Even they do it in disguise form using a positive name and without changing any content in advertisements. Unilever, a well-profiting cosmetic company, changing its product's name 'Fair and lovely' to 'Glow and Lovely' does the same thing as other cosmetic companies do in their advertisements looking like old wine in a new bottle (Sharma, 2020). It has added 'Glow' to its products like Glow & Lovely Advanced Multivitamin, Glow & Lovely Face Wash, Glow & Lovely BB Cream, Glow & Lovely Soap, Glow & Lovely Winter Glow, and Lux Soap.

Through semiotic analysis, this research shows how fair-skinned models, white color, and white light are used in advertisements of Unilever's recently name changed product 'Glow and Lovely' on Bangladeshi TV channels to promote fairness as beauty and sustain discrimination based on skin color in the society. Though name has been changed, there is no change in contents. Instead, after semiotic analysis, the contents reveal that the advertisements of 'Glow and Lovely' promote fair skin color as a symbol of beauty, success, and empowerment. The research also reveals a close relation between the perceptions of general people about beauty and the meanings of the 'signs' used in the sampled advertisements.

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II. Definitions of Terms

Glow: According to Cambridge Dictionary, 'glow' means continuous light and heat that is produced by something. That means if the light is produced or reflected by black material, the glow will be black shine. If the light is produced or reflected by red material, the glow will be red shine.

Beauty: According to the Oxford Dictionary beauty is a combination of qualities, such as shape, color, or form, that pleases the aesthetic senses, especially the sight. "Beauty is no quality in things themselves: It exists merely in the mind which contemplates them; and each mind perceives a different beauty" (Hume, 1757).

According to the great philosopher Immanuel Kant, the Pleasure and pain are connected to the human mental state, and as his concept beauty does not exist in things. Beauty exists in the mind of the subject that is why it is subjective (Kant, 1790).

The definitions clarify that beauty does not depend on the skin color of human beings.

TVC: TVC means Television Commercial or audio-visual story of an advertisement.

III. Background of the Study

On May 25, George Floyd, a black man, was murdered by Derek Chauvin, a white Minneapolis police officer, who pressed his knee on Floyd's neck for 9 minutes and 29 seconds. Demonstrations over the death of George Floyd and others broke out all over the world. Millions of people in the United States participated in the movement called Black Lives Matter. Protest against advertisements and marketing of skin lightening creams was strengthened, and Unilever acknowledged the branding suggests "a singular ideal of beauty." Unilever would rename Fair & Lovely, a skin-lightening cream that has been criticized for promoting negative stereotypes around dark skin tones. It promised to remove references to "whitening" or "lightening" on the products, which are sold across Asia (Jones, 2020).

Although Corporations like Unilever has been widely criticized for profiting on colorism, it continues to produce advertisements that equate light skin with beauty, success, and empowerment. Skin lightening creams are positioned as alchemic agents of self-transformation (Nadeem, 2014). After years of criticism, in light of the Black Lives Matter movement sparked by George Floyd's death, Unilever renamed popular skin-lightening brand "Fair & Lovely" as "Glow and Lovely," which is characterized by critics as merely a cosmetic change for a product that promotes harmful beauty standards.

The research can reveal that Unilever uses 'Glow and Lovely' instead of 'Fair and Lovely' in its advertisements whose other contents highlighting fair skin as beauty are the same as those of 'Fair and Lovely.'

IV. The Rationale of the Research

Like other general people in the Indian subcontinent, the general people of Bangladesh also have this perception that to be beautiful, one has to be white- skinned first. Broadcasting this idea through advertising of products reinforces the mentioned perception about beauty, which has huge impact on equality among people in society. Cosmetic companies like Unilever, through their advertising, are selling the perception about beauty on which colonial white-skinned British have the deepest impression in the Indian subcontinent (Nadeem, 2014). People whose skins are dark buy these products so that they think they can be beautiful that gives them confidence on the way to success.

Though on the face of protest and movement, Unilever has changed the name of the product 'Fair & Lovely' to 'Glow & Lovely,' critics say, its advertisement just feels like the giant is selling its old wine in a new bottle (Sharma, 2020).

Many times these kinds of comments are made without any basis of systematic research. It is necessary to employ a systematic analysis of the advertisement of 'Glow & Lovely.' This study has applied the semiotic analysis to identify Signifiers and Signified as 'signs' and find out denotative and connotative meanings of them. Then, the relationship between the meanings of the 'signs' and the perceptions of general people about beauty has been found out.

a) *Research Questions*

1. What are the denotative and connotative meanings of the 'signs' used in the sampled advertisements?
2. What is the relationship between the meanings of the 'signs' and perceptions of general people about beauty?

b) *Research Purposes*

1. Identifying the 'signifiers' and 'signified' which make 'signs' in sampled advertisements
2. Finding out the denotative and connotative meanings of 'signs' used in the sampled advertisements
3. Looking for the relationship between perception of general people about beauty and the connotative meanings of the 'signs' used in the sampled advertisements

V. Method of the Research

In this study, the researcher has preferred to employ qualitative approaches to analyzing data. The researcher employs Roland Barthe's semiotic analysis method to analyze the sampled two advertisements. Semiotics deals with everything that can be seen as a sign. Signs constitute any audio-visuals like words, images, sounds, gestures, and objects (Eco, 1976). The sign is formed by the combination of the signifier and the signified. Signs are divided into three categories based on their meanings or characteristics namely: Icon, Index, and Symbol. Although divided into three, in a broader sense they are interrelated. Each of these three traits or characters is present in each 'sign', although one may predominate (Nirob, 2018). In the signs the original meanings that they contain, we have encoded through our cultural environment, our pre-accumulated experience, knowledge, etc. So, how a topic will be highlighted and what it will mean is fully cultural. An image, video or poster has denotative meaning. When we can individually identify cultural meanings or codes hidden in external meanings through the decode method, it is also possible for us to extract the connotative meaning of that image (Haq, 2008).

This study has applied the semiotic analysis method of Roland Barthe and 'signifiers' and 'signified' have been identified together as 'signs'. Then the denotative and connotative meanings of them have been found out. Then, the relationship between the meanings of the 'signs' and perceptions of general people about beauty has been found out.

a) *Sampling*

In this research purposive sampling has been adopted, as elements, taken to analyze in this research, have specific characteristics or qualities (Wimmer & Dominick, 1983, p. 94). Since the researcher employs the semiotic analysis method to analyze the advertisements of the newly named product 'Glow & Lovely,' the researcher has purposively taken two TVCs broadcast on Bangladeshi TV channels as samples. The advertisements are two TVCs of the same cream named 'Glow & Lovely Advanced Multivitamin.' The advertisements are broadcast in different channels like Channel I, GTV, Jamuna TV, and so on. The videos of the sampled TVCs have been taken from Channel I and Jamuna TV. Then screenshots have been taken to analyze the visuals used in the Television Commercials. Audios have also been considered in analyzing visuals. The 1st TVC of 'GLOW & Lovely Advanced Multivitamin' cream is of a total of 25 seconds. The 2nd TVC of 'GLOW & Lovely Advanced Multivitamin' cream is of a total of 29 seconds and the total scenes are 23. For the convenience of the research taking 6 scenes from each advertisement, total 12 scenes have been selected to analyze.

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VI. Representation

Representation means the use of language to convey something meaningful or to represent the world meaningfully to other people (Hall, 1997). When an advertisement is presented to the viewers, it is called representation in the general sense. "In language, we use signs and symbols - whether they are sounds, written words, electronically produced images, musical notes, even objects - to stand for or represent to other people our concepts, ideas, and feelings" (Hall, 1997). That means using signs and symbols to represent the world is representation. Representation gives us meaning but it is not in a simple way. There are three approaches to how language, paintings, images, sounds, symbols etc., give meaning to the audience. These are the reflective approach, intentional approach, and constructionist approach. Among them, the most acceptable to linguists is the constructionist approach. The most popular supporters of this approach are Swiss linguist Ferdinand de Saussure, French literary theorist Roland Barthe, and French philosopher Michel Foucault (Acosta, 2012). According to Michel Foucault, through the use of 'discourses' that is somewhat similar to language, 'representation' is the production of 'knowledge' that is somewhat similar to meaning (Foucault, 1980).

The words, sounds, and images that carry meaning together in a general term are called 'signs'. Swiss linguist Ferdinand de Saussure referred to the form or the language used to refer to a concept, as the 'signifier,' and the corresponding idea it triggers in our brain as the 'signified.' Together, these constituted the 'signs,' which he argued are members of a system and are defined in relation to the other members of that system (Culler, 1976, p. 19).

In the case of an image the image is a 'signifier' and the concept of that image is the 'signified.' Both of them constitute the 'sign' that represents and meaning is created. This meaning can differ according to culture.

Language and its meaning are related to the culture of the audience as to how the representation will be received by the audience. The red or yellow or green of a traffic light has no meaning of its own: red means 'stop' and green means 'go.' In our culture, we have encoded red meaning 'stop' and green meaning 'go.' Any representation is, therefore, cultural (Hall, 1997).

Besides, an image of an advertisement has encoded denotative meaning. If we can decode the cultural codes or codes attached to it, it is possible to find out the connotative meaning of that image. We can do this in the way introduced by the French literary theorist Roland Barthe (Haq, 2008).

To get any meaning, in the first level, we have to decode every signifier of the text, sound, image, etc., in the simple way (denotative meaning). But Barthe says that these also have a broader cultural meaning (connotative meaning). According to Barthe this level of meaning is the stage of 'myth' (Barthe, 1957).

Following Roland Barthe's semiotic analysis method in this research, the researcher has identified 'signs' used in the sampled advertisements of 'skin glowing cream' marketed by Unilever and has found out the denotative and connotative meanings of those 'signs.' The 'myths' have also been shown.

VII. Semiotic Analysis of the TVCs

In the process of analysis the researcher first identifies the 'signifiers' like colors, images, icons, symbols, etc. and the 'signified' (the concept) as 'signs.' Then, denotative and connotative meanings of those 'signs' are found out. Finally, the researcher finds out the relationship between the connotative meanings of those 'signs' and the perceptions of general people of Bangladesh about beauty.

1st TVC of 'GLOW & Lovely Advanced Multivitamin' cream:

The total duration of this TVC is 25 seconds, and the total number of scenes is 18. For the convenience of the research, from 18 scenes, six scenes have been selected to analyze.

Story

In this TVC, one of the models looking at the white and glowing face of the other surprisingly says, "Wow! Have you been to the parlor?" In reply, she says, "Not at all." She asks again, "Then, so much glow, how?" In reply, she says, "From glow and Lovely" She asks again, "Only glow and lovely? She replies again in the affirmative and adds that it reduces dark spots, dark circles, and blackness of sun heat. She also adds that for glow, everything is in one cream. Then, from voice over we can hear, "Entering deep into the skin and reducing dark spots, dark circles, and darkness of sun heat, multivitamins of Glow and Lovely give HD glow. For glow everything is in one cream."

Signs		Denotative meanings	Connotative meanings	Myths
Signifiers	**Signified**			
 Retrieved from Channel I on 03/07/2021 Sec.-1-2	A fair skinned model wearing pink dress, a mobile phone in her fair hand, whitish wall, white grilles of window, white window, white cover of window, white table, whitish bottles on the table, white floor, two yellow and pink sofas	In front of white background a fair skinned smiling model wearing pink dress is standing looking at her camera to take selfie.	As the model has fair skin, looking at her face on the screen she feels happy and smiles.	Fair is beauty and beauty gives happiness is a myth.
 Retrieved from Channel I on 03/07/2021 Sec.-6-7	A fair skinned model wearing pink dress, a white and pink Glow & Lovely Advanced Multivitamin cream's tube in her hand, a comparatively less fair model wearing peach dress, whitish wall, white grilles of window, white cover of window, white window, white table, whitish bottles on the table, white floor, two yellow and pink sofas	On white background a fair skinned model, wearing pink dress with a white and pink Glow & Lovely Advanced Multivitamin cream's tube in her hand, shows it to a comparatively less fair model to use it.	The fairer lady didn't go to parlor. She has this fair skin because she used Glow & Lovely Advanced Multivitamin cream. To become as beautiful as her, Glow & Lovely Advanced Multivitamin cream has to be used.	Using Glow & Lovely Advanced Multivita min cream to have glowing face and become beautiful is a myth.
 Retrieved from Channel I on 03/07/2021 Sec.-16-17	A white part of the tube of Glow & Lovely Advanced Multivitamin cream, Pink texts on it, white color on the background, Pink texts on the background, pink color on the background	A white part of the tube of Glow & Lovely Advanced Multivitamin cream is shining and suggesting that to have glowing face people can use it.	The whiter the thing is the glower it is. Being white means being lovely.	Any color can glow. Only white color has glowing capacity is a myth.
 Retrieved from Channel I on 03/07/2021 Sec.-17-21	Fair skinned face with dark spots on right cheek of the model, white background, pinkish lips, white and pink drops falling on dark spots	Glow & Lovely removes darkness of the sun from fair face of the model.	Darkness is the cause of ugliness. So dark spots, dark circles and darkness of the sun have to be removed.	Darkness is the Cause of ugliness is a myth.
 Retrieved from Channel I on 3/07/2021 Duration: 21-23sec.	A fair skinned model wearing pink dress, Whitish background, pink texts, white light	Glow & Lovely removes darkness of the sun from fair face of the model.	The sun makes darkness on the skin which is the cause of ugliness. Fair skin means glowing skin.	Fair skin means glowing skin is a myth.

 Retrieved from Channel I on 03/07/2021 Sec.-24-25	A fair skinned model wearing pink dress, her raised finger, pink texts on white background, pink color on the background, whitish background behind the model, white and pink tube of Glow & Lovely Advanced Multivitamin cream	A fair skinned model wearing pink dress and raising her finger advises to use Glow & Lovely Advanced Multivita min cream to have dark spotless, dark circle-less and darkness-less face together.	Anything that is dark is harmful to beauty. Using only one cream , all kind of darkness can be removed and fair skin can be gained to have glow on face.	Anything that is Dark is harmful to beauty is a myth.

2nd TVC of „GLOW & Lovely Advanced Multivitamin" cream:

The total video is of 29 seconds and the total number of scenes is 23. For the convenience of the research, six scenes have been selected to analyze.

Story

In this TVC, a fair-skinned lady model, looking at the comparatively less fair face of the other, asks, "Only boys stand for University's election. Who will change it?" Addressing a middle-aged man as father, she replies, "I will stand for election." Her father says, "Election! Hot sun, so tiredness, leave it, mother." She says, "It is you who taught to fly. You didn't teach not to climb high." The fair-skinned lady model comes with the product in her hand and advises her that the Glow & Lovely cream will take care of the hot sun. She also advises her to glow. Then in the voiceover, it says, "Fair & Lovely is now Glow & Lovely. It protects from the sun and its multivitamins reduce dark spots. It gives HD glow." Then the first fair- skinned lady model appears on the screen and asks, "And then?" She replies, "I will change the country." The fair-skinned lady model smiles in the affirmative. In the next scene, the leading character says, "Glow in your own identity, Glow & Lovely."

Signs		Denotative meaning	Connotative meaning	Myths
Signifiers	Signified			
 Retrieved from Channel I on 06/05/2021 Duration: 1-2sec.	A fair skinned model wearing pink dress, white floor, white and orange roof railing, whitish sofa, whitish dressed middle aged man and a spool in his hand, orange chair, white and blue sky, another comparatively less fair skinned model wearing white salwar and peach kameez	A whitish dressed middle aged man is flying kite. At comparatively less fair skinned model, a fair skinned model is wondering "Who will establish equality in university election where only boys stand for?"	There is gender inequality in the society. The fairer skinned lady knows the solution. The darkness of the sun on the skin is the only obstacle to equality. To become equal darkness on the skin has to be removed.	Dark skin is an obstacle to gender equality is a myth.
 Retrieved from Channel I on 03/07/2021 Duration: 17-8 sec.	A fair skinned model wearing pink tank top, a microphone in her hand, gathering of people around her, placards in their hands, white and bubblegum pink wall	A fair skinned model wearing pink tank top and holding a microphone in her hand is delivering political speech to the gathering of the people around her.	Fair skin is glowing skin. It gives confidence to deliver speech in public. To glow in life skin should be like the model on the screen.	Fair skin is glowing skin and to glow in life skin should be fair is a myth.

 Retrieved from Channel I on 03/07/2021 Duration: 18 19 sec.	White part of the tube of Glow & Lovely Advanced Multivitamin cream, pink texts on it, white color on the background, pink texts on the background, pink color on the background	A tube of Glow & Lovely Advanced Multivitamin cream is glowing and informing that Fair & Lovely is now Glow & Lovely.	Only white things glow. The whiter the thing is the glower it is. Being white means being lovely.	Any color can glow. Only white color has glowing capacity is a myth.
 Retrieved from Channel I on 03/07/2021 Duration: 21-22 sec.	Fair skinned face with dark spots on right cheek of the model, whitish background, pinkish lips, white and pink drops falling on dark spots	Glow & Lovely Advanced Multivitamin cream removes dark spots from fair face of the model.	Darkness is the cause of ugliness. So dark spots, dark circles and darkness of the sun have to be removed.	Darkness is the cause of ugliness is a myth.
 Retrieved from Channel I on 03/07/2021 Duration: 24 25 sec.	A fair skinned model wearing pink dress, a bunch of flowers in her hand, people clapping on the background, white and bubblegum pink wall	A fair skinned model has won the election and she has been welcomed by a bunch of flowers. People are celebrating her victory by clapping on the background.	Fair skin brings victory for the lady. To become empowered in life skin has to be fair.	Fair skin brings victory is a myth.
 Retrieved from Channel I on 03/07/2021 Duration: 27-29 sec.	Two fair skinned lady models wearing purple and pink dress, pink texts on white background, pink color on the background, whitish and brown wall behind the models, white and pink tube of Glow & Lovely Advanced Multivitamin cream	With the tube of the cream both the models smiles as the advice of the fairer lady to use Glow & Lovely Advanced Multivitamin cream to win the election becomes fruitful.	Fair skin gotten by using Glow & Lovely Advanced Multivitamin cream gives confidence, success, empowerment and happiness in women's life.	Fair skin gives confidence, success, empowerment and happiness in women's life is a myth.

VIII. Discussion on Both TVCs

Both the TVCs show fair and white colors have glowing capacity, but science tells us even black color has glowing capacity. When black color glows, it becomes black shine. So, showing only fair and white color as glow is a myth. Keeping the fair-skinned model as the leading character and excessive use of white color in both TVCs, emphasis is given on only fair skin in disguise of glowing skin. Both the TVCs show any kind of darkness like dark spots, dark circles, and darkness of the sun has to be removed to have a glow on the skin. Conveying this message, it suggests having fair skin in the name of glow. In the 2nd TVC, some other aspects related to 'beauty' have been included. In the second TVC, it is shown that if a woman's skin is not fair, she cannot be successful, empowered, and equal to a man. If she wants to stand in university election, she has to work in the sun. And election is a tiresome job. To overcome all these obstacles, she has to use Glow & Lovely. Here also, it means to have fair skin as it shows any kind of darkness like dark spots and darkness of the sun has to be removed to have a glow on the skin. Fair skin gives her success and makes her feel empowered and equal to men. She says that she will change the country. Here the word 'country' has been used to mean that the model loves the country. Thus the product comes emotionally closer to the people of Bangladesh.

These conceptions of beauty broadcast through advertisements by Unilever are myths because beauty doesn't depend on skin color and skin color doesn't bring success. Gender equality and women empowerment depends on other aspects of their life. Unilever has no love for the country. Rather, it loves profit.

Relationship between perception of general people about beauty and the connotative meanings of the 'signs' analyzed in the research:

Many people in Bangladesh consider light skin more attractive and desirable, resulting in the discrimination of dark-skinned people, particularly girls and women (Jensen, 2020). Since the people of Bangladesh consider light skin more attractive, the cosmetic company Unilever tries to make its products and advertisements similar to the perception of the people of Bangladesh about beauty. Through its advertisements Glow & Lovely, it pretends to give solutions to social problems like gender inequality by showing that skin color is responsible for gender inequality. So, skin color has to be changed from dark to fair. By buying and using Glow & Lovely, this problem can be solved. By doing this, they increase the sale of their products and perpetuate the discrimination based on skin color through their advertisements.

IX. Conclusion

Advertisements shown on TV have obvious effects on the targeted audience and they can influence them to buy products by reflecting their perceptions. Thus wrong perceptions are reinforced and become well-rooted in society.

In this research, by using qualitative semiotic analysis, the 'signs' used in the sampled advertisements have been found out. The 'signs' in both the advertisements taken to analyze, mean fair skinned models symbolize beauty. Excessive use of white light as color in both the advertisements means only white color glows. Any darkness on the skin is shown as unexpected and a hindrance to beauty, success, empowerment, and equality. Hot sun and tiredness are not matter if you use Glow & Lovely that will make your skin fair. To establish self in the society even in election as equally as man fairness is a must.

There is a close relation between the meanings of the 'signs' analyzed and the perceptions of general people of Bangladesh about beauty. People here consider light skin more attractive and desirable and create discrimination showing no attraction to dark-skinned people especially women. The 'signs' in the advertisements reinforce their perceptions about beauty and establish myths.

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Sales Strategies of Sub Brands

By Mr. Rakesh N & Dr. M S Ranga Raju

Introduction- Customer is the center of any business in the present business world. The products are evolving every day to meet the changing customer demand, so as the company strategies. Brand image is playing a key role in the sales of the product. Brand evo-lotion is important to keep brands fresh, vital, and relevant to the contemporary market (Merrilee's, 2005)). Brands are now being extended to sub-brands to lever- age the master brand image, thereby increasing the sales. Therefore, the sales strategies must be adapted according to the brands and sub brands to stay competitive in the market. There is very less literature on the topic of sales strategies, sub-brands and how to design sales strategies for sub-brands.

The purpose of this article is to summarize the research done in the field of sales strategy and sub brands. The first and second part gives an insight about the literature of sales strategies and sub-brands. In the consecutive parts proposal for further research will be recommended on the topic of developing sales strategies for sub brands.

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SALESSTRATEGIESOFSUBBRANDS

Strictly as per the compliance and regulations of:

Sales Strategies of Sub Brands

Mr. Rakesh N [α] & Dr. M S Ranga Raju [σ]

I. Introduction

Customer is the center of any business in the present business world. The products are evolving every day to meet the changing customer demand, so as the company strategies. Brand image is playing a key role in the sales of the product. Brand evo-lotion is important to keep brands fresh, vital, and relevant to the contemporary market (Merrilee's, 2005)). Brands are now being extended to sub-brands to lever- age the master brand image, thereby increasing the sales. Therefore, the sales strategies must be adapted according to the brands and sub brands to stay competitive in the market. There is very less literature on the topic of sales strategies, sub-brands and how to design sales strategies for sub-brands.

The purpose of this article is to summarize the research done in the field of sales strategy and sub brands. The first and second part gives an insight about the literature of sales strategies and sub-brands. In the consecutive parts proposal for further research will be recommended on the topic of developing sales strategies for sub brands.

II. Literature Review of Sales Strategies

The main goal of any business is to achieve maximum sales/revenue. With the companies now going global the importance of sales strategies has been increasing due to the increase in the buying power of the customer (Frederick E. Webster, 2004; Nikolaos G. Pangopoulos, 2011 and McClaren, 2015). Even though there has been very less research done in the field of International Sales (Johnson, 2015 and Nikolaos G. Pangopoulos, 2011). Initially sales strategies emphasized on selling the product directly to a customer through saleserson, but now sales strategies not only comprise of personal selling but also encompass all the 4P's of marketing (Paolo Guenzi, 2011 and Chui-Hua Liu, 2013). The scope has been enlarged to customer acquisition, customer retention and customer relationship management. There has been a shift in the company's strategies from sales orientation to customer orientation (Paolo Guenzi, 2011). The concept of sales has been continuously evolving. Dawson (1970) identified four eras in the evolution of sales management; production, sales, marketing and human, and explained the characteristics of sales personnel in each of these eras. Also, Thomas (1991) identified 5 stages in the evolution of personal selling; provider stage, persuader stage, prospector stage, problem-solver stage, and procreator stage, where each of these stages explains how sales evolved from accepting an order and conveying it to the customers to identifying customer's problems and solving it through active buyer-seller collaboration. The definition of sales has been constant for many years. The concepts and theories of sales are incongruent with the radical progress occuring in the business world (Wotruba, 1991and Friedrich, 2015). Tanner and Raymond's (2010) definition in theory varies greatly with the practice:

> *"Interactive, personal, paid promotional approach between a buyer and seller"*

Andrea and John (2012) proposed the definition of sales that account for growth in knowledge, changes in the sales function, and impact of technology on the sales process:

> *"The phenomenon of human-driven interaction between and within individuals/organizations in order to bring about economic exchange within a value-creation context."*

Susi Geiger and Séamas Kelly (2014) emphasized that sales practices must be rede-fined as the inherited conceptual models of selling does not hold good for the pre-sent dynamic business environment characterized by advanced selling techniques and technologies.

There are few articles that highlight the study on sales strategies and these articles portray the authors' view on sales strategies. The findings of these articles are directed to improve the sales of organizations. Table 1 illustrates the sales strategies of the authors chosen for the purpose of this article and also highlights the benefits of their sales strategy.

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Table 1: Sales Strategies as viewed by different Authors

Author	Year	Sales Strategy	Description
F. Robert Dwyer, Paul H. Schurr, & Sejo Oh	1987	Developing buyer-seller relationships	Provides a framework for developing buyer-seller relationship that helps in formulating marketing strategy.
Paolo Guenzi, Luigi M. De Luca, and Gabriele Troilo	2011	Customer Oriented Selling	Explains how customer orientated selling leads to superior customer value creation, which involves greater efforts by salespersons in customer interaction.
Chui-Hua Liu, Gwo-Hshiung Tzeng and Ming- Huei Lee	2011	Hybrid multiple criteria decision making strategy	Gives out strategies to improve the sales of travel industry by providing models like DEMATEL and VIKOR for decision makers.
William L. Cron, Artur Baldauf, Thomas W. Leigh and Samuel Grossenbacher	2014	Stragic role of the sales force	This paper focus on how top-level executives use models of sales force perfomance to simplify the issue of sales force strategy. It identifies strategic and organizational concepts that distinguish the sales force efforts of competitors.
Felix Zoellner and Tobias Schaefers	2015	Price – promotion strategy	Explains the impact of different price - promotion types on sales and brand perception of German premium automobile brands.
Nikolaos G. Panagopoulos, Catherine M. John-son and David L. Mothersbaugh	2015	Sales control as a strategy	Explains the effects of sales control on the performance of the sales force.
Ana Babic´ Ro-sario, Francesca Sotgiu, Kristine De Valck, and Tammo H.A. Bijmolt	2016	Electronic word of mouth (eWOM) strat-egy	Indentifies the degree of relation between eWOM and sales and its effectiveness across platform, product, and metric factors.

a) Literature Review on Sub-Brands

Brand equity has become the most important asset to a company (Aaker D., 1990 and Thakor, 1997). It takes a lot of money and time to establish a brand image in the consumer market. There exist high financial risks to enter in to new markets for consumer product manufacturers (Keller D. A., 1990). The cost of introducing a new brand in to consumer market is estimated to range above $50 Million (Keller D. A., 1990; Aaker D., 1990 and Katsanis, 1995). Therefore, companies go for brand extensions or sub brands to leverage the brand image of existing brands (PeterH. Farquhar P. M., 1990; Katsanis, 1995 and Pandit, 2013). This in turn saves costs for the company that would have occured due to the introduction of new brands (Katsanis, 1995; Siew Meng Leong, 1997; Thakor, 1997 and Harleen Kaur, 2015). Sub-brands can be decribed as products that are introduced combining the company name with the individual brand name (Aaker K. L., 1992; Katsanis, 1995 and Keller S. S., 2012). (Xie, 2007) When brand extension takes place, parent brand is used as a reference to evaluate the sub-brand (Aaker D., 1990 and Keller S. S., 2012). In contrast the sub brands can help the parent brands to help extend in to dis- similar categories (Keller S. S., 2012). Brand extension has been the key to strategic growth to many companies (Aaker D., 1990). There are three criteria's on which the sub brand is evaluated; the quality of the parent brand, the extent of fit between the parent and the sub brand, and the relation between the parent and sub- brand (Keller D. A., 1990; Paul A, 2001 and Pandit, 2013).

Corporate image has an effect on the brand image of a product; they enhance the perception of the sub brand (Aaker K. L., 1992). Yu Henry Xie (2007) argues that consumer innovativeness to try new products also has an impact on acceptance of sub brands. Extending in to sub brands has both benefits and challenges. Robert, Sandra and Whan (1991) identified the factors that differentiate successful and un- successful brand extension: product feature similarity and brand concept consistency. Further, the benefits and challenges of sub brands will be discussed in detail in the next section thereby giving an overall picture of the sub brand concept.

III. Motives and Benefits of Developing Sales Strategies for Sub Brand

Successful brand extension will stretch the brand and act as an asset by adding value to the company (Davis, 2002). Introducing a sub brand minimizes the risk of failure (Aaker D., 1990; Katsanis, 1995). Also, it decreases the cost of introducing a new brand, as it is associated with the parent brand (Keller D. A., 1990). Customers hesitate to try new products, due to which brand extension through sub brands will help companies to remove the clutters in the mind of consumers (Thakor, 1997). Quality sub brands enhances the quality images of both strong and weak parent brand through the formation of inferential quality beliefs (Jo, 2007).

A good brand image can be created and also brands can be strengthened overtime by advertising and sales promotion activities (Thakor, 1997). Peter Doyle (1990) has identified three advantages of brand extension through sub brands: *"(1) It encourages customer confidence in a new product; (2) it may create scale economies in advertising and promotion; (3) it opens distribution and retail channels".* Sub- brands can also be used to sustain market share and attract new customers (Kotler, 1996). Therefore, sub brands can be used to increase the customer base of the company.

A successful sub brand helps increase the sales, not only of the individual brand but also of the parent brand (Keel, 2015). Not only that, developing a successful sub- brand will attract the channel members (Davis, 2002). Also, the company can charge premium for the sub brands provided the quality is good. Sales strategies like pricing, advertising and personal selling for sub brands helps customer differentiate the brand (Thakor, 1997). Developing sales strategies for sub brands helps a company to gain competitive advantage over the competitors, but one should be careful as it may cannibalize the parent brand. Although there are several advantages of having sub brands, authors have identified many challenges and problems too, which will be discussed in the next section.

IV. Problems and Challenges of Developing Sales Strategies for Sub Brands

After critically analyzing the problems and challenges Authors have identified various problems of subbrands from outright failure to partial failure such as brand cannibalization (Katsanis, 1995). Failed subbrands not only decrease the sales but also damage the brand image of the company. This further leads to decrease in the market share of the parent brand. For example, Maggi noodle of Nestle in India was banned because of the presence of Lead and Monosodium Glutamate (MSG) that causes health risks. Due to this, all brands under the Nestle umbrella had to face loss. Also, bad sales strategies for subbrands will confuse the brand identity and degrade the brand image of a successful brand (Doyle, 1990).

If the subbrands have similar or better features than the parent brand then the sub- brand will cannibalize the parent brand (C. Whan Park, 1991). There is also a risk of permanent brand switching from parent brand to subbrand (C. Whan Park, 1991 and Davis, 2002). For example, Volkswagen offers same features in all its sub- brands like Volkswagen Polo, Seat Ibiza and Skoda Fabia but the cost of Seat Ibiza and Skoda Fabia is less compared to Volkswagen polo, due to this the sales of Volkswagen Polo have decreased. Having similar features will confuse the customers leading to switching brands, which results in decreased customer base.

There is a risk of naming and trademark of subbrands. Problem arises with the trademark if the subbrand names are very similar or identical (Thakor, 1997). Too many subbrands with different positioning strategies in different countries will lead to decreased synergy in the existing business (Doyle, 1990). Also, if any unfavorable product issue or accident occurs with the subbrands in any location it might taint the entire brand line in all the location (Katsanis, 1995). For example, the Volkswagen emission scandal in USA had an effect on Volkswagen in all its operating regions.

Marketers must clearly understand the extent of differentiation and distancing required between a parent brand and the subbrands in order to not dilute the customers' association with parent brand and to ease the process of designing sales strategies (Katsanis, 1995 and Siew Meng Leong, 1997).

V. Combination of Sales Strategies and Subbrands

a) Suggestions for Implementing Sales Strategies for Subbrands

After having reviewed various problems and challenges associated with developing sales strategies for subbrands the literature however proposes that subbrands are an important asset to a company and effective sales strategies must be developed in order to achieve high sales and improved brand image (Davis, 2002; Thakor, 1997; Doyle, 1990; Katsanis, 1995 and Keller D. A., 1990). Besides knowing the fact that unsuccessful subbrands leads to the damage of brand image of parent brand, authors emphasize on creating subbrands due to numerous advantages associated with it (as seen in Section 3.1). In line with Leslie's (2001) model to develop and sustain brands, built on the foundation of knowledge and committed staff it is also important to consider the consumer behavior (Schaefers, 2015). Felix and Tobias (2015) conducted research on consumer behavior in regards to German premium automobile brands to analyze the effect of pricing on sales, this can be extended to other sales strategies like personal selling, advertisements, sales control etc.

After analyzing different authors' view on sales and subbrands and understanding the present business condition such as sophisticated consumer behavior, high competition and high rate of product innovations, I have come up with a model to guide further research on how to implement the sales strategies for subbrands, as shown in the figure below showing levels of sub brand strategy.

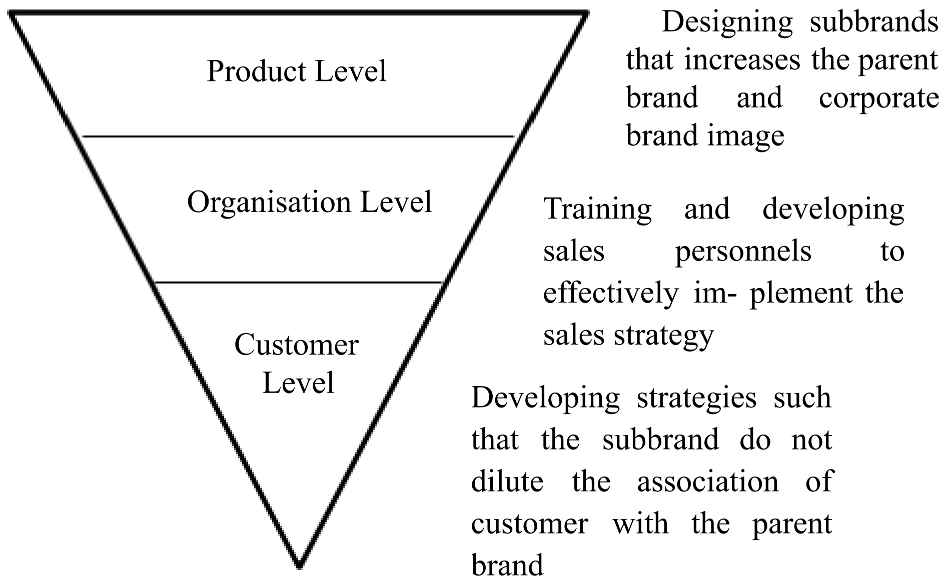

Figure 1: The Levels of Sub Brand Strategy

The model consists of implementing sales strategies for subbrands in three levels, customer level, organizational level and product level. In the customer level, sales strategies of subbrands are aimed at improving the customer association with the parent brand and the company (John, 1993). In the organization level, the sales strategies for subbrands aims at improving the skills of executives and sales personnel (Davis, 2002), such that the good customer relationship is maintained, especially for high value consumer products such as cars (Schaefers, 2015). In the product level, the strategies aim at designing a product name, logo etc., that does not hurt the parent brand instead improve the brand image of the parent brand and the company. This model just gives the direction of further research by condensing all aspects of sales strategies and subbrands in to three levels.

IN spite of the existing literature, further research is required in the field of sales strategies for subbrands, as it would deepen the understanding on how sales strategies would play an active role on subbrands.

VI. Further Research on Sales Strategies for Subbrands

The previous analysis revealed the lack of empirical research in the field of sales strategies for subbrands. Further research would need to focus on combining the sales strategies with the existing theories and models of sub branding. Therefore, future research must be directed towards the research question: *"How can sales strategy be effectively tailored for subbrands?"* This leads to the following sub- questions:

- How can we integrate sales strategies to subbrands?
- What factors are critical while implementing sales strategies for subbrands?
- Should we design different sales strategy for different categories of sub- brands?
- Is sales strategy for subbrands more effective than any other marketing strategies?

A concrete research design is developed aiming at the research question stated. Researchers would need to compare and consolidate existing theories and practices on sales strategies and subbrands to base recommendations.

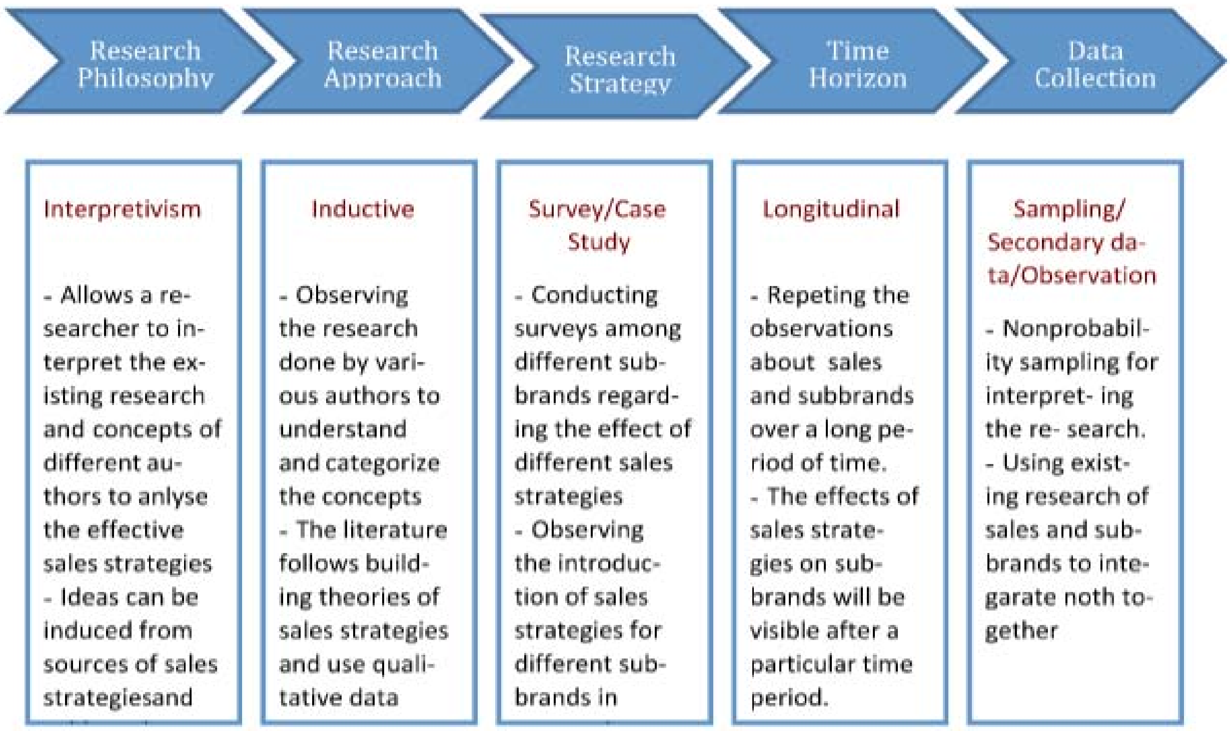

Figure 2: Proposal for further research

VII. Conclusion

After examining the research done in the fields of sales strategy and subbrands, it is clear that there is a huge scope for creating subbrands in the industry even though until now there is no clear research done on the implementation of sales strategy on subbrands. Though by analyzing the research done in both the fields, it is clear that there is a scope for further empirical research on developing sales strategies for subbrands.

Although there are some challenges with implementing sales strategies for sub- brands, authors support the fact that subbrands increases the brand image and sales of the company with less cost of introduction. Different authors have different views on sales strategy, though each of those can be considered for designing strategies for the subbrands. Berk, Harald and Karl (2010) conducted research on evaluating the effect of marketing strategy on brand sales and Felix and Tobias (2015), analyzed the consumer behavior and found out the effect of pricing on sales, further research on designing sales strategies on subbrand can be developed in the same line.

The strategy model shown in figure 1 and the proposal for further research shown in figure 2, gives a clear direction for further research to be done in the field of developing sales strategies for subbrands at levels. Additionally, as Aaker and Keller (1990) indicated in their research, there is a huge scope for brand extension through sub branding given the fact that the sales/ marketing strategies are properly aligned with the parent brand.

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Determinants of Women Participation in Business Start-Ups: Empirics of Motivators, Challenges and Opportunities

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Abstract- A study of women entrepreneurship remains highly limited in the extant literature. Perhaps this has contributed to the slow growth of women-led start-ups, particularly in the developing economies.[1] Although several (prior) studies have hinted some peculiar characteristics defining the roles and growth potentials of women entrepreneurs in other parts of the world, there is yet a limited study in the field particularly in the Gambia. Consequently, this study seeks to address this gap by identifying the challenges, and opportunities experienced by women entrepreneurs in the Gambia. To do this, we employed a qualitative study of randomly selected businesswomen in three regions. The findings showed that women entrepreneurs experienced various challenges, including, access to finance, lack of government support, limited access to equipment or working materials, poor infrastructure problem, cumbersome regulations, and tax obligations. Moreover, our study reported the existence of fewer opportunities for women business operators such as the availability of entrepreneurship training programs, and business registration processes.

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DETERMINANTSOFWOMENPARTICIPATIONINBUSINESSSTARTUPSEMPIRICSOFMOTIVATORSCHALLENGESANDOPPORTUNITIES

Strictly as per the compliance and regulations of:

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Jim Secka [α] & Lamin B. Ceesay [σ]

Abstract- A study of women entrepreneurship remains highly limited in the extant literature. Perhaps this has contributed to the slow growth of women-led start-ups, particularly in the developing economies.[1] Although several (prior) studies have hinted some peculiar characteristics defining the roles and growth potentials of women entrepreneurs in other parts of the world, there is yet a limited study in the field particularly in the Gambia. Consequently, this study seeks to address this gap by identifying the challenges, and opportunities experienced by women entrepreneurs in the Gambia. To do this, we employed a qualitative study of randomly selected businesswomen in three regions. The findings showed that women entrepreneurs experienced various challenges, including, access to finance, lack of government support, limited access to equipment or working materials, poor infrastructure problem, cumbersome regulations, and tax obligations. Moreover, our study reported the existence of fewer opportunities for women business operators such as the availability of entrepreneurship training programs, and business registration processes. We also report some of the salient factors driving women entrepreneurial behavior. These include lug and accelerator programs. The limitations and suggested actions are also discussed.

I. Introduction

Entrepreneurship as a term was first introduced by an Irish economist of French descent in 1759 called Ricardo Cantillon. In the early 18th century, economists were the first people to discuss the term entrepreneurship. The word entrepreneur came from the French verb "Entreprendre" which means undertake or venture. It was commonly used around the 18th century and is getting more and more popular today. Schumpeter (1934) describes an entrepreneur as an instrumental driver of economic development, based on five innovation solutions: initiating new goods and/or new production, identifying new markets to create demand, identifying new suppliers, and implementing new industrial organizations. For Bennett et al. (2000), entrepreneurship was discussed under three categories of economics, feminism and psychology. From the economic point of view, a stable economic condition is needed before an entrepreneur can develop his or her business for the purpose of monetary gains. The psychological category focuses more on the personal attribute which devotes more to entrepreneurial success. Finally, the feminist perspective on entrepreneurship was originally included more towards the predisposition of male entrepreneurs, rather than their women counterparts. This theory argues that if we defined entrepreneurship in terms of monetary gains, innovation, and growth then, women who start their businesses with a small amount of money will be eliminated because most of the women entrepreneurs' venture into the business with different expectations, example, to gain independence, balance work-family life, or be the manager of an owned enterprise rather than just monetary gains.

Building on Drucker (1985), entrepreneurship promotion allows the establishment of new businesses and managing the established business. His concept of entrepreneurship is based on innovation. GEM (2001) defined an entrepreneur as someone who creates a new venture (new business organization) or the expansion of an already existing product or a service.

Entrepreneurship as an entity has been very instrumental towards the economic prosperity and development of many nations globally. It continues to be the key player in the creation of jobs for many. This has reduced the poverty and dependency level especially in Africa, where an entire family depends only on the working individual. However, with the growth of research and practice of entrepreneurship, there is still a relative paucity of research involving women entrepreneurship, particularly in the African continent. While several researchers argue that women entrepreneurship is a fundamental source of economic growth and development of many nations (Giusta & Phillips 2006, Mapping Report 2013), there is still a lot of research needed in the field. These studies recognized that promoting women entrepreneurship enables the growth of SMEs thus capitalizing on both local and international market opportunities. In fact, in the African continent, a plethora of challenges confront the development and growth of women entrepreneurship, amongst them, include the slow business process; unnecessary border checks, high taxation, and lack of ease of starting a business (Mugione, 2016; Mapping report 2013).

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Consequently, this study seeks to assess the opportunities and challenges facing the growth of women entrepreneurship in The Gambia. As one of the smallest nations in the world, The Gambia has since 2012 introduced various technical, vocational programmes aimed at promoting the growth of starting, growing and sustaining SMEs. Women entrepreneurs (owners of new start-ups, and established firms) form a significant part of these projects. Despite the increasing popularity of these programmes across the country, there is an absence of empirical research in the field. Specifically, this study aims to provide answers to the following research questions *(RQs): RQ1:* What are some of the challenges facing women entrepreneurs in the Gambia? *RQ2:* What opportunities exist for women entrepreneurs in the Gambia? and finally, *RQ3:* What are the determinants of women entrepreneurship in the Gambia? To address these RQs, this study employs a case study of SMEs, including new start-ups predominantly owned or operated by women entrepreneurs in the major commercial towns of the Greater Banjul Area. The case study approach adopted in this study, provides an unusual insight into the workings of women entrepreneurs in the country, providing us fresh insights into the underlying opportunities and challenges faced.

The rest of the paper is organized accordingly. First is the brief introduction of the research. The second part touched on the theoretical background of the study including the role of women in entrepreneurship development, and push and pull factors shaping the field. The third section is the methodology of the study explicating the research design and sampling. The fourth section addressed the research findings and the analysis of the study. The last part is the conclusion and managerial implications of the study.

II. Theoretical Background

a) The Gender Gap in Entrepreneurship

There is a growing number of scholars that have studied the gender gap in entrepreneurship between male and female counterparts. Minute (2010) describes the gender gap in entrepreneurship according to the difference between men and women in terms of numbers engaged in entrepreneurial activity, motives to start or run a business, industry choice and business performance and growth. GEM (2010) report showed that globally women are more likely to be driven by necessity than men when starting a business. For instance, in developing countries, most women are engaged in entrepreneurial activity driven by pure survival - out of necessity rather than realizing the market opportunity, described as necessity-based motivations (GEM, 2012). This is simply due to inadequate job opportunities for women in developing countries of the world. This perhaps explains why globally women are overrepresented in the informal economy and own no more than 25% of formal sector businesses (GEM, 2010); which is a total opposite to most women in high-income countries, where 2/3 of women start a business because of the opportunities available or the preference to be independent (Minute, 2009; GEM, 2010).

Studies highlight that the gender gap in entrepreneurship eventually disappears as economies develop and grow, more job opportunities will be available for women. In fact, the proportion of women with necessity motivations has declined in some parts of the world, for instance, Brazil and China and some parts of Eastern Europe. Thus, this hugely contributes to narrowing the gender gap (GEM, 2012).

From careful observation, women seem to pursue certain businesses at the expense of others. For example, women are fewer in the manufacturing and construction sector while uncountable in the consumer sector and mostly engaged in retail businesses and small or medium businesses. In Sub-Saharan Africa or Western Africa, Southern America and the Caribbean, women entrepreneurs overshadow the consumer sector and retail business by more than 75%, compared to just 48% of men entrepreneurs. Men, on the other hand, operate more frequently in less dominated women sectors such as manufacturing, construction, and the business services sector, especially in the more developed and high-income countries (GEM, 2010).

b) Push and Pull Factors Defining Women Entrepreneurship

Push factors are those that enable entrepreneurs by engaging in business ventures as opposed to being employed elsewhere. "The push view" sees self-employment as the outcome of downsizing, restructuring and the growing use of flexible employment practices that have pushed once secure employees out into marginal forms of work" (Hughes, 2003, p.3). *For women there are several reasons:* many women decided to establish their own businesses because of lack of freedom from their workplace, lack of opportunity, job loss and too much pressure from their subordinates. Frustration from previous jobs has also pushed some women to start their own businesses. Some women are not given the opportunity to reach high positions in their previous organizations and this pushes them to venture into their own business and become a manager of their own business. Hughes (2003) reveals that 81.3% of respondents in Canada stated that they became self-employed because of independence. Amity et al., (2013) suggested that many women are being motivated to venture into business primarily to balance their professional career with parenting activities.

Some women are driven to venture into entrepreneurship in order to capitalize on the apparent opportunities in the environment by personal choice and will (the Pull factors). The "pull" view sees self-employment as shaped largely by individual choice and urgency, with workers voluntarily seeking out greater independence and opportunity in an expanding 'enterprise culture" (Hughes, 2003, p. 3). Some of the key drivers (pull factors) include necessity such as redundancy, low income, low job satisfaction or lack of job opportunities, dissatisfaction with a salaried job, less or no opportunities for advancement, a need for a flexible work schedule and strict working hours (Robinson, 2001; GEM, 2010; Chowdhury et al., 2012).

Minute et al., (2005), found that independence, self-fulfillment, and entrepreneurial drive for wealth, social status and power are key factors enabling women entrepreneurship engagement. Orphan and Scott, (2001) argue that the need for achievement and a better work-life balance drive women entrepreneurial intention in several countries.

In Singapore, Lee (1996) found that women entrepreneurs are usually inspired by a high need for achievement, and average needs for affiliation and autonomy constitute the motives of women engagement in entrepreneurship. In Mongolia, Armand (2013) found that the need for achievement plays a vital role in driving women entrepreneurship as an avenue for creating jobs and overcoming gender inequality. Srivastava (2012) argues that the utilization of technical and professional skills, then income and sense of achievement, make the topmost motivational factors for women in starting the business. Other studies found that critical roles of social complexities (e.g., Chowdhury et al., 2012), internal (e.g., experience, demographic factors, age) and external environmental factors (e.g., access to finance) (Mastur et al., 2012) affecting women entrepreneurship engagement.

III. Research Methodology

a) Research Approach

The aim of this study is to assess the opportunities and challenges facing women entrepreneurs, and their engagement in the entrepreneurship field. A qualitative approach was employed in this research. This approach enabled the researchers to address the "where", "when" and "how" during the data collection exercise (Sekaram, 2003).

Following the work of Kirumbi (2018), our research design seeks to provide a step-by-step approach in collecting data and analyzing the results and thus providing answers to the research problem. In other words, it's a comprehensive plan for gathering data in a robust, systemized approach, with the only aim of answering the research questions. Figure 1 below demonstrates the graphical illustrations of the research approach adapted.

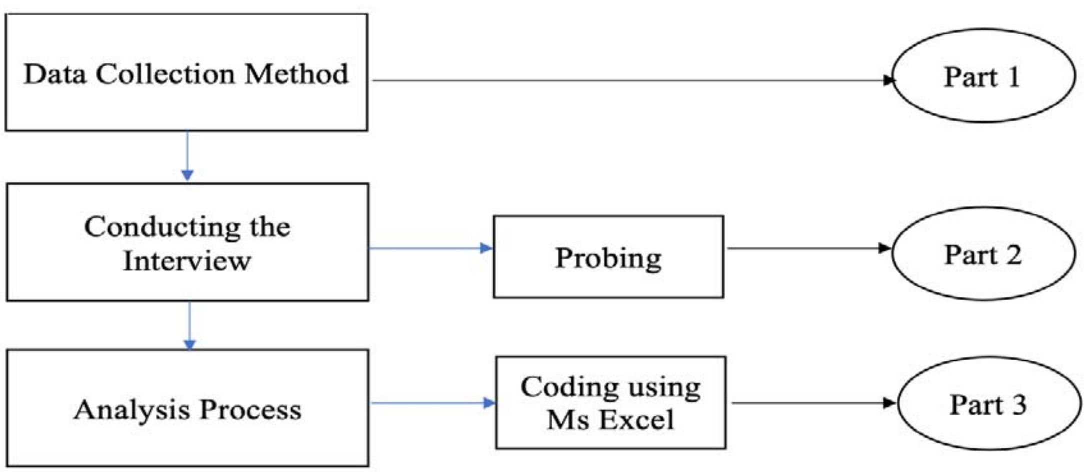

Figure 1: Research Design (adapted, Kirumbi, 2018).

Figure 1 represents the design used in conducting this study. Based on fig. 1, this research was done in three phases; the first phase includes the data collection approach, tools, and method of gathering data and sampling and size of the population. The second phase describes how the interview was organized and executed. The last phase shows how data was interpreted with all procedures and processes.

b) Data collection and Sampling Procedure

Following the standard practice, we collected data from a random sample of respondents that constitute the owners and/or managers of SMEs including women-owned start-ups in the Gambia. This data collection approach was considered quite suitable for this study, simply because the right respondents and expressions of first-hand impressions of these women entrepreneurs were fully ensured (Fossey et al., 2002).

Ahead of personal interviews, a list of questions and discussion points were developed and sent out to respondents in advance. This gives them the opportunity to familiarize themselves with the questions and allows for seamless interview sessions (Alshengeeti, 2014). During the sessions, respondents were free to engage in a guided dialogue with the researchers, providing elicitation of useful data and context. These help us to grasp a better picture of the women entrepreneurship climate in the Gambia. Each interview lasted for at least an hour. With the permission of the respondents, all interviews were electronically audio-recorded and subsequently transcribed for further use in this research.

The target respondents comprised the women entrepreneurs in three major regions of the Gambia were involved in this study: West coast region (WR), Kanifing municipality (KMC) and Banjul city council (BCC). These regions make up the greater composition of women entrepreneurs in the country, they are geographically proximate for the researchers to access, and market information and awareness amongst these respondents were relatively more available. A total number of ten (10) different face-to-face personal views were conducted. Following the studies of Fallatah (2012) and Fossey et al. (2002), arguing that the number of respondents in qualitative research might be small but the data gathered tend to be large enough for robust research findings because a lot of data can be collected through a face-to-face interview process.

The selection of respondents was based on the following criteria: (1) the selected participant must be the founder and the owner of the business (2) he/she must be able to speak Basic English as the official language of the Gambia or any other local language, (3) s/he should also be from the three selected regions (4) s/he should also be open to discussion.

c) Preparation of Interviews and Data

The first stage of the data collection was the preparation of the interview guide. This stage was characterized by preparing a list of questions that seek to address the research problem under study. This ensures that all interview sessions are guided by the researcher such that the discussions are centred on the relevant contents that address the research problem in terms of Challenges and Opportunities facing women entrepreneurs in their daily and long-term operations.

The second phase was the conduct of personal interviews. Firstly, following research best practices (e.g., Sekaram, 2003), we pretest the interview guides, to determine how respondents respond to the research questions and the relevance of the research questions. After three pretest samples, we define the nature of questioning by simplifying the language and clarifying the structure and meaning of the questions. Recognizing that most of our respondents are less proficient in the language, eliminating ambiguity and giving more focus to the study ensued. Through the researchers' personal contacts and network with various women entrepreneurs in the country, several social media platforms (e.g., WhatsApp, Facebook Messenger) were used to reach out to respondents, conduct virtual interviews, and have discussions. The interviews took place between 8th -15th August 2020 with an average timing of one hour. Respondents that chose to express themselves in local languages were audio-recorded and subsequently translated and transcribed without loss of evidence and meaning.

During the course of interviews, the researchers used probing techniques as the third phase of the process. Probing according to the Oxford dictionary is a close inquiry into something. It can also mean physically exploring or examining to obtain a complete answer to a question. In this study, probing interview questions like; what eliciting the underlying motivations, and challenges, both applicants, and implicit.

Finally, at the very end of the interviews, respondents were given the chance to express their feelings over their participation in the research. They expressed happiness and gratitude for taking part in this exercise and were delighted to make recommendations.

IV. Data Analysis and Results

As mentioned above, a semi-structured approach was used in collecting the data. After all the relevant data was gathered and reviewed it was later followed by the coding process using excel. In qualitative research, coding is basically how we define what the information we're analyzing is about" (Gibbs, 2007). It involves a process of identifying a passage within the text, searching, and identifying concepts and finding connections between them in order to answer the research question. Thus, the entire analysis process sought to provide answers to these three research questions; *RQs1:* What challenges do they normally face? *RQs2:* What are the factors motivating these women entrepreneurs? *RQs3:* What are the opportunities available?

a) Descriptive Statistics

Respondents were drawn from various sectors of the economy: (fashion and design, healthcare and beauty, food processing, etc.). The age brackets of the respondents are 30-40 years old (69%), 20-29 (30%), and 18-19 (1%). These respondents comprised those married (50%), and unmarried (50%). Up to 23% of respondents expressed that they are married with kids, 20% are divorced with kids, and the rest chose not to comment on this further. All respondents claimed to have attained secondary education (100%), while a few attained undergraduate degrees (48%) and diplomas (17%). By sector, fashions and beauty made the largest proportion of respondents (40%), food processing (20%), grocery and retails (20%), health and beauty care (20%). This information is relevant to further inform this study about the underlying motivations, and challenges, and opportunities driving women entrepreneurship in the Gambia.

b) Determinants of Women Entrepreneurship in the Gambia

In response to the research question, what are the motivating factors behind their business establishment? Respondents were asked to describe their level of satisfaction with the lug factors and accelerators. The Lug factors are factors that enable women to engage in entrepreneurship. Of the total respondents, all respondents acknowledge the presence of untapped opportunities in the market has inspired their decision to engage in entrepreneurship. For instance, one of the respondents (M.J) expressed that: "the motivation came knocking in 2016 during the political impasse in the Gambia when I met a man selling his shop with the fear that conflict might erupt due the disagreement between the then leader and the present coalition government." For this entrepreneur, the unusual climate of fear has inspired her to buy a store and supply food items to the population. In fact, according to respondents, her passion for food supplies makes all the difference. The availability of untapped resources such as skilled and passionate workers catapulted women entrepreneurial intention. Our data support these findings. In fact, one of the resplendent (R.R.D) claimed that "my friend was so talented in cooking so I jokingly say to her why not we start a restaurant or fast food business, 'she never took it seriously until when I start enquiring and even making an appointment to meet a shop owner to discuss some rental modalities'. This is exactly how the business came about.

All the respondents acknowledge the importance of resources (financial) availability as a driver of their entrepreneurial intention. This is not surprising. Prior extant research shows that entrepreneurs from low-income countries suffer from a lack of financial resources to boost their investments in business ventures. Thus, our result corroborates this fact. Because most women are financially less independent, tend to engage in entrepreneurship as means of earning an independent income. In fact, all respondents (F.L., M.J., & F.M) expressed that the "need to be independent and to make more money" was as important as the venture was to them.

The greater proportion of respondents expressed their desire for entrepreneurship due to several accelerators. For instance, respondents (J.J, F.S, S.G, M.A.B and F.M.S) demonstrated "the search for financial freedom and independence, passion and talent for the trade, and personal commitment to national development" are the major drivers of their entrepreneurial intention to engage in business ventures. This implies that the identification of personal choices, and hubbies maintained one of the most important criteria. It has been established that those that know what they want, are driven by strong convictions, and thus they demonstrate passion and persistence in entrepreneurship. Entrepreneurial ventures open more opportunities for women, enabling them to attain financial independence and food security. These are fundamental human needs. Moreover, there seems to be a lot of pride and self-worth in owning a business enterprise. Unlike other accelerators, our respondents demonstrated that a desire for ownership is relatively important to them. Finally, to the best of our recollection, this is the first research to report that contribution to national development was an important driver of women's engagement in the field of entrepreneurship. However, despite this driver, respondents failed to show that support from their government has motivated them to engage in entrepreneurship.

When coded using an excel sheet with a scale of (1and 0), it depicted that the majority of the participants (60%) were motivated by lug factors. Scale 1 signifies that a participant was motivated by one of the factors or even both. While 0 scale represents the opposite or none. As indicated in the chart below, respondents (R.R.D, J.J, F.S, S.G, M.A.B, & F.M.S) were only motivated by Lug Factors. Whereas respondents (M.J, M.D, F.L, & F.M) were both motivated by a combination of both Lug factors and Accelerators as a source of motivation.

c) Challenges and Opportunities Confronting Women Participation in Entrepreneurship

For entrepreneurial activity, access to finance is a crucial factor determining the sustainability of business ventures. In fact, our results corroborate the fact that access to finance is one of the fundamental challenges confronting women entrepreneurs in the country, according to the respondents (M.D, F.L, F.M & F.M.S). Furthermore, the respondents noted that access to finance, particularly for women business operators, could largely be attributed to a lack of collateral securities which are mainly possessed by their male counterparts. This implies that women in society have maintained little ownership over physical assets (such as property) in order to enable them to secure finances from financial institutions. Respondents also suggested that only a few notable women entrepreneurs enjoy the opportunities of access to finance from financial institutions, leaving out the less-connected, small-sized firms, and less networked women entrepreneurs.

One of the respondents noted that "I bought a machine costing D70, 000 Gambian Dalasis and just after three weeks of service it got a problem; and in order to effectively and efficiently continue with my operations, I have to work hard again to raise the money and buy another machine (F.M.). This inaccessibility of finance, results in many women folks being out of business, some experience serious delays in production and services delivery, while others continue to be less responsive to customer demands and market opportunities. These results corroborate the findings of the General Entrepreneurship Monitor (GEM, 2010) and Muhamad (2017).

Out of the respondents, more than 70% of respondents expressed difficulty to acquire immediate access to raw material and equipment. In fact, one of the respondents noted that "currently my major challenge is to get a better and a proper finishing machine. There are a lot of them that aren't available in our area thus making our work completely different from others" (S.G.). Some of these challenges for a typical woman start-up in tailoring and fashions design include difficulty in acquiring a double stitching machine, cutting-hold machine and the overlock stitching machine. The reasons are mainly attributable to a lack of access to finance for most women entrepreneurs, resulting in their ability to acquire the required resources and materials necessary to perform their tasks. While there is limited access to finance, women entrepreneurs eventually settle for less quality, raw material, and other equipment in their business. The outcome is a tedious work process, loss of productive time, client dissatisfaction, and loss of clients (Davis and Paul, 2012).

Further, the need for storage facilities or cold stores is an important part of the fish business. However, there is no central government support in this area, resulting in loss of business - as many of the products easily spoil away due to extreme weather conditions (noted by M.D.). The respondent further argues that "We need the right equipment to be able to work with. Let's say we supply agents in the rural communities, and we also want to give them facilities such as storage bins where they can keep the fish for longer hours but then you do not have the capacity, and there exist no such facilities".

Just like in any advanced economy, the role of central and local government towards business and investment is a key determinant of ease of doing business in a country" (Drine et al., 2010). Respondents noted the limited central and local government support, particularly to the budding women entrepreneurs in the country (Sadi and Al-Ghazali, 2010; Burt et al., 2000). For instance, respondents recognized the need for government intervention in local price control (M.J.) to help the budding women start-ups to access goods at reasonable prices that would enable them to cover the cost and earn a profit margin. Otherwise, the start-ups involved in buying and reselling would continue to experience low sales and profit., as noted 'you can sell at a certain price when others are selling differently, even if it is not favourable, you resort to that in order to make sales.

Furthermore, a respondent noted that "we just have to deal with regulations but the Gambian government does not support early startup businesses in any way better" (M.D), moreover, respondents mentioned the following challenges for budding women entrepreneurs: there is nothing like tax waivers for early start-ups in the country particularly for women entrepreneurs just like in many other countries, the increased regulatory fees, high bureaucratic procedure involved in leasing out the property (M.D.), limited skills and vocational training opportunities in entrepreneurship and small business management (S.G.). These factors are unarguably important determinants of an empowered entrepreneurship climate, particularly for women-owned start-ups (Burt et al., 2000).

Nearly half of the participants interviewed responded with an issue of low sales either directly or indirectly. Firstly, participant M.J. mentioned that stronger competition between women start-up and well-established businesses force the former to sell at a relatively lower price with fewer returns after cost (M.J., F.L., and F.S). Moreover, one of the respondents attributed poor sales to the higher consumer demand and preference for imported foreign goods than the locally made products (F.S). This was echoed in the following statement: "I gave three-quarters of the products to a Nigerian trader who resells them, and it turns out that consumers prefer the products sold by the Nigerian trader to those of the Gambian-owned firms. These experiences continue to pose serious challenges for local start-ups, generally in the country (M.D, 2019).

The high cost of transport for goods across the country remains a serious challenge confronting women start-up firm in the country. In fact, one of the respondents noted that "the cost of ferry crossing both in terms of cost involved and the high time-lapse, cause us massive losses since we are engaged in the business of easily perishable products (e.g., fish, vegetables) (F.L., and F.S). Moreover, the systemic delays at the City's main ferry terminal cause loss of business for most women entrepreneurs in the country involved in the cross-regional trade. In fact, contrary to the legislation that food and other perishable goods be given priority and expedited crossing access, is virtually non-enforceable. Transportation across inter-state or sub-regional countries in West Africa poses another challenge. For instance, most of the regional block members (ie. ECOWAS) continue to disregard the protocol of free trade areas. Meaning, member states continue to charge the exorbitant cost of trade imports, and exports, duties, and other levies, thus making the business less attractive for start-ups in the region.

The nationwide entrepreneurship training campaign which started around 2012 has garnered a wide acceptance and awareness of entrepreneurship programs for youth and women in the country. In facts scores of respondents (64%) expressed the importance of several training programs: EMPRETEC training by Gambia Investment and Export Promotion Agency (GIEPA), Start-and-Sustain-Your-Own Business by Gambia Chamber of Commerce (GCCI), Entrepreneurship training for youth and women by

Gambia Youth Chamber of Commerce (GYCC), Small Business Management and Entrepreneurship Development Training Course at the University of The Gambia, etc., are few examples.

Moreover, the increasing demand for foodstuff locally has intensified the growth potentials of our trade, noted by the respondent, R.R.D. The respondent added that "I plan to expand and hire more staff as a lot of business opportunities (customers) await in the Gambian market more especially in the fast-food business." This implies that the foods category of the market is less saturated with the increased drive of members of the family trying to eat out more than it has ever been in the country.

In fact, one of the respondents noted that she believes that second-hand cloth retailing, locally called "fogajaye" is among the easiest ways to invest and recover the cost of investment to quickly address the needs of the family. She noted that this line of business in the country comes with certain privileges and opportunities and unlike other categories.

V. Conclusion, Implication and Limitations of the Study

Entrepreneurship has been the central hub for the development of many nations across the globe. It has created the right space for many societies to exponentially grow and improve the living standards of its people through the creation of jobs, goods, and services (Danish and Smith, 2012). Much justice can't be done without mentioning the contribution of our women partners. Their sense of home-keeping isn't retarding them anymore to continuously support and cater for the family's well-being but contribute to the national and economic progress of their countries. Therefore, in this study, we assessed the challenges and opportunities faced by women in startups and entrepreneurship fields in the Gambia. Our results provide some interesting empirical findings of women entrepreneurs in various sectors including agriculture, tourism, healthcare, education just to name a few.

The continuous dominance of the male counterparts in virtually all fields, call for the need for research in the role and challenges of women in these fields. To address this lapse in the extant literature, we employed a qualitative, semi-structured interview approach to drawing personal opinions of respondents that comprise women entrepreneurs in major cities of the Gambia (WCR, KM, & BCC). The results of the study show that these respondents experienced a plethora of challenges, ranging from access to finance, raw materials and equipment, government and societal influence and low sales, transportation, and communication cost among others. Personal opinions were also collected on opportunities presented.

Accordingly, women entrepreneurs in the Gambia were mostly found to be motivated by two factors: the lug and accelerating factors. Of all the respondents, up to 50% demonstrated a list of accelerating factors as the sole reason that motivated them to start their business: the need to be independent, passion and talent, efforts to contribute to national development, poverty and so on. The other 50% reported the presence of the lug factors such as the presence of environmental resources, market opportunities, government support and family influence. These factors help a great deal in inspiring mostly women entrepreneurs. Furthermore, the presence of market opportunity and environmental resources were the motivational moments that inspired their willingness to tap market opportunities during crises. Despite all the efforts from the government and other stakeholders in enhancing awareness and capacity on entrepreneurship, none of the participant's mentions government or other stakeholders supports as a motivator to their entrepreneurial journey.

For the challenges faced, access to finance is an important constraint that retards the start and the smooth running of many businesses (Muhamad, 2017). Finance is the lifeblood of any business and once lacking things can't be any more usual again. Entrepreneurs need funds to buy raw materials, equipment, machinery, and tools and meet other expenditures just to list a few. These are essentials for any business start and continuity. Additionally, access to materials and tools, especially equipment, is a concern for over half of the participants. As the saying goes, 'tools make work easy. This has been demonstrated by participants. One of the main reasons for the difference between products produced in The Gambia and that outside is the availability of better finishing and accurate machines. According to Davis & Paul (2012), it is a barrier that impedes women during their entrepreneurial careers. Furthermore, only a few mentions government and societal support as a challenging factor to their businesses. Perhaps the reason being, governments through other stakeholders are regular in initiating projects that are helping to train women on entrepreneurship and even provide grants in some instances. With regards to societal support, only one participant complained of it as a challenge.

Work or family-life balance, religion, and networking were challenges in other studies but interestingly none among the participating responses mention any of it as a challenge to their business (Sadi et al., 2012; Burt et al., 2000).

Based on the findings of this study, the following recommendations seek to enhance entrepreneurial growth and development in the Gambia. Firstly, it has been complained by many participants that the government isn't doing enough to support early start-ups. In fact, Muhamad (2017) in his studies states that women are mostly discriminated against with regard to access to financial resources. Thus, the need to initiate incentives such as taxes waivers, loose restrictions and bureaucratic procedures on business registration will further expand the growth and potentials of women start-ups and the fields of entrepreneurship.

Second, the regulation of the commodities markets is required. The competition commission and the national regulatory authority have a responsibility to ensure efficient and sustainable price and market regulations mechanisms, thus curbing the irregularities by dubious dealers in the markets. In fact, this practice will enable the growth of local start-ups in the country, and protect them from the threats of bigger, established corporations due to ineffective competition.

Third, enabling the involvement of the private sector for generation and access for women start-ups is crucial. It is impossible for the central government to provide all the support necessary for the growth of viable women-led start-up enterprises in the country (Danish and Smith, 2012). In fact, access to finance as an identified challenge can be tackle when a more private stake is involved. They will for sure manage the projects well ensuring a win-win for both investors (the women entrepreneurs, and the financiers).

Fourth, recognizing the role of women in the start-up and entrepreneurship policy of the country. The need for policy diversity will foster the growth of women participation in start-ups and small business management. Such practice has the potential to ensure fair and equal treatment of all entrepreneurs (including the proportion of women) in terms of incentives, opportunities, and resource allocation. National budget allocation on trade and investment is in fact, a strategic tool for improving diversity and inclusion in the entrepreneurship landscape (Giustra and Phillips, 2006). Finally, among the biggest challenge confronting the growth of women-led start-ups is the poor infrastructure state of the country. The erratic electricity supply is a major cause of concern for all categories of start-ups enterprises in the country. A serious central government effort is required to create a robust energy sector, road networks, and telecom sectors, that can be relied upon for improved business and development, which is immensely needed. These sectors need rapid improvement to support economic growth. Once they are fixed, there will be a lot of investment in innovation and technology-driven business enterprises.

In the course of this research, several limitations were encountered, including the small sample size, concentrated research population, and the research approach adopted. Future studies could seek to expand on the sampling and geography in order to enable a more representation of research findings.

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The Impact of Market Orientation and Diffusion on Commercial Success of Patented Innovation in Sri Lanka

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Abstract- *Purpose:* The study seeks to understand the relationship between two critical success factors for the commercial success of patented innovation: the invention's market orientation and diffusion. The study also assesses the moderating effect of patent ownership in the relationship between the predictors' market orientation (MO) and diffusion (DF) with patent commercialisation success. The observation of the relationship is vital as a high percentage of registered patents in Sri Lanka are individually owned and could be a factor for poor commercial success.

Methodology: The empirical study utilises a national sample of patented inventions by Sri Lankan nationals and is cross-sectional. The study used a sample of 220 patent holders from the Sri Lanka National Intellectual Property Office (NIPO) and the Patent Cooperative Treaty (PCT) databases to test the hypotheses. The study selected patents registered between 2010 and 2014. The analysis uses SPSS version 21.

Keywords: *market orientation, diffusion, patents, commercialisation, technology transfer, sri lanka.*

GJMBR-E Classification: *JEL Code: M39*

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Strictly as per the compliance and regulations of:

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Romaine Ferdinands α, Halinah Binti Atan σ, Ferdous Azam ρ & Ali Khatibi Ѡ

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Findings: The study reveals that both market orientation and diffusion have a significant positive impact on the success of patent commercialisation. The results also indicate that patent ownership moderates the relationship of both market orientation and diffusion on commercial success.

Originality: Comparative studies combining different ownership groups in a wide range of industries are scarce and this study contributes to furthering this knowledge. The study also contributes to an area with limited literature by studying innovation diffusion based on the characteristics of the innovation.

Keywords: market orientation, diffusion, patents, commercialisation, technology transfer, sri lanka.

I. Introduction

Innovation plays a vital role in the performance and growth of organisations and countries and is one of the fundamental premises of economic development (Cohen & Levinthal, 1990; Han, 2017). An innovation adds economic benefit only when it is commercialised. Therefore, commercialisation is seen as a vital component in stimulating economic growth and a critical stage in the entire innovation development process (Schilling & Phelps, 2007). This relationship between innovation and economic value generation was cited by the economist Robert Solow (1957) and Schumpeter (1934). Schumpeter proposed that the more significant or radical the innovation was, the greater its impact, resulting in higher economic return. On the other hand, the effect would be marginal with a lesser economic return if the innovation is incremental. Innovation is also noted to have a snowballing effect that generates knowledge that when it gets diffused it generates more knowledge through its application in newer forms of products and processors as the diffusion of the innovation spreads to different industries.

Many developing countries with little R&D budgets bring forth limited innovations with the more radical innovations that carry higher commercial potential being patented and yet, struggle to gain economic benefit from the commercialisation of these patents (Latif et al., 2016). Sri Lanka is no exception. The reason for non-achievement has been tagged to the uncertainties surrounding new technology and markets (Mohr & Sengupta, 2013; Slater 2005). These uncertainties could be in terms of market acceptance, technology performance, cost of development and production time, cost of production and how rapidly the cost of production could decline due to economies of scale. The rate of application and adaption of the new technology in different industries also influences the success of an innovation. Thus, in the heart of innovation, there is uncertainty. The success of invention also lies with the users and how users view and apply the innovation (Mowrey & Rosenberg, 1999). Therefore, it is essential to note that not all inventions will become commercially successful, as a deep understanding is required of the commercial process of innovation (Jones & Stevens, 1999; Chiaroni et al., 2010). Thus it is said that commercialisation is the 'heartbeat' of innovation. Given the significance of commercialisation, it is crucial to understand what factors determine an invention's commercial success

The outcome of commercial success is influenced by key factors and decisions taken in the earlier stages of idea generation, conceptualisation and prototyping.

Market orientation (MO) is a critical factor determining the ability to understand customer needs and maintain that understanding throughout the innovation process from the outset of technology development. This understanding is through in-depth knowledge of expressed and latent customer needs that need to be addressed (Slater & Narver, 1995).

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Therefore, proactive market orientation is strongly associated with innovation and new product success (Narver, Slater & MacLachlan, 2004; Jiménez-Jiménez et al., 2008). MO has been defined as a firm's organised market intelligence gathering of current and future customer needs, disseminating this market intelligence across all departments and the organisation's responsiveness to it (Kohli & Jaworski, 1990). Narver and Slater (1990) defined MO through three behavioural components: customer orientation, competitor orientation and inter-functional coordination. Both definitions point to a proactive, continuous process that involves anticipating and meeting customer needs whilst scanning the existing options (competitor scanning) available that satisfies customer needs. The two definitions indicate the importance of new products, new and novel technology that may be patented to effectively utilise the customer and competitor knowledge gathered to target potential customers unfulfilled or latent needs. Prior studies supported this premise, identifying the importance of uncovering latent customer needs, involving customers throughout the development for constant feedback and refining the technology, thereby increasing the invention's commercial potential.

The patented innovation also needs to get diffused amongst industry for commercial development and society for commercialisation (Rogers, 1995). The patented invention needs to gain acceptance by those who require it and those who benefit from it. The attributes and the benefits of the innovation need to be communicated and demonstrated. This process takes time and depends on the communication channel, the social system, and the invention's attributes (Rogers, 1995). Therefore, market orientation (MO) and the diffusion (DF) of patented innovation are likened to a coin's two faces. Each important and contributing to the commercial potential, each reflective of the other for its purpose fulfilment. Successful application of market orientation and the inventions diffusion characteristics are essential in the Sri Lankan context to link Industry with Research and Development and patented inventions.

Amongst the body of innovation literature, an emerging topic is the commercialising of innovation and patented innovation. Patents are essential as they represent radical and higher value technology and rate a country's innovativeness. Patents represent substantially new ideas and concepts and are the best definition for radical innovation (Stevens, Greg, Burley & James, 1997). Applying for a patent status for an invention subject the invention to outside expert scrutiny calling for time, effort and substantial financial commitment by the inventor. Therefore, patents represent the innovations with higher potential to commercialise as obtaining patent status for an invention requires time, effort and substantial cost. It also signals to external parties that the inventions have moved from the initial stage of development with a latent and future commercial potential (De Nicola et al., 2018). Hence patents have moved from solely a legal protection instrument to a strategic currency that an inventor can trade between organisations and countries (Chesbrough, 2003; Ruther, 2012). Individual independent inventors and organisations can register patents provided the invention meets the criteria as a substantially new invention that has not been known before the existence of the patent (Walker, 1995) and verified by independent experts in the field through rigorous scrutiny. A unique feature in the National Intellectual Property Office of Sri Lanka database is that independent individuals have registered a significant percentage of Sri Lankan patents.

Sri Lanka is determined to accelerate the country's growth and recognises the importance of innovation and the contribution science and technology can make to achieve this. This contribution would increase the country's per capita gross domestic product, increase exports through value-added exports, and high technology and import substitution. With this objective in mind, the government of Sri Lanka set in place its national policy on Science, Technology and Innovation in 2009. This policy set a clear direction to achieve economic prosperity within five years. However, the achievement of the set objectives fell short. The expected innovation that would stimulate economic development and increase economic prosperity did not take place as expected. The inventions developed by the scientific community failed to impact commercial products by lack of technology transfers to commercial enterprise. Therefore, the non-achievement of commercialisation of most patented innovations is a pressing problem for the country (Wickramasinghe & Ahmad, 2012). The non-achievement of commercialisation attributes to R&D undertaken by academia misaligned with industry needs in terms of identifying market requirements and a lack of understanding between the scientific community and the business community (Innovation and Entrepreneurship Strategy for Sri Lanka 2018 – 2022). In addition, scientific inventions and patents need to be known or diffused amongst industry for commercial development and society for commercialisation (Rogers, 1995). Therefore, the diffusion of patented innovation is vital in the Sri Lankan context to link Industry with Research and Development and patented inventions to identify and cater to trending market needs. Against this background, the study sets out to determine how market-oriented and poised Sri Lankan patented inventions are to gain commercial success and the impact of patent ownership on the two predictors and commercial success of patents. Therefore, the objectives of this study are to determine the effect of market orientation and diffusion on the commercial success of Sri Lankan patents and investigate the moderating effect of patent ownership on the two predictors' MO & DF. The study would also explore the use of market orientation and diffusion amongst the two patent ownership groups.

This study comprises four parts. The first part reviews the literature relevant to commercialising innovation, innovation's market orientation, and the diffusion of inventions. Next, the research methodology with data analysis techniques is described, followed by a discussion on study findings. Finally, the study concludes with theoretical and practical implications and directions for future research.

II. Literature Review

Amongst the body of literature on innovation, an emerging and increasingly important topic is the commercialisation of innovation (Schilling, 2005). The commercialisation of innovation takes place in many forms. It could be through transfers, licensing, startups, spin-offs or joint ventures. Within the plethora of innovation literature, the study project commonly known as SAPPHO (Scientific Action Predictive Patterns with Heurnst Origin – Freeman 1967) validated the need to couple new technology with market needs to gain success. The SAPPHO study is a landmark study that added significantly to the knowledge stock on innovation. Forty years thereon, Radosevic and Yoruk (2012) used the same set of success factors to test them out in a knowledge-intensive enterprise industry in Central and Eastern Europe. The results confirmed the continuing relevance of the SAPPHO study. Radosevic and Yoruk study focused on the innovation success factors at the organisation level. The SAPPHO study identified five areas of success. These factors were – better understanding consumer needs, paying more attention to marketing, effective use of outside technology and scientific knowledge, better efficiencies in development and more senior and experienced responsible personnel. Critically analysing these, the attributes of understanding consumer needs and paying attention to marketing could be categorised under a banner of market orientation defined by Kohli and Jaworski (1990) as a set of behaviours and activities that are present in an organisation that is related to generating market intelligence and disseminating the information across the organisation and acting upon the information to cater superior customer value. Nerver and Slater (1995) confirmed Kohli and Jaworski (1990) definition and findings and identified three behavioural characteristics: customer-oriented, competitor-oriented, and inter-functional-oriented. Studies focusing on high technology and radical innovation suggest that market orientation positively impacts such firm performance as it benefits from prior knowledge of solving customer problems and prior knowledge in serving markets. This understanding complements the new technology development creating better acceptance (Schweitzer et al., 2016). A majority of empirical studies carried out show a positive relationship between market orientation and organisational performance (Atuahene – Gima, 1996, 2001, 2005; Tsai et al., 2008; Lukas & Ferrel, 2000; Deshpande et al., 1993, 2004; Vega-Vazquez et al., 2012; Oswald & Brittel, 2017). In their study, Slater and Narver (1994) stated that the likelihood of market-oriented organisations innovating and bringing out new products was greater. Certain studies have empirically tested MO for its moderating influence (Migliori et al., 2018). The empirical research carried out by Vega-Va'zquez et al. (2012), while indicating the positive impact of market orientation on new product development and innovation, stated MO had less impact on radical innovation as customers could not articulate their future needs based on their current experiences. Christensen (1997) study supports this view by demonstrating organisations limitations by addressing only expressed customer needs through incremental innovation and not radical innovation that caters to latent customer needs. However, Slater and Narver's (1998) study contradicts this finding stating market orientation enables the understanding of expressed and latent customer needs. Oswald and Brittel (2017) study support the premise of a significant relationship between market orientation and innovation for both incremental and radical innovation. The salient point of difference in the two schools of thought is that the level of market orientation required for radical innovation success is a deeper and wider understanding of emerging customer requirements (Slater & Mohr 2006; Henderson, 2006). Market orientation may also slow down a firm's response time in instances that demand fast responses to environmental stimuli (Abbate & Cesaroni, 2014). From past studies, it is clear that the degree of market orientation may vary in impact on firm performance, technology transferability, or commercial potential, but it is undisputed that MO positively impacts the commercial success of innovation. Therefore, the study puts forward the hypothesis:

Hypothesis 1: There is a positive relationship between Market Orientation and successful patent commercialisation.

Diffusion in innovation literature has taken different perspectives, with various study models focusing on the multiple aspects of the diffusion process. These diffusion models classify under attributes of technology, communication of technology functionality and alignment with user needs. Rogers, 1995 define diffusion as a process that spreads innovation amongst potential adopters over a while. In theory, put forward by Rogers, he outlines four components or elements that affect the diffusion process: the invention itself, the communication channels, the social system, and time. Roger's diffusion model addresses the collective adaptation of an innovation over time. Roger's diffusion models basic premise is that there are different types of adopters whose purchase needs and characteristics differ and could be classified by their traits. Depending on the inventions adaptation swiftness, users can be classified as innovators, early adopters, early majority and laggards. The smooth transition from one segment to another segment of users is termed successful diffusion. An innovation gets diffused owing to the collective adoption of innovation by individuals. The decision to adopt and the time frame to do so vary between persons. In Moor's (1991) study titled 'Crossing the chasm', he identified a gap or a sales slump between the initial innovators and early adopters and the early majority who are the mainstream buyers. Moor argues that this slump is due to the personal characteristic difference between the two categories. People categorised as innovators, and early adopters are generally known to be technology enthusiasts, while the early majority are mainstream buyers who are risk-averse and require proven application. The speed of diffusion would depend on the innovations relative advantage. Increased efficiencies in use and cost will bring about the innovations' comparative advantage. If users do not see a relative advantage, they would not consider using the invention (Rogers 1995). The same sentiment reflects in the Adoption Theory, which addresses the adoption process on an individual basis. All theories on technology adoption and diffusion indicate that it is a complex social development process that needs to address the cognitive, emotional and contextual concerns of individuals (Straub, 2009). Past research clearly shows the adoption of innovation will occur depending on the characteristic of the invention itself, which stems from the ease of use and the compatibility with existing technology. However, the relative advantage alone does not guarantee the adoption or the diffusion of innovation as technological innovations generally undergo lengthy negotiation periods and more disclosure with would-be adopters, which may increase or decrease the relative advantage of the invention (Denis et al., 2002; Fitzgerald et al., 2002).

The diffusion would also be depended on the compatibility with the adopter value norms and perceived needs and existing technology (Denis et al., 2002; Rogers, 1995). The complexity of the innovation, the trialability, (Roger 1995; Plsek, 2003), which in practice refers to the new technology's range of application in an industry or across many sectors (Chunbo, 2018), is yet another critical factor that has an impact on the innovated technology increasing its commercial potential (Slater & Mohr, 2006; Arvantis et al., 2008). This aspect of the characteristic of the new technology and its impact on the commercial potential is relatively under-researched and has not been addressed adequately in research studies (Tornarky & Klein, 1982). Therefore, the focus in this study for the diffusion construct will concentrate on the patent attributes and its impact on commercial success using a reliable scale to measure (Moore & Benbasat, 1991) while predicting the outcome of diffusion based on the success of commercialising the patented invention. Thus, it is reasonable to propose the following hypothesis:

H2: The level of product diffusion has a positive relationship with the level of commercial success of the patent

Patents are the closest to represent radical innovation. Being radical innovation theoretically, they should yield high economic value. However, a majority of patents do not get commercialised and do not contribute to the economy. The economic contribution would depend on the motive for patenting and depend on who owns the patent. Depending on who owns the patent would influence the probability of commercialising (Hellman, 2005; Agion & Tirole, 1994). Patents registered by academia such as IHL's and GRI and individuals would need to attract commercial entities with manufacturing and financial capabilities to further the patents commercial potential. This transfer of technological knowledge could take the form of licensing, spin-offs, startups or contracted research (Mazzoleni, 2005). The ability or inability to attract commercial enterprise would either mean commercial success or failure. Therefore, ownership plays a significant role in commercialising.

Based on past theoretical & empirical studies, this study draws a theoretical framework, depicted in figure 1, to test how the two independent variables of Market Orientation (MO) and Diffusion (DF) contribute to the commercialisation of patents. The model also tests the moderation of patent ownership on the commercial success of patents.

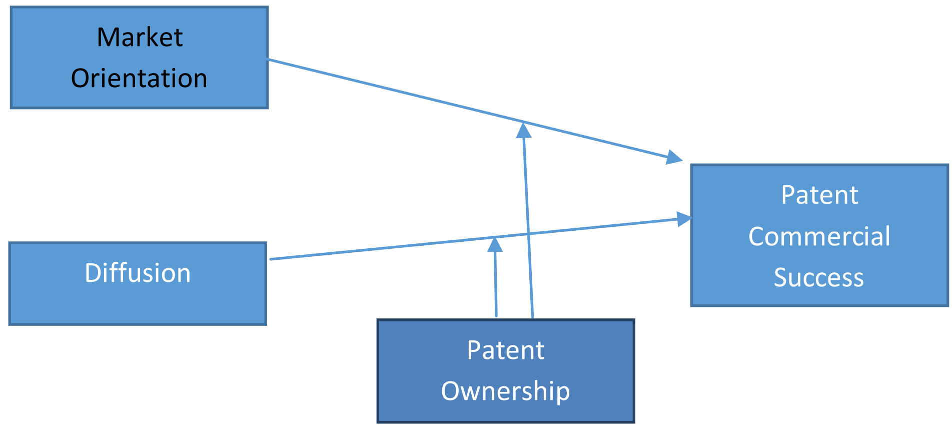

Figure 1: Conceptual Framework of Study

III. Research Methodology

The study objective was to empirically validate the research hypothesis to ascertain if there was a relationship between market orientation and commercial success of the patented invention and if patent ownership moderated this relationship. Likewise, the following hypothesis explored a relationship between diffusion of the patented innovation and the commercial success and if patent ownership moderated this relationship. The study objectives and hypothesis is addressed through a quantitative cross-sectional study based on a national framework of patents held by Sri Lankan nationals registered through the National Intellectual property Office of Sri Lanka or registered through the Patent Cooperative Treaty (PCT). The framework limited the registration of the patent to five years from 2010 – 2014. The total number of registered patents during this period with both databases were 435. Based on the t-table developed by Krejcie and Morgan (1970), the sample size was determined as 205. The sampling process made allowance for non-response, and the number of respondents selected increased to 330 respondents. A response rate of 66% was achieved, which resulted in obtaining a sample of 220. Since the databases of NIPO registers 70% independent individuals, it was necessary to collect sufficient numbers from the organisation group. Therefore, the study used a random disproportionate stratified sampling method to obtain adequate representation for analysis purposes from the two patent ownership categories: Independent Individual patent holders as one category and the other as Patents owned by Organisations, including IHL's GRI's and commercial organisations. The sample was equally distributed among the two ownership categories so that adequate representation for each ownership category was in place for concluding the study. (Refer Table 1). The unit of analysis was the patent holder. The identity of individual patent holders is straightforward. However, in organisational patent ownership, identifying the respondent or the unit of analysis gets complicated as the patent outcome could result from several people. In such instances, the respondent selected was either the lead researcher or named patent researcher or the research director or a key senior executive involved with the patent idea, prototyping and commercialising it.

Table 1: Distribution of Sample

Ownership Category	N	%
Organisation	114	51.8
Individual	106	48.2

The questionnaire was developed by adapting both MKTOR and MARKOR scales (Narver & Slater, 1990; Kohil, Jaworski & Kumar, 1993) and scales used by Rodoservic and Yoruk 2012 in the SAPPHO study to test the Market Orientation dimension. The measurement carried 8 item scales. The diffusion dimension was tested by adapting the scales developed by Moore and Benbasat (1991). The 12 measurement scales assessed the likelihood of the inventions diffusion was based on the characteristics of the invention identified by Rogers (1995).

The questionnaire rated the response on a 5 point Likert scale from strongly disagree (scale of 1) and strongly agree (scale of 5) for both the Market Oriented and Diffusion constructs. The dependent variable questions were based on the Pat Val study (2005). It comprises four objective dichotomous questions with yes and no responses. In addition, the questionnaire extracted information on commercial success, citation, patenting outside the country (Family size), which would also indicate the patent strength. The questionnaire also carried questions relating to the demography of the patent holder in terms of gender, age, experience, qualification and number of patents owned. The questionnaire was mailed or emailed to respondents, but due to poor initial response, rigorous follow-up through email correspondence, telephone and personal contact through visits were made. Data collection took five months.

The questionnaire was first pre-tested among 32 respondents with a mixed representation of inventors from IHL's, GRI's Corporates, and Individual patent holders to ensure the questions' content, clarity, and validity. Based on the feedback of the pilot study, 1 item scale was dropped from the MO dimension, and two-item scales were dropped from the Diffusion dimension. The questionnaire was also refined by making minor changes to terminology to suit the scientific community of patent holders. The questionnaire was developed in both English and Sinhala.

The findings of this study were tabulated using descriptive statistics on demography and patent details, frequency, reliability testing to ascertain the consistency and reliability of the variables, Pearson's correlation analysis to measure the multi-collinearity and Multiple regression analysis to test the hypothesis and identify the most influencing variable contributing to the commercial success of patents. Multiple Regression was used contrary to the common belief that Logistic Regression is more appropriate than linear regression for analysis with a dichotomous dependent variable. Past comparison studies between the linear and logistic regression have shown near-identical outcomes (Hellevik, 2007). Furthermore, ANOVA has been proved to be robust to show relevant results if the data in the two samples cell proportions are equal or are between .25 and .75 and there are at least 40 degrees of freedom (Lunney 1970; D'Agostino, 1971). This study's sample data meets the condition specified by Lunny (1970) and D' Agostino (1971) with cell proportion .37 and .63 ANOVA was run after transforming the data values.

IV. Results

The Socio –Demography profile of the respondents who participated in the research is given in Table 2. The majority of respondents were males (86%), while the majority fell into the age groups between 35 – 55+, indicating a mature profile of inventors and researchers. Furthermore, most surveyed respondents were tertiary qualified (78%) and well experienced, with most respondents (70%) having over ten years of experience as inventors. In addition, 58% of respondents held more than one patent, and amongst them, 10% owned more than five patents. These statistics indicate a well experienced, knowledgeable and active profile of Sri Lankan patent owners.

Table 2: Socio- Demography Profile of Respondents

	n	%
Gender		
Male	189	86
Female	31	14
Age		
14 - 20	3	1
21 - 34	39	18
35 - 44	55	25
45 - 54	60	27
55+	63	29
Education		
O/L	8	4
A/L	39	18
Graduate	56	32
Masters	46	20
PhD	71	26
Experience		
less than 5 years	15	7
5 - 10 years	52	24
More than 10 years	153	69

Patents Owned		
Single patent	91	41
less than 5 patents	105	48
More than 5 patents	24	11

In terms of the patents, the number of patents commercialised was 81 or 37%, of which 60 were owned by organisations and individuals owned only 21. Very few patents were registered outside the country (11%), of which organisations owned 21. 16% or 36 patents were stated as cited, of which organisations owned 32. This indicates an overall portfolio of weak patents, with stronger ones owned by organisations (Refer Table 3).

Table 3: Patent Value

Value Dimension	Organisation		Individual	
	n	%	n	%
Commercialised	60	27	21	10
family size	21	10	3	1
cited	32	14	4	2

Based on the respondent and patent profile, it is apparent that whilst the inventors are well experienced and knowledgeable, the overall patent value is weak based on the criteria for valuing patent worth: citation, family size, and renewals (Maurseth, 2005; Svenssen, 2010).

The analysis of the study commenced with the constructs of the questionnaire being first checked for internal consistency to ascertain how closely they represented the single latent variable. This was verified through the Cronbach Alpha test, which was > .7 for the MO and DF constructs (Refer Table 4). A Cronbach Alpha score of .9 is considered excellent reliability, while a score between .8 and .9 is deemed to be good and a score between .8 and .7 is considered acceptable (Nunnally)

Table 4: Test for Reliability

	Pilot Study		Final Study	
Variable	No. of Items	Cronbach Alpha	No of Items	Cronbach Alpha
Market Orientation (MO)	8	0.779	7	0.912
Diffusion (DF)	12	0.879	10	0.885

Though the pilot test Cronbach Alpha scores for both dimensions were acceptable, one item scale was dropped from the MO dimension, and two-item scales were dropped from the Diffusion dimension as most respondents felt the scales were either confusing or not relevant which improved the CA rating for both dimensions in the final study.

The construct validity was also tested to assess how well the results of the data gathered from the scales used to measure the constructs fit the theory around which the research is designed. This was done using correlation analysis and factor analysis. The KMO test was also run to ascertain sampling adequacy. The KMO measures the proportion of variance in the scales that may result from an underlining factor. KMO measures vary between 0 -1, with a value closer to 1 being considered excellent with a value of.6 is the minimum acceptance value. The results from these tests are given in Table 5.

Table 5: Factor Analysis

Variable	KMO	Bartlett's Test	Factors	Variance	Items
Market Orientation (MO)	0.899	0.000	Single	0.72	7
Diffusion (DF)	0.818	0.000	Single	0.72	10

The internal consistency was also examined by calculating the Composite Reliability (CR) and the Average Variance Extracted (AVE). The construct values for the AVE are>. 5, and CR is >.7 (Hair et al., 1998; Fornell & Larcker, 1981). The values for both the constructs are above the cut off values which confirms the validity of both the construct and the individual items are high and meet the measurement requirements for further analysis (Refer to Table 6)

Table 6: Reliability of Item Construct

Construct	No. of Items	AVE	Composite Reliability
Market Orientation (MO)	7	0.71	0.94
Diffusion (DF)	10	0.63	0.93

To measure the operationalised accuracy of the construct, the construct validity was checked using both convergent validity and discriminant validity. The discriminant validity is measured by squaring the correlation and then the squared correlation is compared with the AVE, which should be greater (Fornell & Larcker, 1981). The results meet the requirement establishing the discriminant validity of the two constructs (Refer Table 7).

Table 7: Discriminant Validity

Variable	Mean	St. Deviation	Variables	
			MO	DF
MO	3.22	1.06	**0.71**	0.68
DF	3.49	0.76		**0.60**

In the factor analysis, all correlation coefficients of inter construct were within the range of .3 - .9, indicating the absence of multi-collinearity and all factor loadings were above .7. Thus, the value of the construct was established.

A comparison of means was run by carrying out an independent t-test by ownership as the study was conducted in a national framework that included two distinct patent ownership groups. The independent t-test was selected as it compares the means between two unrelated groups on the same continuous dependent variable. The variance in the Standard Deviation shows a difference in the mean scores of the two constructs for the two ownership groups, as reported in Table 8.

Table 8: Result from the Independent t-test for ownership

Variable	Ownership	Mean	SD	Levene's Test		t	df	Sig(2 tailed)
				F	Sig			
MKT Orientation (MO)	Individual	2.86	1.024	0.003	0.957	5.005	218	0.000
	Organisation	3.55	0.996					
Diffusion (DF)	Individual	3.31	0.689	9.565	0.002	-348	216	0.000
	Organisation	3.66	0.799					

N Organizations 114, Individuals 106

The result of the t-test indicates a difference between the mean scores of the two ownership groups. The t-test result of the independent variable MO shows a significant difference between the mean score of MO for Organisations (M=3.55, SD=.99) and Individuals (M=2.86, SD=1.02), conditions; t (218) =-.5.00, p=0.001 indicating organisations are significantly more market Oriented throughout the innovation process.

The result of the t-test for the independent variable Diffusion (DF) shows a difference between the mean score of DF for Organisations (M=3.66, SD=.798) and Individuals (M=3.31, SD=.689), conditions; t (218) =-3.4, p=0.001. This indicates organizations innovations comply more with the diffusion product characteristics than those patents owned by Individuals. The regression analysis was used to test the hypothesis relationships of the study with the sample population. The analysis indicates a positive relationship between each independent variable: Market Orientation and Diffusion with the dependent variable commercialisation. In addition, ownership as a variable showed a positive relationship with the dependent variable as well (Refer Table 9).

Table 9: Regression Coefficients of Independent variable on Dependent Variable

Variable	St. Error	Standardised Coefficient Beta	t	p	Collinearity Statistics Tolerance	VIF
(Constant)	0.022		0.000	1.000		
MO	0.046	0.106	2.300	0.022	0.238	4.206
DF	0.045	0.292	6.443	0.000	0.244	4.096
Ownership	0.032	0.103	3.248	0.001	0.496	2.017

In the regression analysis, Market Orientation is found to be positively associated with patent commercial success (β= .106, p< .05), supporting H1. Diffusion was also positively associated with patent commercial success (β= .292, p< .05) supporting H2. Ownership is also significant (β=.103, p<.05), indicating that ownership impacts patent commercial success.

The overall model fit was also checked, which resulted in the linear regression model being statistically significant. The model explained 79% (R2) of the variance in commercialising with a p=.001.

To test hypothesis H3 of patent ownership moderating the relationship between market orientation and patent commercial success, the independent variable with the standardised moderating variables were included in the regression analysis. The ANOVA indicated model 1 without the interaction term significant at F (2,217) = 269.60, p<.001 while model 2 with the interaction term was also significant at F(3,216) = 220.54, p=.001 indicating the interaction between patent ownership and MO account for significantly more variance than just MO and just patent ownership singularly as the model R2 change .o41 p=.001 or a 4.1% increase in variance explained by the interaction term thus confirming H3 hypothesis: Patent ownership moderates the relationship of market Orientation on commercial success.

Table 10: Ownership Moderation on Market Orientation Model Summary

Model	R	R2	Adjusted R2	Std. Error of the Estimate	Change Statistics R2 Change	F change	df1	df2	p	Durbin Watson
1	.844	.713	.710	.53814566	.713	269.607	2	217	.000	
2	.868	.754	.750	.49953524	.041	35.841	1	216	.000	1.445

To test the hypothesis H4 of patent ownership moderating the relationship between diffusion and patent commercial success, the independent variable with the standardised moderating variable was included in the hierarchical regression analysis. The analysis is given in Table 11.

Table 11: Ownership Moderation on Diffusion Model Summary

Model	R	R2	Adjusted R2	Std. Error of the Estimate	Change Statistics R2 Change	F change	df1	df2	p	Durbin Watson
1	.878	.771	.769	.48056592	.771	365.642	2	217	.000	
2	.882	.778	.775	.47473426	.007	6.364	1	216	.012	1.646

The analysis accounted for more variance than just the independent variable diffusion and patent ownership. Model 1 without the interactive term is significant at F (2,217) =365.64, p<.001. The R2 change .007 p=.012 confirming patent ownership moderates' diffusion to patent commercial success. Hence hypothesis 4 is confirmed.

V. Discussion

The study reveals that both market orientation and diffusion have a significant positive impact on the success of patent commercialisation. Therefore, to improve the commercial success rate of patents, the inventors who are patent holders need to develop their new technology incorporating the aspects identified through MO, which will reflect in DF if implemented. It is paramount that the patent owners understand the success of patents depend on the technical quality, the market opportunity and the technological obstacles (Chunbo 2017). Constant scanning of market shifts in terms of consumer requirements and competitor activity is required throughout the innovation process. The market scanning requires a high level of interaction between the potential user groups and constantly receiving feedback on the attributes of the developing new technology and adapting them to transform the technology to create a superior product with demand. It is then that the potential of commercial success could increase.

The study findings for the predictor variable market orientation supports the findings of past studies. The results support the empirical findings of Radosevic and Yoruk, (2012) and again validated with more recent studies by Wang, Zhao and Voss, 2016; Chunbo, 2017; Kadir and Shamsudin 2019. These studies have been carried out in different countries, strengthening the empirical findings further in this area.

While the study highlights the importance of MO in the commercial success of the patent it also highlights the difference of MO based on patent ownership tested through a t-test where the patents owned by individuals indicated lower mean value (2.86) compared to patents owned by organisations (mean value of 3.55). The study data reveals that organisation-owned patents were stronger patents as they were subject to market scrutiny and evaluation and reflected it in the technologies characteristics or features that were trialled with potential users, thus enabling the patents to have higher commercial success. The difference between the two groups was mainly due to the individual inventors lacking funds to continue with prototypes and testing them with potential consumers.

This finding has significant implications for the individual patent holder and innovation policymakers who need to assist them in accessing funds to build prototypes and test them with potential users. Individual patent holders must have access to venture capital and other external financing avenues that will facilitate and assist in reaping economic value from patented inventions as they dominate the country's innovation landscape. This could be in the form of grants or loans underwritten by the government and linked to favourable payment plans based on revenue generation from the successful commercialisation of the patent. This would enable individual patent holders who commercialise their patented technology by startups or existing SMEs to increase the economic value generation through upscaling. Multi-disciplinary services and skills are also required during the commercialising stage, which the individual patent holder may not possess but would need to acquire for commercial success. Inventors possessing services such as marketing, management, manufacturing in-house stands to increase the probability of commercialising. Therefore, access to such disciplines is also essential to both groups.

The study findings for the predictor variable diffusion helps to predict the success of commercialisation based on the new technology adoption characteristics. The findings help evaluate and understand the current level of innovation characteristics that would enable the diffusion of patented innovation in Sri Lanka. The study results support the findings of past studies carried out by Chunbo 2018; Ostlund 1974; Lo, Wang, Chien and Hung 2012. It indicates the importance of developing technology characteristics that are in line with market demand, leading to a higher potential of commercial success.

Innovations meeting the market orientation and diffusion criteria would also lead to higher valued patents that could then be supported and backed by the state to further the commercial potential through patent registration in other countries and negotiating with overseas patent buyers and local manufacturers for profitable licensing and other contracting.

VI. Conclusion and Managerial Contribution

This study contributes to the body of knowledge in various ways. Firstly, the study model is tested in a national setting combining different patent ownership categories, which are scarce, especially in the context of developing counties. Most innovation studies carried out concentrate on a single ownership category, most often based on organisations such as technology transfers or commercialising of IHL innovations or technology transfers or commercialising of GRI innovations or limited to technology spin-off or startup organisations commercial performance. Studies that combine ownership groups in a wide range of industries, as in this study, is rare.

The study also contributes to an area of limited literature by studying innovation diffusion based on the characteristics of the innovation. It examines 5 innovation characteristics in a national setting across several innovations. Studies that exist either use one or two characteristics or limit the research to a specific innovation. As a result of these two limitations, the reliability and replicability are low (Tornatzky and Klein, 1982). This study uses the characteristic of innovation for diffusion in a replicable model, using tested and reliable measures with statistical power to predict the outcome, contributing to this knowledge gap.

As a result, the study gives deep insight into the use and practice of two critical variables identified as necessary for the commercial success of new technology by empirically validating the use of the Market Orientation variable and the Diffusion variable along with its use by innovation ownership in the commercialising process which is represented in this study by patents.

Every research study has its limitations that arise from the methodology, research context, or biases from survey respondents. The sampling process in this study combines three ownership segments: IHL's, GRI's, and Commercial organisations under one ownership category of Organisations. These three segments would most likely vary in their research needs, research motives, availability of resources and expertise, which would influence the commercial outcome of the patented research. The combined ownership is a limiting factor as the diversity and approach to commercialisation would differ within each segment. Future research should investigate the segments separately and compare them for deeper understanding. The study also limits its framework to a five-year window, which could be extended to include the more recent patents that have emerged within the countrys' more recent National Innovation System. Incorporating the newly established intermediaries and enacted new policies to increase the country's innovation capacity may improve and expand future study findings. It will also contribute to furthering knowledge in an ever-important area of organisational and national importance.

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Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

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Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

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

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Management Research Paper

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.

- 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:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o 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:

- o Explain the value (significance) of the study.
- o 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.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o 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.

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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