Contents

Dr. Avul Pakir Jainulabdeen Abdul Kalam Achievements Par Excellence

This eminent scientist and engineer has also served as the 11th President of India from the period 2002 to 2007. APJ Abdul Kalam was a man of vision, who was always full of ideas aimed at the development of the country. He firmly believes that India needs to play a more assertive role in international relations.

People loved and respected Dr APJ Abdul Kalam so much during his tenure as President that he was popularly called the People's President. APJ Abdul Kalam was born on 15 October 1931 in the South Indian State of Tamil Nadu received honorary doctorates from about 30 universities globally.

The Government of India presented him the nation's exceedingly higher civilian honors of the Padma Bhushan and then again, the Padma Vibhushan in 1990 and the Bharat Ratna in 1997. Before Kalam, there have been only two presidents - Sarvepalli Radhakrishnan and Zakir Hussain - to have received the Bharat Ratna before being appointed to the highest office in India. He was the only scientist to adorn the convected seat of president and the only bachelor to occupy the highest seat of authority of the biggest democracy of the word. By remaining a bachelor for life he made the whole nation as his family.

His perspectives on several pressing problems of our countruy have been enunciated by him in the book 'India 2020'. It highlights the action plans that will help develop the country into a knowledge superpower by the time 2020. One thing for which he received ample kudos is his unambiguous statement that India needs to play a more assertive role in international relations. His work on India's nuclear weapons program has a asserted India's place as a future superpower. Even during his tenure as President, APJ Kalam took avid interest in the spheres of India's science and technology. He was an ardent advocate of open source software over proprietary solutions to churn out more profits in the field of information technology in India.

This fireless human being with humble beginnies has risen to the highest levels of achievement. He has left a rich legacy of scientific achievement, probity and simplicity, secular values & visionary contributions. He has inspired countless number of people such as students, youth, professionals, social workers & scientists to dream and achieve big results to elevate India into a developed nations. He died on 27th July 2015 with his shoes on delivering a lecture. Dr. APJ Abdul Kalam was an icon and an all round inspiration for everyone.

Prof. G. Sreenivas Reddy

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EMPOWERMENT OF WOMEN ENTREPRENEURS THROUGH SELF HELP GROUPS

Sridevi N
Prof. G V Chalam

Abstract

APJ Abdul Kalam once said that "Empowering women is a requirement for creating a good nation. When women are empowered, society with stability is assured. Empowerment of women through entrepreneurship is essential as their thoughts, value system lead to the development of a good family, society and ultimately a good nation". Eradication of poverty and reduction of underemployment and problem from the face of the rural India over the years have been the foremost priority of the Central Government and the Ministry of Rural Development of India. The Women Self Help Groups (SHGs) have played a dynamic role in the economic development. They are engaged in agriculture operations, household industries, trade and commerce and other related economic activities. The developed and developing nations are now taking several measures for women empowerment, by way of providing them better education, employment opportunities and conferring women rights. This paper discusses, analyses, and answers the questions faced by women SHGs in India.

Keywords- Women Empowerment, SHGs, Underemployment.

Introduction:

In India, about 70 per cent of all farming activities and 17 per cent of non-farming activities are carried out by women. Hence, their empowerment is necessary for achieving economic development. According to 1991 World Bank Report, women accounted for 94 per cent of total employment in dairy production and 51 per cent of total employed in forest-based small-scale enterprises in India.

Empowerment of women may be viewed from different angles, analyzed and described in multifarious ways. Empowerment means "generating power within", "facilitating acquisition of power", and lastly "building capacities for utilization of power". Conceptually, the term empowerment has multi-dimensional focus and can be described as a process wherein a groups or individuals are enabled to enhance their status in society on one hand and overall participation in growth and development on other. The process envisages greater access to knowledge and resources, greater autonomy in decision-making process for home as well as matters concerning society in India.

India has been dreaming big for its future since first five years plan. To bring this dream into reality, there is a long list of requirements and needs to be fulfilled. The most important among them is to bring equality between women and men in socio-economic front and optimum utilization of workable force. This is possible only after proper utilization of existing infrastructure and improvement in literacy levels.

Empowering women contributes to economic and social development. SHGs enhance equality of status of women as participants, decision makers and beneficiaries in the demographic, economic, social and cultural spheres of life.

Objectives of the Study:

(i)   To outline the entrepreneurial activities undertaken by the women entrepreneurs.

(ii)   To explain the services received from the government and financial institutions by the women through the self help groups.

(iii)   To examine the economic empowerment of women entrepreneurs through the self help groups.

(v)   To examine problems faced by the women entrepreneurs in organizing the self help group activities in the select area of the study.

(vi)   Finally to offer suggestions for the effective working of the self help groups for promoting the women empowerment.

Self Help Groups (SHGs)

Women's empowerment has long been a central feature of the partnership between IFAD and the Government of India. Key instruments for supporting women's empowerment are self-help groups. A self-help is a small, economically homogeneous and cohesive group of 10-20 rural poor people which comes together to save small amounts regularly. It generally performs various types of economic activities with the help of their small savings.

Women Self-help groups are informal associations of women. The main purpose of such associations is to enable members to gain economic benefits out of mutual help, solidarity and social responsibility. Generally, the economic benefit includes mobilization of savings and credit facilities and to pursue group based economic activities. SHG approach is the group based approach, which helps the poor women members of each SHG to accumulate capital by way of small saving and helping them to get credit facilities from their funds. Presently, the poor women of the society are facing the financial problem to start business or to undertake different economic activities to become self-employed and self-reliant. The SHG can empower poor women by providing facilities like savings and credit in the economic development process of the society.

The self-help group approach was not created by IFAD-supported operations, but IFAD has contributed to the mainstreaming of this approach in India and to financing programmes for promoting self-help groups in states supported by the Women's Development Corporation, an arm of the State Government involved in supporting women's development. Another important feature of self-help groups has been the establishment of links between self-help groups and the formal microfinance institutions and commercial banks. Through promoting self-help group, IFAD-funded projects have contributed to improving the overall status of women in terms of income, empowerment, welfare, etc.

Services Offered by Government & Financial Institutions:

The Government of India have introduced schemes like SGSY, Udyogini, PMEGP, Rastriya Mahila Kosh, Mahila Vikas Nidhi, Mahila Udyam Nidhi, MAHIMA, ARWINDA, TREAD, Micro Credit Scheme (MSC), Women Entrepreneurial Development Programme (EDP), and Marketing Development Fund (MDF) for women entrepreneurs etc to bring more women entrepreneurs into light and to solve problems of unemployment and underemployment. Further, it also empowered training institutions like CEDOK, GITSERD, RUDSETI, etc to provide training to potential women entrepreneurs.

In addition, financial institutions like SFCs, SIDBI, NIESBUD, DICs CBs and RRB have been playing key role in financing entrepreneurship development. However, there is lack of awareness among women entrepreneurs about schemes, training and financial institutions. Therefore, it is very essential to bring awareness among women entrepreneurs through awareness programmes, interaction with successful entrepreneurs, film slides, T.V interviews, panel discussion, seminars, workshops, jathas and symposiums to develop entrepreneurship among women.

Problems Faced By The Women Entrepreuners:

The problems of women entrepreneurs are classified into financial, marketing, human resource. Singh et.al (1985) have revealed that 18.70 per cent of surveyed women entrepreneurs perceived no operational problems where as 81.30 per cent indicated problems of varied nature like managing workers, marketing, recovery of dues, finance and mobility.

Financial Problems: The finance is the scarcest resource in any part of the world and it is very important requirements of an enterprise. Banks and financial institutions hesitate in lending credit to women entrepreneurs due to lack of collateral security in their name and non availability of right guarantee. The complicated bank loan procedure and delay in sanctioning of loans deters many women from venturing. Bankers are also discouraging women borrowers believing that they will go back as house wives again.

Problem of human resources: Timely non-availability of right skilled labour and their continuous new demands affect adversely to the growth and development of firm managed by women.

Marketing Problems: It is also not possible for women entrepreneurs to adopt appropriate sales promotions and pricing policies in marketing of their products due to their small size.

In addition, women entrepreneurs are suffering from inability to use suitable technology and social problems.

Challeges

Apart from weak market linkages in the context of income-generating activities, there are also a few other concerns in relation to women's empowerment. First is the capacity building of self-help groups, which are in need of support in accounting, financial management, and organizational development. The second concern is about the gender focus in rural/urban financial services. Despite the focus in project design, there were gaps during implementation.

Therefore gender focus in designing and implementing rural microfinance services should be enhanced. The third challenge is about how to link self-help groups to agricultural activities, which are of key importance for the livelihoods of small farm holders in India, but at the moment self-help groups have not taken much agricultural activities, as the decisions on agriculture are mainly taken by men.

3. Suggestions

(i) Create Awareness: The Government of India have introduced schemes like SGSY, Udyogini, PMEGP, Rastriya Mahila Kosh, Mahila Vikas Nidhi, Mahila Udyam Nidhi, MAHIMA, ARWINDA, TREAD etc to bring more entrepreneurs into light and to solve problems of unemployment and underemployment. However, there has been a general lack of awareness among women entrepreneurs towards schemes, training and financial institutions. Therefore, it is very essential to bring awareness among women entrepreneurs through awareness programmes, interaction with successful entrepreneurs, film slides, T.V interviews, panel discussion, seminars, workshops and symposiums to develop entrepreneurship among women.

(ii) Providing Practical Oriented Training: The institutions in study area have been providing training to potential and present entrepreneurs. However, most of the trainings sessions are class room and theoretical oriented. These types of training are not sufficient to undertake entrepreneurship profitably. Therefore, it is essential to give practical oriented training to make entrepreneurs more and more competitive and confident in undertaking entrepreneurship.

(iii) Establishing Women Entrepreneurs Co-operative Societies: Establishment of women entrepreneurs co-operative societies solve will problems like credit, raw material, packing, pricing, branding, etc. In addition, they help in protecting rights of women entrepreneurs.

(iv) Establish Strong Network Among Different Institutions, Agencies and Women Units: There has a need of proper networking amongst development organizations both governmental and non-governmental. In addition, there is also a need to link skill development organizations with entrepreneurship development agencies for effective development interventions. Further, it is also very essential to build strong network between different women units to exchange of formal and informal information.

(v) Increase Duration of Training: Training institutions have been providing one week to four week training to women entrepreneurs. However, the period of training is too less to learn many complicated aspects of production and distribution of goods and services by illiterate and less educated women entrepreneurs. Therefore, duration of training is needed to be increased on the basis of education level of trainees.

(vi) Extension of Benefits of Industrial Area/Special Economic Zone to Women Entrepreneurs: Therefore, it is very essential to extend benefits of industrial estates and special economic zones to women entrepreneurs irrespective of their place of enterprises.

(vii) Setting up of Industrial Estates for Women Entrepreneurs: Urban women entrepreneurs are facing problem of land, building, power and water for setting up of enterprise. It is very costly for entrepreneurs to undertake entrepreneurship on their own in private area as compared to industrial estate. Hence, the governments can come forward to set up a separate industrial area for women in rural and urban area.

Conclusion

A nation can said to be developed only when its women are given ample opportunities to grow and develop. Developing entrepreneurship among women will be right approach for women empowerment. There is an urgent need to utilize these women resources optimally since they constitute around 48 per cent of total population to bring economic, social, cultural, political and legal empowerment. The SHG movement started in India has been working in the right direction in empowering women by developing entrepreneurship spirit in rural and urban areas. Women are increasingly becoming aware about their rights and duties and entered in different fields of business. Some women have established their own successful business empires. They are contributing to the growth of economy and improvement of their socio-economic conditions. The Government of India has given due importance to women empowerment in the country and several schemes have been introduced to encourage them to undertake entrepreneurship. Women workforce ratio in the country is increasing due to increase in women literacy rate in India.

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A STUDY ON IMPACT OF CORPORATE INITIATIVES ON WOMEN'S INCLUSION IN PROFESSIONAL CAREER IN INDIA

Dr. S Anitha Devi　　　　　　　　　　　　　　　　**T N Nirmala Rani**

Abstract

Managing diversity in workforce and designing an inclusive work culture is inevitable in the competitive world of businesses for efficient talent management and talent retention. The relationships between organizational supports and job attitudes of employees are influenced by many factors like gender, culture, social factors etc. In the last two decades there is a boom of high technology that created multiple employment opportunities for women professionals in the Indian corporate sector. The Indian women pursuing technical education and professional education vie with each other and with their male correspondent to eventually grab roles in the corporate sector. The percentage of employed women professionals has undergone a steep increase in the recent past. Today omen are found working in almost all the corporate sectors in the country. However while women in European and American Societies are enjoying gender mainstreaming where as Indian women are still striving for Gender equality. The present paper focuses on the contemporary issues like societal and corporate support and initiatives   by corporate sector to encourage women in shaping their careers. It also made an attempt to focus on challenges faced by women in their career ladder.

Key Words: Woman professionals, gender equality, corporate initiatives, diversity, networking, mentor

Introduction

The corporate sector in India has opened its doors of opportunities to women professionals in the last two decades. The struggle of a woman starts right from the initial stages of career .Many career women are forced to abort their careers midway in the absence of support systems that could have helped sustain their careers in the situations like child birth and nursing of bodies. As the society is changed from joint family system to nuclear family system and as urban life styles are fast catching up many companies are providing efficient handling and support systems to help their female employees to balance their work and domestic responsibilities. Due to rapid transition to globalization and privatization Corporate India is comingup with a wide variety of initiatives, hiring, training and promoting women to leadership positions. To ensure a better mix of employees, many companies like Tata Steel, Infosys, Wipro, Edelweiss, Maruti, Volkswagen, Tech Mahindra, HCL Technologies, Microsoft, MTS India, SAP India and Sapient are having new strategies to retain and support women employees in their organizations. As efforts in the macro society for bridging the gap between educational attainments of both the genders are becoming fruitful the proportion of   successful women professionals will be very promising in the near future. The entry level Indian workforce does justice to the theme of gender diversity in diversified industries from banking to IT.

Initiatives from the corporate sector

The traditional provisions like maternity benefits and leave, establishing baby care centres or crèches, conveyance facilities etc. are the statutory facilities provided by several organizations in India. In addition to these the following organisations have taken up certain innovative strategies for improving the gender balance in their companies. Now we will have a quick look at some of these.

Tata Steel: The aspirations of women have been raised with transitions brought by liberalization and globalization. Tata Steel has been a quick adopter for designing systems to suit the emerging needs of their female employees and providing support systems that fulfill their professional ambitions. It has been motivating them to grow along with their male counterparts. It was the pioneer in initiating many empowment programs for the women employees such as Tejaswini Programme. Tejaswini means one who gives light or radiance. The Tata Steel took the unprecedented step in the steel industry of imparting technical training to women employees to serve tea, swap floars and roads and other odd jobs in the steel plant. Earlier technical work in the plant was considered an exclusive mail domain. Consequently this innovative program touched upon many gender sterio type with in the plant and lead to the emergence of many communication challenges. IIM Ahmedabad did a case study on this under the title "Women of Steel"

Wipro: Women comprise 29% of the total workforce at Wipro today. Wipro's focus is to support them to grow into leadership roles. It believes that good demographic diversity at every level of the organization would help Wipro to be a creative, flexible and productive organization. Wipro believes that diversity is good for society and for business. The best way to attain this is through enabling an inclusive environment that provides an equal opportunity platform. It developed and evaluated a segmented approach towards gender diversity focusing on three major themes according to the life-stage of the employee. **They are:**

- 1st Life stage-Exposure: Fuelling ambition by providing greater visibility
- 2nd Life stage-Flexibility : Opportunity to grow by instituting flexible policies and processes
- 3rd Life Stage-Empowerment : Making a difference by increasing access to Information

Other initiatives of the Wipro include a special module on diversity and inclusivity awareness and a special portal for the Women of Wipro initiative, kids@wipro, which holds special initiatives for children of Wiproites is another innovation as well as initiative. This is platform for Mentoring, Leadership sessions, WOW Networking. Wipro's Corporate Diversity Council - a body comprising senior executives including the CEOs of different businesses of Wipro. It meets twice every quarter to provide direction for and to govern its inclusion and diversity initiatives. Metrics on gender across bands, recruitment and progression provide with indications as to where they stand and what is the pipeline building on entry level intake, as well as women representation in middle and senior bands. Retention metrics help track attrition and retaining of women employees.

Accenture: Accenture's commitment to attracting, retaining and advancing the women employees is critical to its being a high-performance business. Accenture is broadly commitment to an inclusive and diverse workplace in all its establishments.

In March 2012, a programme with new global women's theme "Defining Success Your Way" was introduced at Accenture. The company believes that the success of more than 115,000 of its women around the globe is key to Accenture's success. Accenture is committed to supporting its women's professional goals and aspirations and has therefore crafted or created several programs to support women employees including. The womens mentoring program, Accenture, Womens Network and Deficiency Success Forums. Following are a few details of them.

- **Women's Mentoring Programs,** pair female leaders with Accenture leadership mentors, conduct virtual workshops and provide networking tips to help ensure the advancement of women at Accenture.
- **Accenture Women's Network** is a global internal website that connects women across the company and provides resources that can help them define their vision of success through education, tools and multimedia. This online forum offers women a place to share their experiences, advice and insights.
- **Defining Success Forums** are virtual meetings held quarterly by region and feature leaders for sharing their personal approaches to managing various aspects of their career journey. Participants hear first-hand how colleagues from their region have defined success for themselves.

INFOSYS-: The company formed an outfit called Infosys Women Inclusive Network (IWIN) to address specific needs of the development, engagement, growth, and retention of women by promoting an inclusive workplace where by the potential of women is leveraged and every woman feels valued, heard, and fully involved with the company.

The key initiatives and programs of IWIN are all mapped to "attract, increase, and retain" (AIR) women employees with the intent to expand the bottom of the pyramid and to chart out a strategy to retain women as they move up in their career life cycle. Infosys attracts talent by pioneering exclusive programs like Campus Connect, SPARK, industry electives, and internship programs. Infosys places a lot of importance on safety of women in and out of the campus. Its Anti Sexual Harassment initiative (ASHI) is a very strong program within Infosys. All employees have to undergo ASHI training and multiple avenues are provided for employees to raise their concerns. All complaints and concerns are looked into and addressed by trained individuals. Safety - Self-defense classes are held on the campus to train women to be more prepared when faced with an unsafe situation. The organization provides special taxis to women with a security guard to make sure that women reach home safely on days when they end up working late to meet client deadlines. This is primarily done as a measure to ensure safety of employees. An automated message is sent in the evening, to remind employees about the importance of travelling back home on time and to use safe means of transport.

HCL: HCL is a leading global technology and IT enterprise and is comprised of HCL Technologies and HCL Infosystems. For HCL, diversity in talent is not an option but a key business driver for success of its global enterprise. HCL firmly believes that fostering gender diversity helps an organization bring in a fresh perspective to an already existing situation or problem and come out with never-thought-of solutions, which in turn enhances the value offered to its global customers. With 'Employees First' philosophy as the epicenter of majority of its HR policies, HCL's inclusive policies makes it an employer of choice among the women workforce across the globe. The gender diversity update is presented in the sustainability report of HCL.

In addition to providing flexible working hours and maternity leave to the women workforce of HCL, the company provides innovative forums to its employees such as work-life balance chats, where in employ-ees discuss their personal as well as work related issues. HCL's internal social networking platform know as MEME hosts BlogHer, a work-life continuity blog where employees discuss a range of issues affecting women at the work place or in a social sphere. HCL also offers life counseling programs for women, which support employees through work-life challenges that they may face. In addition, there are special policies in place to ensure a safe and secure work environment for employees.

Volkswagen: German car maker Volkswagen, apart from making good cars, has been well known for undertaking many social welfare initiatives. This time around, the company is promoting gender diversity and inclusivity and has launched the women empowerment initiative. The event was kicked off in the presence of 120 female employees working at the company's Pune facility located in Chakan and Regional Competence Centre (RCC) located in Hinjewadi. The women were informed about key action plan about this additional and skill development oriented activity.

Currently, women make up 12% of total employee strength among the indirect employees at Volkswagen India. The company target is to increase this percentage to 30% by 2025 across all departments. This initiative is at towards creating a strong foundation based on best practices in gender diversity and inclusivity to ultimately help to nurture and grow female talent within the company. To further empower women employees at the Volkwagen India's Pune plant and at RCC in Hinjewadi, the mentoring initiative is set to roll out three interlocking key frameworks namely - Sakhi Group, Kompass Program and Mentor Program.

Maruthi Udyog Limited: Maruti Udyog Limited on the other hand, is pushing more of its women employees to participate in motor sports, which so far has been a male dominated activity. It is encouraging women employees especially from the design team to participate in car rallies, which would empower them. Maruti intends to expose more of its women employees to global auto exhibitions and car rallies for both exciting rush and learning experience. It has also recently introduced leadership development programs exclusively for women. These programmes will groom women for bigger roles and help them achieve a balance in their professional and family lives.

Titan Industries Ltd is an Indian company that is part of the Tata Group. it manufactures watches, jewelry and eyewear. Titan has created opportunities for poor women from rural communities and encourages women's entrepreneurship through its program, Management of Enterprise and Development of Women ("MEADOW"). MEADOW originally provided women with jobs of cleaning uniforms, but later evolved, through Titan's work with the NGO MYRADA, into a successful watch and jewelry movements and parts assembly company, privately owned and run by women. Through MEADOW, women are given the opportunity not only to become wage earners, but also to serve on the board of their company, receive business education, and to play significant roles in the company, including negotiating with Titan Industries. All of these initiatives have helped women to achieve status and respect in regions where they previously had little chance for professional advancement.

Citi Bank India: Citi Bank India values a work environment diversity is embraced, where people are promoted on their merits and where people treat each other with mutual respect and dignity. Citi Bank is committed to being a company where the best people work, where opportunities to develop are widely available, where innovation and an entrepreneurial spirit are valued and where a healthy work-life balance is encouraged. Engaged employees in an inclusive society is a mark of the diversity for the City Bank India. For their efforts, Citi Bank India has recently been conferred with "The Excellence in Diversity Impact" award amongst Banking and Financial Services firms instituted by the Institute of Public Enterprise.

Citi Bank India is continuously to develop, engaged in promoting and executing its diversity efforts through the launch of its Citi India Diversity Council (CIDC). The Council focuses on bringing about fundamental changes in perspectives and policies around its strategic focus areas. The Council comprises of men and women from all levels of management across the businesses.

Strategies adopted by other Indian Corporates

Several other Indian corporates, including the MNCs operating in India, have taken initiatives for increasing women's inclusivity in the professional world in the combires of their companies. Most of them have bought to create safe and harmonious work places for women, identify their hidden talents equalized opportunities for career progression as compared to men and carved out inclusion and retention policies.

KPMG India , for instance, is trying to improve the ratio of women employees especially at senior levels, which is a mere 10% as compared to 50% at the junior levels. The company is introducing a work from anywhere policy for its women employees. It is also working on a women leadership programme wherein it is grooming women for higher roles, Edelweiss is targeting to hire 100 women managers by 2016 for leadership roles, while Tech Mahindra recently concluded a women only recruitment drive with 200 hires.

Ford India will is launching a second career programme for women for a week. **Sapient Technologies** is giving higher referral bonuses to employees who refer a potential woman candidate. Recently, MTS India made it mandatory to give first preference to suitable women candidates for all its openings. The exclusive women hiring drive will now be done twice a year at Tech Mahindra. It is focused on increasing gender diversity. Realising the needs of working mothers, companies like Microsoft and HCL Technologies are about to roll out child daycare centers across India. Also, targeting issues around work life balance companies like HCL Technologies, Maruti and Ford India are introducing exclusive counseling sessions for women employees. HCL Technologies is planning to launch sessions on free-guilt parenting and on managing relationships focused on women employees. Further, at MTS India, guidelines are in the process of being issued across offices to reserve special parking slots for women employees.

Conclusion:

Women in recent times are playing diverse role in society as well as in the organisations. Due to expansion of labour market women are entering the organized workplaces and even to the challenging careers. The recent developments in the profile of work force indicates the structural changes of the society also. Hence the corporate innovations to nurture and shape the women employees in the coming career options will be very fruitful in the coming years. However to have this, more companies have to make concerted and more sustained efforts to ensure ever greater inclusivity to women in formal organizations.

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ROLE OF LEADERSHIP IN ORGANIZATIONAL EFFECTIVENESS IN SOFTWARE INDUSTRY

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Abstract

Leadership plays an important role in running organizations effectively. Although there are many factors required for organizational success, leadership has become pivotal to it. Organizational   effectiveness may be manifest in many areas like corporate image, better ROI, best HR practices high employee satisfaction etc. but ultimately appropriate leadership only will take organizations to commanding heights. The present study has been undertaken to assess the role of leadership in organizational effectiveness. Here effectiveness is measured in terms of employee satisfaction. The study's findings are: In the software Industry majority of the team leaders possess participative leadership style and the declarative style of leadership has influence on organizational effectiveness.

Key words: Organizational Effectiveness,Return on Investment, Information and Communication Technology, Regression Analysis, Analysis of Variance, Standard Deviation.

Introduction:

The technological changes of the previous three decades in general and the adoption of Information and Communication Technologies (ICT), have had an extraordinary impact on societies and businesses alike forcing organizations to rethink the way they function. A new economy has been taking shape with the end of the millennium (Castells,1996).There is growing consensus among scholars that the changes that have occurred in the business environment in the last three decades have transformed the way businesses are run. The forces that are driving the transformation of organizations from the traditional old economy to new economy organizations have also generated the need for new leadership. There is an increasing acknowledgement by scholars that the traditional views on leadership will have to change and the competencies that a leader requires to be effective, in contemporary times will be different form what they were earlier. Many scholars have come up with a list of leadership competencies required for successful leadership in the new economy. Some research has also been done in terms of surveys of leaders or future leadership competencies in different countries and settings (Gaur, 2006, p.149-57).

As the 21st century heralded, leaders began to engage employees with vision and passion by injecting enthusiasm and energy, all in an effort to transform their followers. Mutual influence of leader and follower in facilitating performance and organizational effectiveness is a common theme that permeates current leadership research efforts. Shared and distributive kind of leadership allows employees to take initiative, embrace risk, stimulate innovation, and cope with uncertainty.

Indian software industry has grown exponentially during last three decades. In the year 2013, the Information Communication Technology (ICT) industry earned $130 billion in revenue (Source: ibef.org) accounting for more than 10% of India's GDP. The software industry will have an even greater influence on the Indian economy. Factors behind success of Indian software companies are competent leadership, human resource policies, benchmarking best human resource practices and high employee satisfaction. It is the leadership that alone creates vision to organization, directs employees to move in right path, and infuses a high level of satisfaction in employees.

The present study has been undertaken to focus on the role of leadership in organizational effectiveness in software industry in Hyderabad to specifically know the impact of variations in leadership styles of team leaders in software companies on the job satisfaction of their immediate subordinates. The study takes up four dimensions to measure employees' job satisfaction. They are: a) nature of the company b) nature of the job c) nature of the leader and d) the nature of the work team.

Objectives of the Study

The objectives of this study are three and they are as follows:

1. To examine the dominant style of leadership of team leaders in select organizations.
2. To assess the satisfaction of employees (immediate subordinates of team leaders) in terms of

    A) Company

    B) Job

    c) Leader

    D) Work team

3. To understand whether leadership styles have an impact on organizational effectiveness in terms of employee job satisfaction.

Hypotheses

To achieve the above objectives the researcher has formulated the following hypotheses.

$H0^1$: There is no relationship between authoritarian leadership style and employee satisfaction (in terms of company)

$H0^2$: There is no relationship between authoritarian leadership style and employee satisfaction (in terms of job)

$H0^3$: There is no relationship between authoritarian leadership style and employee satisfaction (in terms of leader)

HO[4]: There is no relationship between authoritarian leadership style and employee satisfaction (in terms of work team)

HO[5]: There is no relationship between participative leadership style and employee satisfaction (in terms of company)

HO[6]: There is no relationship between participative leadership style and employee satisfaction (in terms of job)

HO[7]: There is no relationship between participative leadership style and employee satisfaction (in terms of leader)

HO[8]: There is no relationship between participative leadership style and employee satisfaction (in terms of work team)

HO[9]: There is no relationship between declarative leadership style and employee satisfaction (in terms of company)

HO[10]: There is no relationship between declarative leadership style and employee satisfaction (in terms of job)

HO[11]: There is no relationship between declarative leadership style and employee satisfaction (in terms of leader)

HO[12]: There is no relationship between declarative leadership style and employee satisfaction (in terms of work team)

Scope of the Study

The study seeks to identify the role of leadership in organizational effectiveness. The researchers have adopted leadership style survey of Don Clark (www.nwlink.com, 1998) to identify the leadership styles of various team leaders in software industry. The purpose of selecting team leaders as leaders is, they are key. The persons in successful development and integration of software products and their styles will have direct impact on their immediate subordinates (developers) and they play a key role in success or failure of organization. To assess the employee's satisfaction, the researchers have carried out an employee job satisfaction survey in four select software firms in Hyderabad. The reason for selecting Hyderabad software industry are two; a) the Hyderabad is fast becoming hub for software development and exports, and b) the world is looking to the Hyderabad software industry because of the good infrastructural facilities and a rich talent pool.

Methodology

The study is based on survey research method with the following specifications.

a) Sources of Data

The researchers have collected data through two sources viz., primary and secondary sources. Primary data has been collected by administering leadership style survey questionnaire to team leaders to know their leadership style and the employee satisfaction survey questionnaire to immediate subordinates of team leaders to assess their job satisfaction levels. Secondary data has been collected through various sources viz., text books, research journals, business magazines, government reports, unpublished theses, in-house journals, dailies, survey of Indian industry, annual publication and official and unofficial websites.

b) Data collection Tools

The researchers used pretested leadership style survey questionnaire for collecting primary data from team leaders. They have used employee satisfaction survey questionnaire to collect related data from employees (i.e. immediate subordinates of team leaders).

c) Sampling

Leadership Style Survey Questionnaires have been distributed to 30 team leaders in four software companies in Hyderabad and 300 Employee Satisfaction Surveys instruments have been distributed to immediate subordinates of team leaders (1:10 ratio i.e. one team leader to ten immediate subordinates ratio) on the basis of simple random sampling. But only23 Leadership Style surveys were returned (76.6%) and 127 Employee Satisfaction Surveys only were returned (42.3%) despite all out efforts by the researchers.

d) Leadership Styles Survey

The survey of leadership styles is based on the survey instrument developed by Don Clark in 1998. This survey consists of 30 statements on a five point scale ranging from "Almost Always True" to "Almost Never True". This survey instrument was used without modifications because it was found straightaway applicable for the study.

e) Employee Satisfaction Survey

For the employee satisfaction survey the questionnaire was pretested and modified partly with a few additions and deletions of statements by the researchers.

Data Analysis

The Spearman Correlation Matrix was used to determine significance of the association between the independent variables of leadership styles and each of the four dependent variables of organizational effectiveness. The SPSS 16.0 software was used for correlative computations, descriptive statistics, and all analyses for testing hypotheses. The study began with descriptive exploration of the data that was collected. To achieve the purposes of the research study, one standardized instrument (the LSS) was used in determining the nature of leadership styles in software organizations covered by the study.

Table 1: Dominant Leadership Style

Leadership Style	N	Mean	Std. Deviation
Authoritarian Style	23	3.6130	.43516
Participative Style	23	4.1217	.52132
Declarative style	23	3.8522	.51245

From the table 1 it can be inferred that the dominant leadership style in the software industry is the' Participative Leadership Style'.

Table 2: Employee Satisfaction Variables

Variable	N	Mean	Std. Deviation
Company	127	3.9193	.58493
Nature of Job	127	3.8205	.53442
Leader	127	3.8520	.55441
Work team	127	3.9685	.48077
Valid N (list wise)	127		

From the table 2, it is inferred that the employees of the software industry are most satisfied with the 'Work team' followed by the 'company' for which they work.

Testing Of Hypotheses

In order to test the hypotheses formulated at the beginning of the study the following method is adopted. Employee satisfaction was measured with the four dependent variables viz., the company, nature of job, leader and work team. The type of leadership viz., authoritarian, participative and declarative styles have been taken as the independent variables.

Simple linear regression was used to measure the impact of leadership style on employee satisfaction by taking one leadership style at a time (as the independent variable) and each of the dependent variables under employee satisfaction. A detailed analysis of each of the relationships is given below.

Hypothesis - I: H_0^1: There is no relationship between authoritarian leadership style and employee job satisfaction in terms of company they work for.

Table 3: Regression analysis to measure the impact of Authoritarian Leadership Style on Employee Job Satisfaction in terms of company.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.205[a]	.042	.035	.57474

a. Predictors: (Constant), Authoritarian boss

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.819	1	1.819	5.506	.021[a]
	Residual	41.291	125	.330		
	Total	43.110	126			

a. Predictors: (Constant), Authoritarian boss
b. Dependent Variable: Company

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.914	.431		6.758	.000
	Authoritarian boss	.278	.118	.205	2.347	.021

a. Dependent Variable: Company

Analysis:

$R^2 = 0.042$

F= 5.506

P(sig) =0.021

The model is found to be significant as seen by the F value. The correlation coefficient r square is 0.042 thereby indicating that the authoritarian leadership style is just explaining about 4% variation in the dependent variable (satisfaction with the company). The null hypothesis H01 cannot be rejected.

HYPOTHESIS, - II: H_0^2: There is no relationship between authoritarian leadership style and employees job satisfaction in terms of the nature of the job.

Table 4: Regression Analysis to measure the impact of Authoritarian Leadership Style on Employee Job Satisfaction in terms of the nature of the job

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.201[a]	.041	.033	.52557

a. Predictors: (Constant), Authoritarian boss

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.459	1	1.459	5.283	.023[a]
	Residual	34.527	125	0.276		
	Total	35.987	126			

a. Predictors: (Constant), Authoritarian boss

b. Dependent Variable: Nature of Job

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.920	.394		7.405	.000
	Authoritarian boss	.249	.108	.201	2.299	.023

a. Dependent Variable: Nature of Job

Analysis:

$R^2 = 0.041$

F= 5.283

P(sig)=0.023

The model is found to be significant as seen by the F value. The correlation coefficient r square is 0.041 thereby indicating that the authoritarian leadership style is just explaining about 4% variation in the dependent variable (satisfaction with nature of job). The null hypothesis H02 cannot be rejected.

Hypothesis - III: H_0^3: There is no relationship between authoritarian leadership style and employee job satisfaction regarding the leader under whom the employees are working.

Table 5: Regression Analysis to measure the impact of Authoritarian Leadership Style on Employee Job Satisfaction in terms of leader

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276[a]	.076	.069	.53500

a. Predictors: (Constant), Authoritarian boss

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.576	1	.576	1.692	.196[a]
	Residual	42.535	125	.340		
	Total	43.110	126			

a. Predictors: (Constant), Participative boss

b. Dependent Variable: Company

Coefficients[a]

oMdel		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.360	.433		7.751	.000
	Authoritarian boss	.137	.105	.116	1.301	.196

a. Dependent Variable: Company

ANALYSIS:

R^2 = 0.013

F= 1.692

P(sig)=0.196

The model is found to be insignificant as seen by the F value. The correlation coefficient r square is 0.013 thereby indicating that the participative leadership style is just explaining about 1% variation in the dependent variable (satisfaction with the company). The null hypothesis H05 cannot be rejected.

HYPOTHESIS -VI: H_0^6: There is no relationship between participative leadership style and employee job satisfaction in terms of the nature of the job.

Table 8: Regression Analysis to measure the impact of Participative Leadership Style on Employee Job Satisfaction in terms of nature of job

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.122[a]	.015	.007	.53252

a. Predictors: (Constant), Participative boss

ANOVA[b]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.540	1	.540	1.903	.170[a]
	Residual	35.447	125	.284		
	Total	35.987	126			

a. Predictors: (Constant), Participative boss

b. Dependent Variable: Nature of Job

Coefficients[a]

	Model	B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.279	.396		8.286	.000
	Authoritarian boss	.132	.096	.122	1.379	.170

a. Dependent Variable: Nature of Job

ANALYSIS:

$R^2 = 0.015$

F= 1.903

P(sig)=0.170

The model is found to be insignificant as seen by the F value. The correlation coefficient r square is 0.015 thereby indicating that the participative leadership style is just explaining about 1% variation in the dependent variable (satisfaction with the nature of job). The null hypothesis H06 cannot be rejected.

HYPOTHESIS -VII: H_0^7: There is no relationship between participative leadership style and employee job satisfaction regarding the leader under whom the employees are working.

Table 9: Regression Analysis to measure the impact of Participative Leadership Style on Employee Job Satisfaction in terms of leader

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.233[a]	.054	.047	.54124

a. Predictors: (Constant), Participative boss

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.110	1	2.110	7.204	.008[a]
1	Residual	36.618	125	.293		
	Total	38.728	126			

a. Predictors: (Constant), Participative boss

b. Dependent Variable: Leader

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.780	.402		6.914	.000
	Authoritarian boss	.262	.098	.233	2.684	.008

a. Dependent Variable: Leader

ANALYSIS:

$R^2 = 0.054$

F= 7.204

P(sig)=0.008

The model is found to be significant as seen by the F value. The correlation coefficient r square is 0.054 thereby indicating that the participative leadership style is just explaining about 5% variation in the dependent variable (satisfaction with the leader). The null hypothesis H07 cannot be rejected.

HYPOTHESIS -VIII: $H_0{}^8$: There is no relationship between participative leadership style and employee job satisfaction in relation to the work team of which they are members.

Table 10: Regression Analysis to measure the impact of Participative Leadership tyle on Employee Job Satisfaction in terms of work team

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.271[a]	.074	.066	.46459

a. Predictors: (Constant), Participative boss

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.144	1	2.144	9.931	.002[a]
	Residual	26.980	125	.216		
	Total	29.124	126			

a. Predictors: (Constant), Participative boss

b. Dependent Variable: Work team

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.888	.345		8.368	.000
	Authoritarian boss	.264	.084	.271	3.151	.002

a. Dependent Variable: Work team

ANALYSIS:

$R2 = 0.074$

$F = 9.931$

$P(sig) = 0.002$

The model is found to be highly significant as seen by the F value. The correlation coefficient r square is 0.074 thereby indicating that the participative leadership style is just explaining about 7% variation in the dependent variable (satisfaction with the work team). The null hypothesis H08 can be rejected.

HYPOTHESIS - IX: $H_0{}^9$: There is no relationship between delegative leadership style and employee job satisfaction in terms of company they work for.

Table 11: Regression Analysis to measure the impact of Delegative Leadership Style on Employee Job Satisfaction in terms of company

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.168[a]	.028	.021	.57889

a. Predictors: (Constant), Delegative boss

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.221	1	1.221	3.643	.059[a]
	Residual	41.889	125	.335		
	Total	43.110	126			

a. Predictors: (Constant), Delegative boss

b. Dependent Variable: Company

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.115	.424		7.341	.000
	Delegative boss	.208	.109	.168	1.909	.059

a. Dependent Variable: Company

ANALYSIS:

$R^2 = 0.028$

F= 3.643

P(sig) =0.059

The model is found to be insignificant as seen by the F value. The correlation coefficient r square is 0.028 thereby indicating that the delegative leadership style is just explaining about 2% variation in the dependent variable (satisfaction with the company). The null hypothesis H09 cannot be rejected.

HYPOTHESIS - X: H010: There is no relationship between delegative leadership style and employee job satisfaction in terms of the nature of the job.

Table 12: Regression Analysis to measure the impact of Delegative Leadership Style on Employee Job Satisfaction in terms of the nature of the job

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.232[a]	.054	.046	.52193

a. Predictors: (Constant), Delegative boss

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.935	1	1.935	7.103	.009[a]
	Residual	34.052	125	.272		
	Total	35.987	126			

a. Predictors: (Constant), Delegative boss

b. Dependent Variable: Nature of Job

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.808	.383		7.340	.000
Delegative boss	.262	.098	.232	2.665	.009

a. Dependent Variable: Nature of Job

ANALYSIS:

R^2 = 0.054

F= 7.103

P(sig) =0.009

The model is found to be highly significant as seen by the F value. The correlation coefficient r square is 0.054 thereby indicating that the delegative leadership style is just explaining about 5% variation in the dependent variable (satisfaction with the nature of the job). The null hypothesis H010 cannot be rejected.

HYPOTHESIS - XI: H_0^{11}: There is no relationship between delegative leadership style and employee job satisfaction regarding the leader under whom the employees are working.

Table 13: Regression Analysis to measure the impact of Delegative Leadership Style on Employee Job Satisfaction in terms of leader

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.379[a]	.143	.137	.51515

a. Predictors: (Constant), Delegative boss

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.555	1	5.555	20.934	.000[a]
Residual	33.173	125	.265		
Total	38.728	126			

a. Predictors: (Constant), Delegative boss

b. Dependent Variable: Leader

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.137	.378		5.659	.000
Delegative boss	.445	.097	.379	4.575	.000

a. Dependent Variable: Leader

ANALYSIS:

R^2 = 0.143

F= 20.934

P(sig) =0.000

The model is found to be highly significant as seen by the F value. The correlation coefficient r square is 0.143 thereby indicating that the delegative leadership style is just explaining about 1% variation in the dependent variable (satisfaction with the leader). The null hypothesis H011 can be rejected.

HYPOTHESIS - XII: H_0^{12}: There is no relationship between delegative leadership style and employee job satisfaction in relation to the work team of which they are members.

Table 14: Regression Analysis to measure the impact of Delegative Leadership Style on Employee Job Satisfaction in terms of work team

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291[a]	.085	.077	.46179

a. Predictors: (Constant), Delegative boss

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.468	1	2.468	11.574	.001[a]
Residual	26.656	125	.213		
Total	29.124	126			

a. Predictors: (Constant), Delegative boss

b. Dependent Variable: Work team

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.825	.339		8.346	.000
Delegative boss	.296	.087	.291	3.402	.001

a. Dependent Variable: Work team

ANALYSIS:

R^2 = 0.085

F= 11.574

P(sig) =0.001

The model is found to be highly significant as seen by the F value. The correlation coefficient r square is 0.085 thereby indicating that the delegative leadership style is just explaining about 8% variation in the dependent variable (satisfaction with the work team). The null hypothesis H012 can be rejected.

Table 15: Pearson Correlation Analysis Results

Type of boss	Correlation	Authoritarian boss	Participative boss	Delegative boss	organizational efffectiveness
Authoritarian boss	Pearson Correlation	1	.407[**]	.565[**]	.272[**]
	Sig. (2-tailed)		.000	.000	.002
	N	127	127	127	127
Participative boss	Pearson Correlation	.407[**]	1	.763[**]	.226[*]
	Sig. (2-tailed)	.000		.000	.011
	N	127	127	127	127
Delegative boss	Pearson Correlation	.565[**]	.763[**]	1	.329[**]
	Sig. (2-tailed)	.000	.000		.000
	N	127	127	127	127
Organizational efffectiveness	Pearson Correlation	.272[**]	.226[*]	.329[**]	1
	Sig. (2-tailed)	.002	.011	.000	
	N	127	127	127	127

**. Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed)

The Pearson correlation matrix is presented in the above table 15 showing that there is a positive relationship between three leadership styles and organizational effectiveness. There is highly positive and significant correlation between Delegative Leadership Style and Organizational Effectiveness (p=0.000 at 5% level of significance). There is moderate positive correlation between Authoritative Leadership Style and Organizational Effectiveness (p=0.002 at 5% level of significance). There is no significant relationship between Participative Leadership Style and Organizational Effectiveness (p=0.011 at 5% level of significance).

Table 16: Regression Model Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.566	.367		6.990	.000
	Authoritarian boss	.125	.103	.124	1.212	.228
	Participative boss	-.047	.115	-.053	-.406	.686
	Delegative boss	.276	.134	.299	2.064	.041

a. Dependent Variable: organizational effectiveness

The above table 16 showing that the variable Delegative Leadership Style has much positive influence on Organizational Effectiveness (t = 2.064). The Authoritarian Leadership Style has moderate positive influence on Organizational Effectiveness (t = 1.212). The Participative Leadership has negative influence on Organizational Effectiveness (t = -0.406).

CONCLUSION

In the study it is found that the dominant style of team leaders of Hyderabad software industry is of Participative Leadership Style and the employees who were immediate subordinates of team leaders were most satisfied with work team followed by company. There is a positive relationship between three leadership styles and organizational effectiveness. However there is highly positive and significant correlation between delegative leadership style and organizational effectiveness. There is moderate positive correlation between authoritative leadership style and organizational effectiveness. There is no significant correlation between participative leadership style and organizational effectiveness.

These results are surprising and contradictory given the assumption of researchers that there is highly positive correlation between participative leadership style and organizational effectiveness. As far as influence of leadership styles on overall organizational effectiveness is concerned, delegative leadership style has much positive influence on organizational effectiveness followed by moderate influence of authoritative leadership style. The participative leadership style has negative influence on organizational effectiveness. Therefore, it could be concluded that delegative leadership style is the highly suitable and appropriate style for the effective functioning of software organizations.

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CHALLENGING THE PARADIGMS: THE JOURNEY OF THE INDIAN WOMEN INTO THE 21ST CENTURY

Balaji V

Abstract

This article deals with the journey of the Indian woman from the pre-Vedic era to the present century. The gradual degradation of the position of women in society is clearly visible when we go through the socio-political changes that the country has witnessed in the past several centuries. How from the status of a Goddess, women became the symbol of group purity and then a threat is a wondrous journey. The gradual rise of the status of women during the pre-independence era, the effect of education and the fight for gender equality in the post-independence era can hardly be ignored. Women are now shattering traditional paradigms in regards to their roles and capabilities within their family and the wider society in general. A change for the better is visible but several of the benefits that these changes have brought are yet to touch the majority of the women who still continue to experience various forms of gender discrimination empowerment.

Keywords : Paradigm, impressments, gendre discrimination.

Introduction:

The term Woman is simple enough for everyone to understand its meaning. Oxford Dictionary defines a **"woman as 'an adult human female"** but it also defines woman as 'A man's wife, girlfriend, or love'. Since ancient times, women have been subjugated as being the lesser of the two sexes. Culturally too, women have always been given the position of the disadvantaged, being primarily responsible for progenation.All through history, the double standards in regards to women are highly evident. Be it in literature or in religion, women have been given a high status, throughout- that of being a literary heroine or that of being a Goddess. But when it comes to the domestic, political or economic status, women have always been a subject of discrimination and exploitation.

In India, the Vedic era is said to have been the harbinger of the patriarchal culture. Historical evidence points to the fact that before the Vedic period. People (of the Indus valley civilization) were worshippers of the Mother Goddess. The period saw women in exalted positions. Since the woman was endowed by nature to bring forth a child into this world, the mother is believed to have been the commander of the home. Women and men were both responsible for food gathering - the only economic activity of that time and as such it is presumed that gender equality in economic life of the family was the norm.

But it was in the Vedic period that the gradual transition of the society from matriarchal to the patriarchal becomes evident. Vedic texts prescribed limitations on a woman's social, political and religious freedoms for the first time and pronounced the man of the house as the supreme being of the family. This contemporary social reality was again reinforced in the later part of the Vedic era when the stereotype of virtuosity of women was outlined in the Upanishads. A gradual degeneration of the status of women becomes apparent after the Vedic era ends, the time around which caste system takes root in society's frame of mind. Child Marriage and Sati Pratha become common occurrences whereby the purity of the woman could be guarded and protected. A woman's sexuality became the symbol of the purity of the group that she belonged to and also its main threat.

Medieval India saw the onset of the Muslim rule and with it came the Mughals. The Mughal era popularized the purdah system in India which was followed by Muslim and upper caste Hindu women alike. Women in this era led secluded lives with no access to education, economic or political participation or even social participation. But the medieval era also saw the beginning of the Bhakti movement in India, which cared little for gender biases. Those women, who were a part of this movement, got the opportunity to participate in certain social activities without getting ousted because of their gender.

Modern India saw its onset with the arrival of the Europeans. With the female child being forced to marry young, the widow being burned alive as per the Sati Pratha and in general the purdah still being a major part of a woman's life, this era saw the status of the women in its lowest ebb.

Colonization saw the abnegation of many of the social norms in relation to women, but these reforms also put a limitation to their development and freedom. The colomal rulers only challenged the violent practices like the Sati Pratha as opposed to the woman's status in her family in particular and in the society in general. Widow remarriage was recognized as legal but even then, the decision-making capability of the woman was renounced.

Because of the Reformist Movement, this era also witnessed promotion of the women's education whereby literacy began to be regarded as desirable accomplishment. Christian Missionaries had a huge hand in the improvement of the status of women of this period, helping in the promotion of education as well as setting up of cottage industries which allowed women to have at least a semblance of economic stability.

But in spite all of this, education only served to reinforce of the subjugated status of the women in society. Regardless of the establishment of the first women's university and the forming of the All India Women's Conference, topics on women's right, equality and empowerment were never discussed, much less taught.

Reformer like Swami Vivekananda, Rama Krishna, and Mahatma Gandhi advocated the cause of the woman in India vociferously. This led women to playing of various key roles in the Nationalist Movement. Status of women saw considerable improvement during and after. Women like Kasturba Gandhi, Sarojini

Naidu, Vijaylaxmi Pandit, Kamala Nehru, Annie Besant, Durga Bai Deshmukh, Savitri Bai Phule and many more participated in the Nationalist Movement and thereby lead the Women of India to a new dawn.

Post Independent India saw various educational policies and legislation being introduced to advance women whereby they got an opportunity to assert their social, political and economic identity. This led to empowerment in women that was never before seen in India. The government setup installed the Departments of Women and Child Development which was another achievement for women in their fight towards equality. Another milestone that marked the coming of the new millennium in India was the declaration of the year 2001 as the Women Empowerment Year by the Government of India.

The phrase "women empowerment' is new to the gender dictionary. While on one hand it can mean the self-dependency exercised by the modern woman, on the other hand, it also means the enhancement of their position in the power structure of the society. This concept of 'women empowerment' has allowed women to break free of the age-old shackles of being helpless.

The framers of the Indian Constitution were very much conscious of need for women empowerment for the development of the nation. This led to the introduction of the principle of gender equality in the Indian Constitution in its Preamble, Fundamental Duties and Directive Principles of state policy.

In 2001, the Indian government adopted the National Policy for the Empowerment of Women to ensure the acceleration of the pace of women empowerment through positive economic and social policies.

But in most parts, the illusion and reality of women empowerment exchange places whereby the empowerment of women just remains a phase and nothing more. Though the urban women to a huge extent have reaped the benefits of these changes in policies, the plight of the rural women is highly dastardly. Despite all the measures taken, crimes and atrocities again women are ever prevalent. Dowry deaths, domestic violence and female feticide are not uncommon occurrences. Deprivation, degradation and exploitation of women are the general truth around which the society is still walking on tenterhooks. The main reasons for these have been stated as the lack of awareness as well as the lack of political will and social and economic empowerment.

Conclusion

Women empowerment in the 21st century is a subject that has seen much debate and discussion. But the outcome has always been the same. There is a growing need of awareness among the masses and only this could lead to true empowerment of the women in the country. Social empowerment through vigilance as well as through education on women's health needs has become highly imperative. Development of gender sensitivity is another must if women are to be empowered in this era. Work also needs to done on

educating the rural women of their rights and self-worth. Also employment of women is fast becoming a need that requires to be dealt with finesse and her role in this sector needs to be clearly defined. Social initiative to create an environment where gender discrimination has no place has become highly necessary. Women in India need to be educated into participating in the social, political and economic life of the country and only then will the nation truly step into the new era of Women Empowerment. As challenging as this might seem, a little social awareness and a little vigilance on the government's part, will go a long way in creating an environment that is not just safe for women to live in but also to thrive.

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CRM - A STRATEGIC TOOL TO IMPROVE MARKETING PRODUCTIVITY IN RETAILING

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Abstract

Marketing is, and always will be, a creative endeavor. But it can also be a highly rigorous discipline. As marketing noise and media fragmentation continue to increase, marketers have realized the need for econometric analysis with scientific experimentation that allows them to better communicate with their customers-and substantially raise their marketing spend effectiveness. These analyses should enable them realize gross profit improvements through revenue increases or spending reductions. These analyses should work across a range of industries to untangle their many marketing initiatives and determine the optimal deployment of limited marketing investments. Marketing needs to be given the tools to manage the right marketing mix, and other tools to communicate with their target customers.

The management of the relationship between an organization and its customers is essentially the key activity of marketing that provides a strategic framework within which all channels operate. One of the tools that established its credibility in enhancing a company's competence in dealing with its customers is Customer Relationship Management (CRM). It is a process or methodology used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. There are many technological components to CRM, but thinking about CRM in primarily technological terms is a mistake. The more useful way to think about CRM is to as a process that help bring together disperate pieces of information about customers, sales, marketing effectiveness, responsiveness and market trends.

This paper attempts to examine various critical factors a retailer needs to consider while implementing a CRM process in their business and focus its means to enhance marketing productivity. It studies the existing CRM practices adopted by retailers, both organized and unorganized ones and provides insights into trends that are affecting change in retailing in adopting CRM practices. It not only highlights best-in-class practices adopted by them but also draw a list of metrics needed to evaluate the effectiveness of CRM practices in enhancing marketing productivity.

Key Words: Marketing Productivity, Customer Relationship Management, Customer Segmentation, Marketing Resource Management, Sales Management, Services management, CRM practices.

How many of retailers are aware of the attitudinal segmentation? How are they perceived to be affecting market and their business dynamics? Which method, tool, technique, model or solution enables us to understand these emerging issues on a continuous basis?

The segments listed in the box1 attempt to answer some of these questions. However the marketer's success lies in implementing and utilizing an effective market intelligence system that enables them collect comprehensive, relevant, timely and accurate information regarding their customers.

Marketing is, both and always will be, a creative endeavor2. But it can also be a highly rigorous discipline. As marketing noise and media fragmentation continue to increase, marketers have realized the need for econometric analysis with scientific experimentation that allows them to better communicate with their customers-and substantially raise their marketing spend. These analyses should enable them realize gross profit improvements through revenue increases or spending reductions. These analyses should work across a range of industries to untangle their many marketing initiatives and determine the optimal deployment of limited marketing investments.

Box:1 Segments & Sub Segments of Marketers

8 Segments…

I am Expressive, I am Driven, I am at Capacity, I am Rock Steady, I am Down to Earth, I am Sophisticated, I Measure Twice, I am Devoted

Plus 24 Sub segments:

Expressive and Elusive, Expressive and Evaluative, Expressive and Exuberant Driven and Deliberate, Driven and Diligent, Driven and Dynamic, At Capacity and Autonomous, At Capacity and Appraising, At Capacity and Attentive, Rock Steady and Reluctant, Rock Steady and Rigorous, Rock Steady and Responsive, Down to Earth and Detached, Down to Earth and Distinguishing, Down to Earth and Daring, Sophisticated and Self-Directed Sophisticated and Systematic, Sophisticated and Synchronous, Measure Twice and Mindful Measure Twice and Meticulous Measure Twice and Motivated, Devoted and Distant, Devoted and Discriminating, Devoted and Deft.

What is marketing productivity?

Let us examine the way marketing activities build shareholder value. For example, when marketing "investment" is considered, retailer must identify the marketing assets in which investments are made and understand how the same assets contribute to incremental revenues, both in the near term as well as create platform for potential growth and sustained profits in the long run. It is essential to realize that marketing actions, such as advertising, service improvements, or new product launches, can help build long-term assets (e.g., brand equity, customer equity), and the same can be leveraged to deliver short-term profitability (e.g., the advertising and promotional expenditures related to stronger brands are more productive).
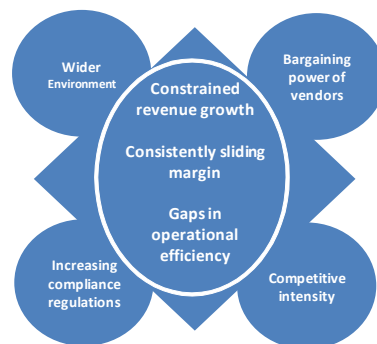
For retailers, these marketing actions create and leverage market-based assets. It is imperative for them to distinguish between the "effectiveness" and the "efficiency" of these actions. For example, price promotions can be efficient as they deliver short-term revenues and cash flows; however, the extent they invite

competitive actions and dent long-term profitability and brand value may not be seen as effective. Consequently, retailers need to examine both tactical and strategic marketing actions and their implications to ensure that marketing actions remain relevant from a consumer and a retailer perspective.

Current marketing scan

Currently the marketplace has been experiencing spikes in growth rates and is constrained by ever demanding consumer choice. Retailers are forcing companies to relinquish control over pricing, promotions, and point-of-sale interactions. Intense product competition, resulting in a proliferation of SKUs is affecting retailers' ability to operate efficiently. Furthermore, the investments and resources required to adhere to escalating compliance regulations are intensifying the downward pressure on margins. The following picture depicts the challenges being faced by retailers' marketing function today.

These forces impact the retailer's revenue growth, compelling them to reduce / compromise for lower margins, thus affecting its operating efficiency. It is imperative for these retailers to adopt suitable strategies to sustain growth. Against this backdrop, retailers struggle to identify and execute the critical path to profitable growth. Unfortunately, most leaders are resource constrained, and are hamstrung by a lack of actionable market intelligence.

Forces' impacting retailer's marketing function

Retailers, under these circumstances, may find it difficult to ensure their promotional and brand strategies are being executed efficiently and responsibly. When this data is not available executives are unable to assess performance against these strategies, identify and analyze options for stimulating product demand, or make and act on a real time basis, given the competitive intensity.

Why is this happening?

For retailing, marketing has only started becoming a business critical function in the last decade. Previously, the extent of money spent, and the level of activity as business critical activity, was relatively low. As the market changed and selling required far more effective marketing to have taken place, to be successful, the role and expectation of what marketing can achieve has changed dramatically.

As the functional role of marketing has risen, there are few who have actually taken the time to understand the scale and complexity of the marketing process. The process is far from straightforward and involves collaboration of organizations, agencies; and marketing think tank of the retailer. Even relatively simple campaigns require support from subject matter experts who can interpret what is being asked for and

generate the deliverables. This process demands involvement of many parties, activities spanning over months and all undertaken with stringent time lines and budget and often changing priorities.
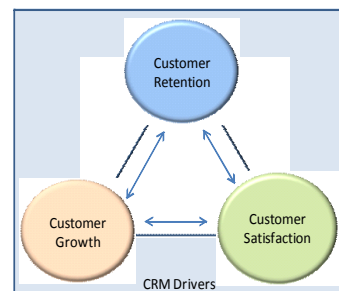
There may be few other processes of any established retailer that would undertake exercises of this magnitude and complexity and rely on spreadsheets and leverage the knowledge and enthusiasm of human resources to tie things together. Retailer's ability to identify profitable customers and then customize marketing on the basis of customer value has been a challenge for them to punch above their weight in today's competitive environment. In addition, the budget-setting process in majority of the retailers lacks sufficient integration with effectiveness of marketing programs.

The root of this problem is the lack of precise measurements. Marketing goals and strategies tend to be set at the macro level, while resources get allocated and data get analyzed at the micro level. In addition, functional managers who have limited access to enterprise level information may find it difficult to gauge what others are attempting to do in the marketplace. Further, each function has its own budgets and targets to meet, and to coordinate with other internal groups is a challenge. As a result, retailers may experience dysfunction on several fronts such as the following

● Senior management needs relevant, timely and accurate information about the underlying marketing drivers of financial and operational performance. Else, it is difficult to justify additional investments or identify redundant / non (low) performing investments.

● Individual managers may find it cumbersome to address differences in market opportunities and risks, so everyone winds up with a middle-of-the-road approach based on prior experiences and / or hunches.

● Managers needs to directly connect observed metrics to specific marketing spend and they need to justify their marketing investments. It would be very valuable for them to be able to anticipate profitable marketing spend experience small improvement in marketing productivity and profitability.

CRM - One of the strategic tools

One of the tools that helps in enhancing a retailer's competence in dealing with its customers is Customer Relationship Management. It is a process or methodology used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. There are many technological components to CRM, but thinking about CRM in primarily technological terms is a mistake. The more useful way to think about CRM is as a process that will help bring together lots of pieces of information about customers, sales, marketing effectiveness, responsiveness and market trends.

CRM is a business strategy built around the concept of being customer-centric. The main goals are to optimize revenue through improved customer satisfaction derived through enhanced and effective interactions at each customer touch point. This can be accomplished by a better understanding of customers, based on their purchasing patterns and demographics, and better information empowerment at all customer touch points, whether with employees or other media interfaces.

It comes as no surprise that CRM vendors are quick to point out that by allocating resources to customer relationship management (CRM) technologies all firms can generate new forms of competitive advantage1. Although IT can enhance the performance of customer service processes, a common misunderstanding among academics and practitioners is that they frequently associate CRM with technology based solutions. Indeed, the negative reaction to CRM that is witnessed in the popular press appears to have more to do with the IT dependent view of the world rather than a failure to appreciate the importance of customer relationship value. It is not surprising therefore that many CRM efforts have failed to meet initial expectations of the companies implementing them. In addition, CRM has been rather high jacked by call centers, and has lost its way.

Customers are conveying their concerns for privacy preferences and the manner in which they need to be communicated with, but are marketers listening? To excel in this dynamic marketplace, marketers must understand the drivers behind the changing landscape. They need to create sustainable strategies to tap numerous opportunities that customers provide through their interactions.

Management of relationships between an organization and its customers is essentially the key activity of marketing that provides the necessary strategic framework within which all channels operate. CRM solutions need to be tied more tightly to marketing objectives and should be judged by how successful they are in supporting the marketing objectives. Marketing functions needs to be equipped with tools to create and manage the right marketing mix, and communicate the same to their target customers.

Many retailers still struggle to grapple with may issues such as the onews listed below with important basics that delay the realization of their objectives.
- Anticipated reduction in cycle time to launch a product or service
- Expected reduction in service process cycle time
- Marketing Communications headcount and marketing spend optimization
- Savings per brand or outlet through reuse of existing assets
- Advertising costs optimization through ad consolidation
- Improved lead-to-customer conversion rates
- Improved cross selling and up-selling of products and services
- Revenue Growth & Productivity gain (of an estimated %)
- Reduction in customer query / complaint resolution time

Each of these affect the retailer's capacity to respond to market dynamics in a real time scenario and drive the performance of the company's marketing & sales efforts. Today's competitive landscape is compelling every retailer to identify and adopt suitable strategies that contribute to the growth and sustenance of its performance. In order to gain broader understanding of CRM's implementation, the following table outlines the arrangement of marketing, sales and service activities into processes that can be defined and measured.

Table: Key Processes of Marketing, Sales & Services Functions

Marketing	Sales	Marketing Support Services
• Marketing Planning • Product & Brand Management • Marketing Research & Analytics • Campaign Management • E-marketing • Marketing Operations	• Lead generation & Demand Stimulation • Major Account & Contact Mgt. • Territory Management • Activity & Trade Promotion Mgt. • Real time Offer Management • Incentive / Compensation Mgt. • Sales pricing • Sales Analytics	• Customer Service Execution • Customer Service Operations • Service Planning & Strategy • Partner Channel Management

Marketing Function - Align marketing processes and drive customer demand using functionality to enhance management of marketing resources, segments and lists, campaigns, leads, trade promotions, and marketing analytics. The CRM solution should have the capability to integrate the following as well

Marketing Planning - This process group focuses on developing, monitoring, and refining an integrated market strategy and plan across all products/services and outlets, usually on a multi-year and an annual/fiscal year basis.

Product and Brand Management - This process group is focused on applying marketing techniques and disciplines to a specific brand, product/service line, or product/service and every retail outlet in order to influence the perceived value to the customer and the customer's buying behaviors.

Marketing Research & Analytics - The process of systematically gathering, analyzing and interpreting data/information pertaining to the retailer's markets, customers and competitors, with the goal of improving marketing decisions. These activities include the sourcing of required data/information, fulfillment of research requests and communication of resulting analyses.

Campaign Management - Discover segments and generates targets; develop and execute campaigns through both inbound and outbound channels

E-marketing - Increase sales and reduce transaction costs by turning the Internet into a valuable sales, marketing, and service channel for businesses and consumers. Increase profitability and reach new markets with a fully integrated Web channel, including support for e-marketing, e-commerce, e-service, and Web channel analytics. Deploy these features directly with the ERP application or with CRM as a fully integrated customer channel.

Marketing Operations - This process group relates to the establishment of marketing policies and controls as well as general administration, functional performance improvement and people management.

Sales Factors- Acquire, grow, and retain profitable relationships with functionality for sales planning and forecasting and the management of territories, accounts, contacts, activities, opportunities, quotations, orders, product configuration, pricing, billing, and contracts. The sales process should pay attention to the following

Lead generation and Demand Stimulation - The process of managing the various sales channels, disciplines and vehicles that are used to support the retailer's sales efforts in generating leads and stimulating demand.

Major Account & Contact Management - The process of fielding, reviewing, recording, modifying, processing, updating and enabling statutory customer orders/contracts for the retailer's offerings. These processes may include order entry, order execution, receipt/delivery confirmation, solicitation of satisfaction feedback, etc.

Territory Management - appropriately aligns sales resources across well-defined territories to achieve peak efficiency in any sales organization. It allows a retailer to structure its sales team into territories that support the strategic direction of retailer's operations.

Activity & Trade Promotion Management - Boost retailer's brand presence and profits with visibility into and control of all trade related processes. Increase accounting accuracy of trade and financial results with back-office integration. Gain key business insights to help retailer optimize trade activities. Increase trade promotion success with analytics and enhanced management of trade funds, promotions, claims, and execution.

Real time Offer Management (also known as Quotation / Order Management) - Turn all customer interactions into opportunities to build customer relationships and generate revenue. Plan, develop, and execute cross-selling, up-selling, and retention offers; service-level agreements; and more. Take appropriate subsequent actions to enhance customer relationships and ensure relevant and personalized customer interactions.

Incentive / Compensation Management

Sales Pricing - allows retailer to tailor pricing strategies per sales channel or customer, based on criteria it selects. It handles price lists and promotional, customer-specific, rule-based, and contract pricing. Because it maintains pricing rules and data centrally, it can distribute information centrally.

Sales Analytics - create accurate forecasts, proactively monitor pipeline performance, effectively manage your budgets, and properly allocate resources to meet your revenue goals.

Service - Drive service revenue and profitability with support for service sales and marketing. More effectively manage service orders, contracts, complaints and returns, in-house and depot repairs, warranties, resource planning, e-service, and service analytics. Functionality to sup port call centers, field service, and e-service provides flexible delivery options.

Service Execution - The process of defining, documenting, and resolving customer initiated or self-initiated requests for service activity across all interaction channels (e.g. phone, web/email, mail/fax, in-person, etc.).

Service Operations - This process group provides operational and administrative support to the processes, organizational structures and resources in service execution. The processes and activities consist primarily of scheduling/assignment, adherence/quality management, knowledge management, service data management and service reporting.

Service Planning & Strategy - This process group focuses on developing, monitoring, and refining an integrated service strategy and plan across all products/services, usually on a multi-year and an annual/fiscal year basis. These processes and activities are associated with planning, budgeting, allocation of resources, and the forecasting for the retailer's customer service performance.

Partner channel management - Attain a more profitable and loyal indirect channel by managing partner relationships and empowering channel partners. Improve processes for partner recruitment and management, communications, channel marketing and forecasting, collaborative selling, partner order management, channel service, and analytics for partners and channel managers.

Once mapping is justifiably done, the expected benefits1 include:

- Better alignment of marketing activities with business goals
- More efficient allocation of resources
- Reduction in cycle time for all aspects of campaign development
- Strengthening of brand identity
- Consistent and accurate communications using a single system of record
- Cost savings through reuse of assets in a single repository
- Cost savings through elimination of collateral handling and shipping
- Reduction in agency fees due to improved monitoring and productivity
- Transparent budgeting and automated status tracking
- Improved business integration by communicating the business impact of marketing programs to sales, customer service, finance, and other business functions

With these expected gains, CRM has naturally become one of the most sought after business process management solutions that drive the retailer's growth and enable them achieve much desired competitive advantage. The trend has been witnessed across the globe with cross section of retailers making huge investments in implementing CRM solutions.

Despite making huge investments in technology advancements keeping in view of the above mentioned benefits, why are most of the retailers are finding it hard to leverage on them?

➤ Is CRM a myth? Despite implementing CRM practices why companies are unable to restrict / stop substandard service to its customers?
➤ Why are they not able to clearly segment their markets and identify potential / profitable segments?
➤ Why the customer growth, retention, and satisfaction rates are falling?

These questions reflect the two ways in which CRM has been deployed, the tactical way and the strategic way2. From a tactical perspective, CRM typically includes activities done in isolation, such as sales force planning and forecasting or online campaign management. These applications provide silos of customer information based on a single view of the customer; through a particular contact channel (mail / fax / phone). This can be frustrating for customers having diverse needs that are catered by different SKUs / product lines because they may need to interact with the retailer for various reasons using a variety of contact channels or increase their number of visits.

To overcome this limitation, CRM has also been deployed at an enterprise level, known as strategic CRM. According to this approach CRM is nested within an intricate organizational system of interrelated and interdependent resources that is used to generate customer advantage. Such an approach aligns with two schools of thought underpinning resource based theory?namely the resource-based view (RBV) and the knowledge-based view (KBV) ?that emphasizes firm specific competitive advantages.

As a strategic initiative, CRM is best conceptualized as a higher order capability that includes a combination of human, technical and business related activities. According to RBV theory, resources that are not rare, valuable or non imitable cannot explain variance in performance. Hence, a CRM program that blends human, technical and business related activities is likely to be more valuable and costly to imitate due to the presence of isolating mechanisms such as path dependence, causal ambiguity, social complexity and interdependent skills. In other words, when these lower order resources and capabilities?none of which is independently superior?are combined into a higher order CRM capability, they can make for a more valuable and effective program.

CRM - the strategic dimension
CRM should help retailers attract, support, and retain customers in an increasingly competitive marketplace. In addition to enhancing revenue growth, the transactional retailing applications within CRM should provide the process and operational efficiency so that they can cut costs and turn today's complex business environment into a strategic advantage.

However it is important for retailers to map the expectations from marketing, sales & service functions with that of the benefits provided by CRM and its components. Unless an organization achieves this

clarity, it would be difficult for them to offer Best-in-the-industry solutions to their customers and simultaneously keep their costs lower. To achieve this end, the following criteria may be adopted while selecting the CRM solution

* Whether or not the process mapping is done to eliminate unwanted, repetitive, and redundant tasks in various service elements planned
* Whether or not the decision making process is aligned with the above mentioned process mapping, so that time taken to deliver services to customers can be reduced
* Sourcing and manning of people, agents, vendors and associates who are to be designated as process owners, right from design to implementation & maintenance
* The duration, context and nature of the relations to be maintained with these associates to ensure continuity and consistency of service

The following briefs the mapping of expected deliverables from Marketing, Sales & service (MSS) functions with relevant CRM solutions

MSS Objective(s)	Relevant CRM Module(s)	Expected benefits
• Anticipated reduction in cycle time to launch a product	• Customer Centric Account Orientation	• Increase marketing velocity and speed to market • Customer lifetime value based Account planning & Management • Shift from discount/ price based solutions to value based solutions
• Expected reduction in service process cycle time	• Real time customer Management; • Account Management from purchases to reward points pay off	• Automated & streamlined reward / loyalty points processing • Support for opening, settling and closing business accounts / loyalty cards • Flexible condition handling • Multi-outlet accounting and bonus calculations is possible
• Marketing Communications headcount & agency fee optimization • Advertising costs optimization through global ad consolidation	• Activity & Trade Promotion Management • Campaign Tracking Module	• Optimize the use of trade funds to ensure increased trade profitability and brand awareness • Increase planning and forecasting accuracy of trade promotion strategies • React quickly to adjust promotional strategies based on changing business and market conditions • Minimize invalid claims and accurately manage all deductions and payments
• Savings per brand through reuse of existing assets	• Web Channel Enablement	• Drive revenue and extend market reach • Increase customer convenience and satisfaction • Reduce the cost of sales & support • Build customer loyalty • Improve sales and service profitability
• Improved lead-to-customer conversion rates • Improved cross selling and Up-selling of products and services	• Real time Order & Offer Management	• Significantly increase marketing conversion rates to offers • Improve customer loyalty through more relevant offers based on the customer's status, history, profile and context • Increase customer satisfaction by bringing intelligence into all customer interactions
• Revenue Growth & Productivity gain (of an estimated %)	• Credit Scoring for premium / business clients • Customer Segmentation & Interaction Center Management	• Increase customer satisfaction • Improve credibility with your customers • Increase revenue and productivity • Manage the customer interaction life cycle
• Reduction in customer query / complaint resolution time	• Field Service Management	• Transform service into a profitable line of business • Increase customer loyalty • Drive revenue

In order to examine the trends related to the effect of CRM practices listed above, a survey is undertaken by selecting retailers from 4 product categories and 5 formats. These outlets are chosen from the twin cities and their practices are studied to gain insights into their strategic thinking, their decision making based on data analysis and implementation of CRM principles so that they are able to attribute their success to these practices

Executive interviews are chosen as a means to elicit information from the representatives' of outlets and mall-intercept interviews were conducted for consumers. The following table provides the summary of respondents chosen for the study, wherein we have surveyed both the management of these outlets as well as consumers approaching these outlets for their purchases.

Format	Groceries		Apparel		Pharmaceuticals		Electronics		Assortment		Outlets visited	Total surveyed
	Stores covered	# surveyed	Stores covered	# surveyed	Stores covered	# surveyed	Stores covered	# surveyed	Stores covered	# surveyed		
Mom n POP	10	64	5	12	25	83	20	67	20	47	80	273
Specialty Stores	5	48	7	38	3	72	5	79	15	53	35	290
Super Market	5	56	5	36	0	0	5	34	0	0	15	126
Departmental Store	3	23	3	22	0	0	3	49	2	9	11	103
Malls	2	24	2	14	0	0	2	42	0	0	6	80
T O T A L	25	215	22	122	28	155	35	271	37	109	147	872

The overall results of this survey in terms of outlet's effectiveness in performance is listed below

MSS Objective(s)	Metrics Covered	Observations from the study
Anticipated reduction in cycle time to launch a product	1. Number of services / products launched in a year 2. Number of services / products launched exclusively for a consumer segment 3. Average time to launch new service / product 4. Percent of products / service failed to achieve objectives 5. Percent of revenue generated by new products / services 6. Number of new services / products for which price reviews are done within 60 days of launch	1. On an average retailers have launched nearly 6 new services / variants in a calendar year, whereas Departmental stores clocked highest with 9, and Mom & Pop the least with 3. 2. Irrespective of the format, retailers preferred to launch exclusive outlets for consumer segments rather than services / products. We may have to correlate this trend in other cities to draw any meaningful conclusions 3. On an average retailers have taken nearly 146 days to launch new services / variants in a calendar year, whereas Departmental stores clocked least with 43 days, and Mom & Pop the highest with 221. The number varies in case of electronics as we have included mobile phones as well. 4. Nearly 28% of the services / products failed to achieve the set objectives on an average, whereas it is the highest in malls and departmental stores. The main reason attributed to it is the insufficient promotional support in the initial stages. This has been particularly visible for apparel markets followed by electronics 5. There has been a marginal growth in the revenue generated by these new services / products and Mom & POP stores have taken the maximum beating in facing the revenue crunch. 6. With an exception of malls, rest of the retailers have resorted to price reviews within 60 days of launch and state that price variations play a significant role in creating perception among consumers.

MSS Objective(s)	Metrics Covered	Observations from the study
Expected reduction in service process cycle times	1. Number of bills processed in a year 2. Order entry error rates 3. Average time to process an order (bill) 4. Average number of bills processed by a Billing FTE (Full time equivalent) 5. percent of First call resolution 6. Average time to respond to a query / compliant 7. Average time (in seconds) spent on each service call 8. Percent of automated service complaint resolutions (usage of IVR, automated billing & loyalty point calcs, etc)	1. On an average retailers have processed nearly 0.78 million bills in a calendar year, whereas super markets stores clocked highest with 1.16 million, and Mom & Pop the least with 0.57 million. The number of bills processes are higher for grocers and Pharma retailers and the lest is observed for malls 2. Billing errors is seen as a major issue for all retailers, more so for Pharma and grocers and all the retailers have stated that major effort of training and orientations in spent of educating resources to minimize / eliminate billing errors. On observing correlations between the numbers of service complaints and billing errors, there seems to be highly positively correlated. 3. On an average, grocers take 9 minutes to process a bill whereas assortment outlets take nearly 14 minutes to do the same. The time seems to be increased when non-cash transactions are involved. During peak hours the process time is expected to go up. The least time taken is by apparel, mostly attributed to fewer items in an average basket 4. Most of the billing done at Mon & Pop stores and assortment dealers are person centric whereas the number of bills processed per billing FTE is lowest in Apparel markets followed by Departmental stores 5. In terms of service issue resolution, the first call resolution is slower among all organized outlets with an exception of Mom & Pop stores wherein all the complaints are almost solved on the first call. The mean structure seems to be the major benefactor for this trend. 6. Though organized retailers are adopting centralized service centers, their average time to resolve a complaint is relatively higher, and accountability and empowerment seem to the main reasons to clock a higher time intervals. 7. Lack of collection of complete information at the billing seems to be driving the average time spent on a call to be higher across all retail formats and industry verticals. This also stresses the need to gather relevant and complete information in addition to the purchases made by consumers 8. Despite having moderate to high automation levels in their outlets in departmental stores, specialty stores and super markets, their extent of use is still limited. Lack of proper training and monitoring by management seems to be affecting retailers' performance in this area. Mom & POP

MSS Objective(s)	Metrics Covered	Observations from the study
Improved cross-selling and up-selling of services & products	1. Average number of cross-selling transactions recorded in a month 2. Average number of up-selling transactions recorded in a month 3. Average number of customers of a defined loyalty group purchased under cross-selling 4. Average number of customers of a defined loyalty group purchased under up-selling 5. Percent of revenue generated through cross selling in a year 6. Percent of revenue generated through up-selling in a year	1. Assortment and departmental stores have reported fair number of cross-selling transactions, and Apparel and electronics are least experienced ones 2. Super markets and specialty stores have reported fair number of up-selling transactions. Expertise and range seem to be driving forces behind this trend 3. Though the number reported are not significant, retailers reported a healthy trend in customers opting for cross-selling, giving insights into new product launches and potential growth of new services 4. Super markets reported high levels of loyalty and strong conviction is the driving force behind this small segment of consumers opting for up-selling, however are skeptical of the repeated buying behavior of these consumers beyond a limit 5. On an average, cross-selling contributed 3% of the revenue, whereas assortment dealers registered higher average of 7% 6. On an average, up-selling contributed 2.4% of the revenue, whereas specialty stores registered higher average of 8.3%

MSS Objective(s)	Metrics Covered	Observations from the study
Trade promotions and campaigns	1. Average number of campaigns done in a year 2. Number of business cycles (seasons) for which exclusive campaigns run 3. Average duration of each campaign 4. Average number of leads generated by a campaign 5. Lead conversion ratio 6. Number of campaigns that are repeated / extended	1. Super markets and departmental stores have reported higher number of campaigns at 56 (almost once a week) and Mom & POP stores expressed their preference for word of mouth publicity 2. Irrespective of the format and vertical, retailers reported nearly 7-8 occasions on which they run exclusive campaigns in addition to the reported figures above 3. 96% of the campaigns seem to have a fortnight duration, with an exception of 5 working day schedule for specialty stores in apparel 4. Malls, specialty stores and departmental stores have reported higher lead generation compared to super markets and Mom & POP stores. Product bundling and offer attractiveness seem to be the main drivers 5. Lead conversion ratio seems to be highest among all retailers except Malls where customer tracking is seen as a constraint 6. By nature nearly 50% of the campaigns are price and offer based ones, differentiation is brought in terms of volumes and value added services offered. Only specialty stores seem to emphasize on campaign differentiation

Conclusion:

These insights provide necessary platform for retailers to chalk out their future programs and campaigns that are specifically targeted at achieving greater customer retention, growth and satisfaction levels. It provides the marketing think tank with indicators that direct their tactical plans and improve their operational efficiency. Thus, CRM, if used as a strategic tool, not only serves in nurturing purposeful relations with customers, but also ensures a healthy bottom line.

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USING SALES & OPERATIONAL PLANNING AS AN EFFECTIVE TOOL FOR ATTRACTING AND RETAINING CUSTOMERS

Dr. Pradeep Kumar

Ajay Kumar Yaleru

Abstract

Effective planning is both critical and central to business growth and success. Advancements in technology and innovative globalization practices have created unparalleled opportunities for businesses to cater to expanding markets. However they are compelled to create a platform that offers variety, taste, quality and value that are attributed to enhancing customer preference and satisfaction. In addition, shifting customer expectations and the increasingly global nature of supply chains and partnerships have placed formidable demands on planning.

As the size and magnitude of retail operations are increasing, so do the financial investments and emphasis on ROI. These two factors have been the driving force behind the growth of retailing in India. Under these circumstances, what are the possibilities for retailers to seamlessly integrate their sales and marketing plans with that of sourcing & manufacturing and finance in a way that not only reduce their cycle times to deliver but also improves their operational efficiencies?

This paper attempts to examine various critical causative factors a retailer needs to consider while implementing an integrated plan of sales and operations planning (S & OP) to their business and focus its means to enhance their ability to retain customers. It studies the existing S & OP practices adopted by retailers, both organized and unorganized ones and provides insights into trends that are affecting change in retailing in India.

Key Words: Sales & Operations Planning, Globalization, Organized Retailing, Customer Preference, Scorecards, Sales Revenue Planning, Demand Planning, Supply Planning, Demand Supply Balancing

Intensifying competition coupled with increasing customer awareness have been pushing retailers to make offers suiting customers' budgets and lifestyles. They are compelled to create platforms that offers variety, taste, quality and value that are attributed to enhancing customer preference and satisfaction. In addition, shifting customer expectations and the increasingly globalizing supply chains and partnerships have placedformidable demands on planning. Retailers are expected to deliver at breadth neck speed and trying conditions of the marketplace even while satisfying their stakeholders in terms of profit margins and revenue growth.

Why customer preference and retention is important in retailing today?

The following factors explain the significance of customers preferences and the imperative need for retaining them for retailers.

- Changing consumer demographics and their spending patterns
- Emergence of organized retailing
- Financial investments and increased emphasis on ROI
- Adoption of new / innovative retail formats - putting pressure on size & complexity
- Adoption of high end & high cost technology to maintain competitive edge
- Intensifying competition to gain market share

The Indian consumer is changing rapidly. The average consumer today is richer, younger and more aspiring than ever before. Consumersnow value convenience and choice even while getting value for their hardearnedmoney. With roughly 60 percent ofthe total population of India being below 30 years of age, favorable demographics are expectedto drive consumption across categories. The purchasing power of a youngconsuming middle class has been talked of since the time of economicliberalization in 1991. However, it is only today that we are witnessing a tremendous surge in thespending power associated with this consumer segment. These trends are a direct result of growing need of consumers and aggressive efforts of to cater to their demands

Network Magazine, an Indian business publication, observes that retailing isIndia's largest industry, accounting for over 10% of the country's gross domesticproduct and around 8% of employment. "The Indian retail industry is valued atabout US $300 billion and is expected to grow to US $427 billion in 2010 and US $637billion in 2015," says the magazine. The organized retailing which is mostly concentrated in urban markets is estimated to be 9% to 10% of these figures, and is expected to grow faster as they have started penetrating into the semi-urban and rural markets. However their main strength comes from customer retention as it holds the key to register good revenues as well as profit margins

As the size and magnitude of retail operations are increasing, so do the financial investments and emphasis on ROI. These two factors have been the driving forces behind the growth of retailing in India. The

Government of India's policy of allowing 51% FDI in retailing has definitely encouraged global retail chains to explore India as a strategic option. However it is important to critically evaluate these financial investments to ensure that stakeholders' interests are protected.

Innovation and differentiation have been the critical success factors for retailing. They are reflected in the form of new retail formats taking shape on the Indian Horizon. We have witnessed a rapid shift of retailing from Mom & Pop stores to Hypermarkets and super markets. The emergence of these formats is to ensure that consumers are provided with variety, convenience, value and other value additions under one roof. For example The Future Group (Big Bazar, Pantaloons, Food bazaar) is expected to acquire a NBFC (Non banking finance company) so that all schemes and financial transactions of consumers can be retained by the group, so as to have a greater hold on customer retention.

The Strategic Imperative

Under these circumstances, what if it were possible for retailersto seamlessly integrate their sales and marketing plans with that of sourcing, manufacturing and finance in a way that they not only reduce their cycle times to deliver but also improves their operational efficiencies?
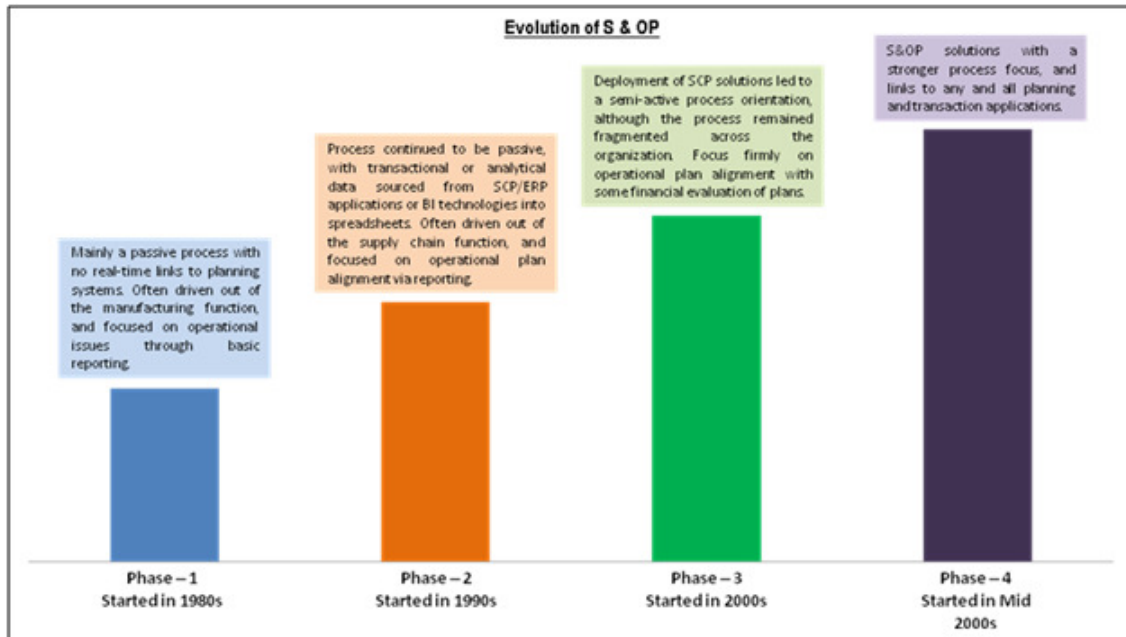
Whatif retailers could simulate multiple scenarios to determine the best balance among customer service,operational productivity and financial performance? Business managers could continually tweaktheir plans back and forth to substantially improve business agility and financial performance.In this context, retailers are turning to a variety of businessprocesses, techniques and technologies to identify and capitalize on thechallenges of modern markets.

Sales and Operations Planning (S&OP) typically works on this landscape. The primary objective of S&OP is to align demand, supply and finance plansso as to enable business managersconceive a single operating plan that drives increased marketshare and balances critical resources to meet performance goals.The relevance of S&OP in retailing is seen as a critical component, given the product range and customer diversity it caters to. There is a dire need to evolve a comprehensive, dynamic and sensible planning platform that not only generates effective planning but also provides multiple business scenarios that a retailer might have to face in the near and long term future.

The effects of globalization and a strong emphasis on catering to customer demand and achieving optimal operational efficiency are attributed as reasons for the emergence of S & OP. Business complexities and economic uncertainties have compelled business managers to maintain operational and financial discipline. Retailers can no more afford to register high inventory levels for few SKUs and / or stock-out options for others. They need to balance their cash flows and product movement in a way that puts lower burden on their costs.

Evolution of S & OP

The evolution of S & OP can be seen in four phases, each enabling this practice to become a critical component of business & operational planning. The following depicts the evolution process for S & OP.

With increased complexity of business being included into S & OP, retailers segregate S & OP into two broad categories tobenefit from increased focus on each category. These categories areOperational S&OP and Executive S&OP.

Operational S&OP - This enables the process steps prior to the Executive S & OP meeting including product reviews, demand review and supply review. These steps are critical to identify the demand from customers and match it with supply. This exercise is normally done at the corporate, regional, outlet and SKU level.

Executive S&OP - once the demand and supply is determined, they both have to be reconciled through a formal process, typically referred to as Executive S & OP. This is the stage where S & OP plan is collaboratively discussed and finalized among the various stakeholders such as Supply chain, operations, sales and marketing, finance and other functions.

A recent study conducted by Ventana Group on the growth and significance of S&OP has revealed great insights into the potential for S&OP and how organizations have not yet considered S & OP as a critical success factor for growth. The study is based on a survey of 470 large manufacturers and retailers and the study found the following:

S&OP Scorecard

- A majority of the companies (58 percent) are new to S&OP and lack a rigorous process.
- Of those with a formal S&OP process in place, 65 percent have had the process for less than fiveyears. Most use it in limited fashion, for short-term planning for single entities or a single line ofbusiness that focuses on demand, not supply.
- Many companies (42 percent) with multiple factories or regional operating facilities do not includethem in S&OP. Nor do most include new product introduction plans (57 percent) or use it to reconcilefinancial plans (60 percent) or to account for strategic initiatives and projects (59 percent).
- Even fewer (37 percent) have formal meetings where executives review S&OP.

Source: Sales and Operations Planning: Measuring Maturity and Opportunity for
Operational Performance Management, Ventana Research

These research outcomes clearly indicate the need for S & OP and desired benefits that can be realized from its implementation. However one needs to exercise caution while choosing the right vendor for conceptualization and implementation of S & OP process

Area	S & OP
Business Objective	Considers several plan alternatives and chooses one that best represents business drivers. Objective is revenue and profit
Process	Rules & Exception based (than Rigid)
Technology	Enables processes with workflows
Frequency	Dynamic – daily / monthly
Scope	Cross-functional & Customer focused

Expected benefits from S & OP adoption
- Increased customer service levels
- Decreased inventory levels
- Decreased inventory obsolescence
- Reduced freight costs & reduced cycle times
- Decreased supplier lead times
- Improved discipline, coordination and communication between cross-functional teams
- Better decisions with decreased time for decision making
- Better financial planning with decreased time to create financial plans
- Increased accountability and visibility
- Greater management control
- Future focused planning and decision making

Implementing S&OP

An effective S&OP process can dramatically improve your ability to manage your business. Technology plays an important role in supporting S&OP, especially in organizations with large amounts of planning records and complex supply chains and an effective S&OP for retailing business should typically cover the following

- Sales Revenue Planning
- Demand Planning
- Supply Planning
- Profit based Demand & Supply Balancing
- Management business review

The following are details of the elements of each of the above mentioned categories

Sales revenue Planning	Demand Planning	Supply Planning	Demand & Supply Balancing	Management Review
• New product planning • Sales opportunity planning • Revenue, margin and profitability planning • Alignment to corporate goals	• Demand forecasting • Demand collaboration (sales, operations inputs) • Demand shaping (promotions) • Consensus forecasting	• Capacity planning (resource planning, labor leveling) • Inventory optimization (costs and volumes) • Material planning • Transportation	• What-if analysis • Product mix analysis • Allocation of demand to supply • Constraint management • Consensus forecasting	• KPI measurement • Inventory turns • Profit margin analysis • Forecast error • Root cause analysis • Working capital analysis • Plan Vs. actual

One of the critical business decisions that retailers have to take today is to plan for new products /SKUs that holds promise not only for the current season but for the future as well. However they need to determine the product planning in collaboration with the existing sales opportunities and business objectives of achieving certain level of profit margins and revenue growth. They also need to emphasize on ensuring that their sales revenue planning is properly aligned with that of the corporate goals

It is difficult for retailer to appropriately choose from a plethora of demand forecasting packages that are available in the market place today. They need to choose one that not only supplements their marketing plans but also provide them insights into the level of efforts that need to be placed in marketing promotions and in turn enable them collaborate with operations and sourcing plans.

Creation and optimum utilization of shelf space and maintaining healthy inventory is another area of concern for retailers today, as the number of SKUs are increasing by day and every retailers (with their own brands) and manufacturer are fighting for prominent shelf space. The process by which retailers do their capacity planning and collaborate with material planning and sourcing holds the key to achieving operational excellence. Transportation planning and management is to be considered as an integral part of supply planning as it enables retailers to off load some of the inventory at critical times.

Any good S & OP implementation should look into the issues related to balancing demand and supply planning to achieve optimum results. However proper balance between demand and supply cannot be achieved in one attempt. It requires retailers to study them in various permutations and combinations and evolve a consensus at macro level as well as at the category and product level, down to the SKU. This can be achieved only if the S & OP process is well built with capacity to conduct what-if scenarios and zero in on the profitable options.

The final outcome after implementing any system is when its results are reviewed. Management review is the most critical part of S & OP implementation wherein key performance areas are measured and forecast errors are closely studied in order to overcome them. It is equally important to analyze profit margins and revenue growth at corporate, outlet, category and product level in order to determine optimum offerings that can be rolled out.

In addition to the various areas that are determined as part of S&OP process, it is important for retailers to build it with robust features. Some of the features are listed out here for reader's reference.

Key Features		
Statistical forecasting	Rapid 'what-if' scenario creation and evaluation	Multi-site/multi-enterprise visibility
Collaborative consensus forecasting	Volume to mix planning	Advanced MRP analytics
Hierarchial disaggregation/ aggregation	Currency to units transalation	Monitoring and alerting

Use of Dashboards for monitoring S&OP

Technology advancements are enabling retailers to monitor S & OP process through various dashboards wherein key areas and measurements are emphasized at every stage of the process. Global S & OP vendors have effectively used technology and evolved suitable solutions for different industrial verticals, be it pharmaceuticals, chemicals, automobiles or retailing. These dashboards come in handy to monitor stock-out positions, inventory levels, EDLP (everyday low pricing) implementations and deviations from predicted sales revenues and profit margins.

Key metrics to measure

Though most of the S & OP solution providers provide basic reporting tools through dashboards, it is necessary to identify and measure key metrics that not only impact the business results but also measure the effectiveness of the S & OP tool. The following list provides a high level view of some of the critical metrics

For S & OP effectiveness	For S & OP tool functionality
Cycle time to measure demand, both for near term and long term	Cost of deployment and its expected time to go live
Average error rates in forecasting	Ability to integrate legacy systems with new technology
Average time to respond to stock-out situation	Ability of S & OP tool to integrate with existing ERP solutions
Average time to replenish stock at an outlet	Flexibility of the system for up-gradation
Average time to place an order on a given vendor	Multi-user accessibility & cost of multi-user license fees
Percent of volumes (transactions) managed electronically	Extent of customization that can be built
Average time to identify and contract a new vendor for supplies	Expected maintenance and replacement costs

Conclusion

Sales & Operations Planning has served admirably over the past quarter century inaccomplishing its missions. It's been adopted by a large and growing number ofmanufacturing and retailing companies around the world.However, the tools and processes within S&OP are required to be stepped up to meet today's business uncertainties and take the decision making to the next level in catering to the customer demands and enhancing customer satisfaction.

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BOOK REVIEW

Singh, Sukhpal (2012), Modern Food Value chains in India: Emergining Potential for the Poor, Access Development Services, New Delhi, Rs. 620/-

By G.Sreenivas Reddy.

Food and agricultural markets are changing dramatically all over the world in general and in developing countries in particular. These fast changing markets and their transient regulatory mechanism have evoked keen interest and involvement from various stake holders, including the modern corporate organizers of food value chains. The passage of the Agriculture Produce Marketing (Development and Regulation) Act, 2003 has ushered in a major policy shift at both the Union and State levels in India. This Act has made it possible to undertake direct purchases from primary producers, involve them in contract farming and to set up private wholesale agricultural markets. Along with all these the small farmers of the country are increasingly being asked to compete in markets that are much more demanding about quality and safety of food and are more concentrated, integrated and globalized. One more connected development here is that the Foreign Direct Investment (FDI) in food retail has become a contentious policy issue.

It is in this broad context a value chain approach to understand the emerging food processing sector in India from a small and marginal landholder perspective is the need of the hour. The present book under review sheds much light on the above mentioned aspects by analyzing the experiences of various value chains in processed as well as fresh produce segments. It brings under its sweep cereal and spice crops, export oriented crops, processed fruits, vegetables and domestic vegetable chains. It examines the organization of these value chains, their farmer interface systems and impact on farm incomes. The study comes out with suggestions on policy and institutional steps needed for leveraging modern value chains for small holder development. The author of the book Sukhpal Singh brings to bear his rich insights into the theme of the book by virtue of his services at the CMA, IIM Ahmedabad and as a member of various committees and working groups constituted by the Government of India.

The book comes out with a good number of suggestions for improving the working of markets for better outputs and smarter financial services to overcome market failures. One more suggestion is for rendering assistance for forming effective marketing organizations, targeted agricultural research and extension, focussed safety net programs and a host of others. Further, it suggests that intermediation is required for small farmers to link them up with national and international markets. This intermediation could be of any kind; by a domestic company or multinational, a state run or para- statal origination, a co-operative or an NGO. One unique, future of the book is that it includes a number of case studies relating to export market and small holders, processed and feed value chains, fresh food retail chains and small holders. It also gives a rich list of references to help readers to go to a welter of related literature. The book greatly helps a wide spectrum of readers like policy planners, government officials NGO's and business organizations dealing with or concerned about disadvantaged people all over the world.

Dr. G Sreenivas Reddy, is Professor of Management at the Aurora's Business School, Hyd. He can be reached at srinivas.gangidi@gmail.com

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* Methodology, Findings, Analysis & Discussion

* Conclusion, Limitations and Recommendations

* References - Harvard or APA Style is required.

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