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Editorial

Four out of the five articles published in this volume relate to one or other aspect of marketing.

Atul Fegade's article on Celebrity Branding develops a base for calculating brand value for celebrity brands and notes their correlation with celebrity earnings.

Archana Lahoti's article traces the past growth of the personal care products of the MNCs in India and the sudden emergence of competition in the form Ayurved based Indian products using natural herbs and ingredients produced and marketed by not an established Indian captain of industry but by an Indian Yoga guru.

Aparna Tembulkar and Manjari Lal in their article examine consumer behaviour in the digital era noting positive and negative trends.

The short case study by Shivangi Soman reinforces the theory that entrepreneurial instinct in a person can produce solutions for problem(s) faced by a distinct group of persons like women not able to engage in gainful employment because of toddling children.

The fifth article by Sunetra Gaitonde is a study on Talent Management - a function gaining more and more importance these days, particularly in service organisations where customer and front line managers are in direct contact resulting in enhancing significance of product quality and customer satisfaction issues. With latest tools like AI and big data analytics this field affords great scope for redefining most HR practices

On the subject of marketing, there is a dire need to fill the gap between theory and practice. The emergence of Critical Thinking and its implication for existing marketing theory and practices offers considerable scope for future research.

Indseaerch Research Journal in its mission to promote research appeals to management scholars, professionals and students to increasingly pursue relevant research on mainstream management issues of a functionalistic, objective and positivistic ethos.

Celebrity Branding and Celebrity Brand Value

Prof. Atul Fegade*

Abstract:

In this article the researcher describes the celebrity branding concept in which the major focus is on Bollywood celebrities. The article also explores the way of calculating brand value for celebrity brands and is based on secondary data. Celebrity branding from fields like Politics and Sports have also mentioned. In the end the celebrity brand values have been segregated on the basis of gender of celebrities and the result shows that for female celebrities there is a positive correlation between them.

Personal Branding

The personal branding concept has been present since the evolution of human being. As the community size, started growing there was a distinct need developed in individual minds to differentiate themselves from other human beings. Politicians and various socially acclaimed personalities were the pioneers in recognizing the importance of the building self image. With the progress of time, film actors who were not socially accepted in the initial years of film industry felt the need of developing reputation. Simultaneously, various sports personalities became popular & were being recognized by their skill on the field. Recently many politicians, social activists, journalists, businessmen etc have been actively involved in building self image.

"Branding yourself means that you create the right kind of emotional response you want people to have when they hear your name, see you online, or meet you in real life" (Deckers & Lacy, 2013). It is also known as self-branding.

Personal Branding is about finding out what is true and unique about you and letting everyone know about you (Schawbel, 2009). The author further adds that, the key to personal branding is visibility and more the people hear & know about you the better.

Peters, (1997), reported the concept of Personal Branding in literature through the article "The Brand Called You". In the digital era 'Personal Branding' concept has become extremely important (Labrecque, Markos, & Milne, 2011). Personal Branding was initially considered very important only for celebrities but with the evolution of digital technologies it is becoming an important marketing task for every individual on the internet (Shepherd, 2005). An individual's main objective behind branding is to become their own marketer (Peters, 1997). In the digital age personal brand building includes strategies like creating & maintaining social media network profiles, personal blogs, websites etc (Labrecque, Markos, & Milne, 2011). Personal branding aims to capture an individual's strengths and unique characteristics & it is promoted to the target audience on large scale (Kaptua, 2005); (Schwabel, 2009); (Shepherd, 2005). Industries have started to recognize the importance of projecting personal brands through the internet and social media (Labrecque, Markos, & Milne, 2011).

Celebrity Branding

Although the literature available regarding celebrity branding mainly focuses on benefits of using celebrity as a brand endorsers for products and services the researcher is discussing here first about celebrity brands and then about the process of building celebrity brands.

Celebrity brands may include famous people from various fields like entertainment, politics, arts, businesses, social and sports etc. (Thomson, 2006). An athlete, or an actor or an actress has intangible assets like a name, reputation, credibility and an image etc. All these attributes can be combined together and can be branded as a 'Celebrity Brand' (Towle, 2003).

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The term celebrity refers to an individual "whose name has attention-getting, interest-riveting and profit generating value" (Rein, Kottler, & Stoller, 1987). According to Jackall & Kim, (2006), throughout history, political and religious authorities have used images of themselves on coins, statues, and monuments as a form of mass media to create what today would be considered personal brands.

Mass media like newspaper, magazines, television, internet etc, brings out the celebrity brand in front of the audience and it is considered as the main source of creating celebrity brands (Rockwell & Giles, 2009). Firther the author states that celebrity brand is the result of the media exposure they get. Celebrity brand is often formed by media's careful selection, manipulated information which sparks either positive or negative response from the public (Rindova, Pollock, & Hayward, 2008). "The media play a central role in the process of celebrity creation because they control both the technology that disseminates information about (brands) to large audiences and the content of the information disseminated" (Rindova, Pollock, & Hayward, 2008). Performance of self is the most critical element of celebrity's success, but there are also other dimensions of their performance which are constantly watched and followed by media and fans (Marshall, 2010). Further the author states that celebrities are constructing their character depicting their personal life, performance self, parasocial self etc through Facebook and Twitter.

Celebrities are taken as authorities on a wide variety of subjects. Their advice on beauty and fashion, in particular, appears to be worth considerable space in magazines and on television talk shows, despite the fact that their own appearance is frequently the work of professional consultants and stylists. Celebrities are often taken as authorities on other subjects, too, from religion to politics (Kurzman, et al., 2007). The celebrity is known to the public for his accomplishments in areas unrelated to the product class endorsed (Friedman & Friedman, 1979). Celebrity branding can take several different forms, from a celebrity simply appearing in advertisements for a product, service or charity, to a celebrity attending PR events, creating his or her own line of products or services, and/or using his or her name as a brand (Raval, 2010). The use of a celebrity or sports professional can have a huge impact on a brand. For Example sale of Aviva Life Insurance has increased after Sachin Tendulkar signed up the sponsorship deal. Celebrities including movie stars, sportspersons, models, rock stars, and television anchors derive a large chunk of their incomes from endorsements. These celebrities can be considered as brands (Till, 2001; Carvalho B., 2001).

Celebrities have started applying branding techniques to their career and work by marketing and protecting their brand identity; trademarking and licensing their names; launching their own product lines and endorsing product related to their personality dimensions (Barker J., 2011); (Towle, 2003).

Celebrities - Politics

Celebrities in politics (Politicians and strategists) are always obsessed with reputation management through mass media to advance their political agenda and/or to win the elections. In countries like Canada, USA, France, India etc, celebrity politics is often used recently to create publicity. Celebrity politics refers to including famous personalities into politics, treating star political candidates as celebrities, and public interaction between celebrities and politicians (Marland, 2013).

Barack Obama as a political brand has been examined earlier by some researchers like (Kellner, 2009); (Zavattaro, 2010); (Mcgirt, 2008); (Kumar, Dhamija, & Dhamija, 2016). In presidential style of elections the political brand are very important for influencing voters. Barack Obama used social media sites like Facebook, Twitter, MyBarackObama.com, YouTube etc for political marketing. Zavattaro, (2010) states that, "comodification of the political candidates is done and marketers use tools of product marketing like create identity (building brand image), get party approval (company image), win primary election (test marketing), campaign hard (advertising distribution), get elected (market share) and stay in office (repeat sales)". "Celebrity treatment of a politician with a charismatic personality and idealized public image can increase public interest in politics, particularly among dissatisfied and non-voters" (Marland, 2013). Some of the leading politicians have successfully used or using social media for their political campaign and brand building activities.

Thomson, (2006) has used an example of political campaigns to specify the brand elements of personal brands. "The candidate's message, public appearance, endorsements, and so on, are all controlled by consultants and political parties in the hopes of managing perceived quality and brand image to increase 'market share' at the polls".

So it can be said that Celebrities in politics also need to select the brand elements carefully to enhance their brand image in customer's mind.

Celebrities – Entertainment

"Similar to the use of Intel microprocessor as a branded component in personal computers, we consider movie stars as branded components and movies as new products featuring these celebrity brands." (Luo, Chen, Han, & Park, 2010)

"Britney Spears launch of album 'Hold It against Me' proved very successful and generated a huge amount of buzz. YouTube, Facebook, Twitter & Blog were mainly used; she relies on each social media for interactive communication, Integration of both directly & indirectly controlled media" (Kaplan M. A., 2011). Lady Gaga uses internet to build the brand community. Her communications are considered as more effective because it's more personal (addressing fans directly) and there are always interesting insights (Carter, 2010).

(Truman, 2007) In Australia Kylie Minouge, Mel Gibson etc have their Trademarks registered. Over the past decade all over the world celebrities are actively controlling their own personality and image. By registering a trademark celebrities can develop a 'celebrity branding' strategy that will help them commercially exploit their identity.

There is a growing list of celebrities—such as actor Arnold Schwarzenegger in the United States and cricketer Imran Khan in Pakistan—who have used their fame to catapult into the electoral process itself (Kurzman, et al., 2007). In India also Film Celebrities (Like Jayalalithaa Jayaram, N. T. Ramarao, Maruthur Gopalan Ramachandran or MGR, Sunil Dutt, Dharmendra, Hema Malini, Jaya Bachchan, Jayaprada, Rekha, Shatrughna Sinha, Raj Babbar etc.) have utilized the earned fame to enter into a political career.

So it can be said that celebrities from the entertainment filed also need to maintain their favourable image though the media available. The favourable image would contribute to their brand equity which in turn would help to increase their monitory value.

Celebrities – Sports

Various sports like golf, football, tennis, badminton, cricket, hockey, kabaddi etc have star performers who can branded as like products. Sports celebrities like Lionel Messi, Cristiano Ronaldo, Lebron James, Roger Federer, Rafael Nadal, Kevin Durant, Serena Williams, Tiger Woods, Virat Kohli etc are included in the highest paid celebrities list by (Forbes, 2016). Sports celebrities also earn revenue through the brand endorsements. These earning can be maximised if the sportsman keeps on projecting favourable image in front of the audience (Arai, 2010). Sports people today are also conscious about maintaining their brand image in mass media. Sports celebrities can be considered as a brand and managed professionally (Arai, 2010). Brand personality and identification need to be focused on to build a human brand in sports (Carlson & Donavan, 2103)

The term celebrity refers to famous personalities from various fields as specified earlier. Mass media plays a very important role in formation of celebrity brand and it helps them to strengthen the brand image. Some celebrities have transformed their career based on the fame and brand value. So it will be necessary to study the process of building celebrity brands.

Process of building celebrity brands

JW Dicks (2008) suggests five stages of celebrity branding process: 1) Finding your niche, 2) Creating your brand, 3) Developing your celebrity expert status, 4) Expanding your celebrity brand business, and 5) Selling your business.

According to Roy (2010), there are seven components of Celebrity Brand's Equity as i) Availability, ii) Preference, iii) Loyalty, iv) Awareness, v) Familiarity, vi) Image & Personality, vii) Associations. The Author studied the Celebrity Brand Rahul Dev Burman (R. D. Burman). The author suggests the concept of Brand Awareness Pyramid for Celebrity Brands. This Pyramid has five levels, such as Unaware of the Brand, Aided Awareness, Unaided Awarness, Top of Mind, & Dominant. The lowest layer of the pyramid mentions that stage of a celebrity brand when people by and large are unaware of him and his skill sets. As the celebrity starts gaining eyeballs, a certain segment of the market starts recalling his name when certain stimuli are provided to them. As the celebrity gains the buzz around himself and his work, people start recalling his name without any major stimuli. With the passage of time as the celebrity establishes a strong foothold in his profession and seeks the numero uno position, he starts to enjoy top of mind recall among a wide cross section of the populace.

When a celebrity deigns to interact with ordinary people, we consider ourselves honoured (Kurzman, et al., 2007). Even if the interaction is unpleasant, even if it reinforces the status differential, celebrity status may rub off in a small way of the inferior party. The retelling of the incident can generate respect among one's friends and family, and is likely to remain part of one's conversational repertoire for many years (Kurzman, et al., 2007).

Tiwary, (2008) explains new media outlets and interactive content that are being used to engage with customers and it is called as Web 2.0 which includes various SMNs like Google, YouTube, Facebook, Blogger & others. These media are changing the customers thinking about the brand experience (Tiwary, 2008).

Thomson (2006), specifies that in order to develope attachment with consumers the human brand should attract consumers socially; there should be repeated, direct, qualitative interaction with consumers; and the brand should presents them as more authentic. So celebrity brands can use social media sites for attracting consumers socially and to interact with them. The celebrities can also use the Facebook verified profile tool and Twitter verified accounts tool (a blue tick mark is shown on the profiles/pages) for establishing authenticity in front of their fans on social media sites. So there is evidence which can prove social media sites can be very useful for successful promotion of celebrity brands and their work.

Bollywood Personalities as a brand

Film personalities are famous and well known to the audience as a result of their work and career. Some famous celebrities like Amitabh Bachchan, Shahrukh Khan, Salman Khan, Priyanka Chopra, Madhuri Dixit, Amir Khan, Hritik Roshan etc have leveraged their brand name to endorse products or launch their own products. In a Human Brand study Amitabh Bachchan is rated as the most trusted brand on parameters like; National icon, is popular, a nice human being, seeing/reading about him makes me happy, worthy of respect, inspires, reminds me of a particular phase in life, maintains success, expert in respective profession, reliable, an icon/hero, consistent performance and attractive etc (Goyal, 2016).

Mishra, Dhar, & Raotiwala, (2001) have explored the influence of gender on consumer's perception about male and female Celebrity Endorsers' effectiveness. Three dimensions about celebrities are considered as attractiveness, trustworthiness, and expertise. In this study the male and female adoscelents' perception about the effectiveness of males and female celebrities is studied. Four Celebrities as Shahrukh Khan, Aamir Khan, Kajol and Aishwarya Rai are selected base on their popularity at that time amongst the respondents. Male Adolescents have significantly higher perception of female celebrities as compared to their perception of male celebrity. Female celebrities are found to be more influencing on male adolescents. The study has done cross examination of male adolescents' perception about female celebrities and vice a versa. Female adolescents are significantly influenced by female celebrities than male celebrities. There is also no significant difference found between male and female adolescents' perception about female celebrity's attractiveness and trustworthiness (Mishra, Dhar, & Raotiwala, 2001). The study in the end emphasise on adapting the marketing promotion and communication programs as per the changing behavioural pattern and socio-cultural norms for the consumers.

Famous people should manage their brand image in the online environment so as to avoid the negative opinion of consumers (Ilicic & Webster, 2008). Most of the Celebrities seek social & economic support through the online presence, but they also do it for psychological & emotional reasons (Lampel & Bhalla, 2007).

According to Lim, (2005) celebrities can also be considered brands. His research looks at "the intriguing relationship between global celebrity culture and the phenomenon of branding". "There is a sense of wonderment in the way certain people have become commodified into products". "Celebrities can be considered as a Brand, because they can be professionaly managed and also have additional associations and features of the brands" (Thomson, 2006).

It can be said that Bollywood celebrities have realised the importance of managing their personal brand and started managing it through a team of professionals. It should be first studied that, Can the professionaly managed brand increase the monetary returns for the celebrities? For this the researcher studied about the celebrities brand value.

Celebrity Brand Value

“Celebrity brand value can be described as the worth commanded by a celebrity in the industry owing to several factors. In monetary terms, it is the premium charged by a celebrity for endorsing a product or service, to lend more popularity and sales to the product or service” (RBSA Advisors, 2016). RBSA which is a leading global independent Valuation and Transaction Advisory firm has prepared a report on celebrity brand valuation in July 2016. The celebrity brand value is based on “current endorsement earnings” and “estimated future endorsements earnings” to be generated over the career span of the celebrity (RBSA Advisors, 2016).

Figure 1: Celebrity brand valuation a report published by US consultancy firm Duff & Phelps (Duff & Phelps, 2016) (Anand, 2016).

As it can be seen from the figure no. 8, Shahrukh still enjoys the highest brand value amongst Indian celebrities (films and sports). The list also includes couple of sportsperson Virat Kohli and MS Dhoni. According to 2016 Forbes India Celebrity 100 List Salman Khan is ranked first followed by Shahrukh Khan and Virat Kohli (refer figure no. 9).

Forbes rankings are based on estimates of entertainment related earnings of celebrities and estimates of their fame. Celebrity earnings are calculated based on the estimates from multiple sources like industry insiders, talent management companies and agents, film and TV production companies, publishers, music industry professionals, sport consultants, advertising agencies, brand marketers, celebrity managers etc. The celebrity fame is calculated on the basis of media visibility of celebrities across print and television and based on their social media reach (Facebook and Twitter) (Forbes India, 2017).

The celebrities are segregated as male and female; film and sports celebrities. The celebrity values are taken as per RBSA Advisor reports; Duff and Phelps report and celebrity earnings are as per the Forbes India Report.

Table 1: Celebrity Brand value and earnings - Bollywood actors

Sr no.	Celebrity Name	Celebrity Value (Duff & Phelps) in Rupees Crore	Celebrity brand value based on projected endorsement earnings (RBSA) in Rupees Crore	Celebrity Earnings (Forbes) in Rupees Crore
1	Shahrukh Khan	845.7	741.92	221.75
2	Salman Khan	375.8	815.53	270.33
3	Ranbir Kapoor	235.9	NA	55.5
4	Ranveer Singh	230.1	NA	67.42
5	Hritik Roshan	219.8	330.25	90.25
6	Amitabh Bachchan	170.2	277.27	32.62
7	Akshay Kumar	154.1	NA	203.03

It can be seen from the above table that there is weak positive correlation between the celebrity brand value and celebrity earnings.

Table 2: Celebrity Brand value and earnings - Bollywood actresses

Sr no.	Celebrity Name	Celebrity Value (Duff & Phelps) in Rupees Crore	Celebrity brand value based on projected endorsement earnings (RBSA) in Rupees Crore	Celebrity Earnings (Forbes) in Rupees Crore
1	Deepika Padukone	555	519.73	69.75
2	Priyanka Chopra	289.4	111.47	76
3	Kareen Kapoor	164.4	NA	35.67
4	Anushka Sharma	157.9	NA	15.25
5	Alia Bhat	145.7	NA	17.83
6	Katrina Kaif	114.7	NA	33.5

For female celebrities there is a positive correlation between the celebrity value and celebrity earnings.

The reports by (RBSA Advisors, 2016); (Forbes India, 2017) and (Duff & Phelps, 2016) are not consistent with each other. So we cannot rely completely on the findings of these reports. The methodologies to calculate the celebrity brand value are also different, so no concrete conclusion can be drawn about the celebrity brand values.

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Strategic Marketing of Patanjali Products with special reference to Personal Care products – An analytical study

Ms. Archana Lahoti (*)

Abstract :

The Beauty and Personal care products Industry has many multinational brands dominating the market and competing neck to neck for a share of the consumers wallet. Given the huge size of the Industry, the advent of an indigenous brand was no doubt eminent. Surprisingly, it is not any big business house that has come out with the indigenous brand, but a brand named "Patanjali" started by Baba Ramdev, an Indian Yoga guru, giving a run for their money to the big multinational giants.

Beauty and personal care records growth in 2016

Beauty & personal care products managed to grow annually at rate of 15 -20 % despite challenging envi- ronment and demonitization which was taken by Indian Government. Demand for herbal, natural & organic products,

many new inventions in the personal care products as per requirements of consumers helped the industry to experiment with new products thus fulfilling requirements of consumers (Eu- romonitor 2016)

As per Euromonitor International's Consumers data, disposable income of Indian consumer will in- crease from INR135,023,868 in 2016 to INR247,095,369 in 2021. Also average expend iture of Indian consumers will increase from INR91,550,565 in 2016 to INR157,724,791 in 2021. With the increased disposable income in hand, consumers are expected to indulge more on premium beauty & personal care products. Also According to census, Indi a will have World's largest youth population thus creating favorable market for Indian & International companies to introduce & experiment in various Beauty & Personal care products.

Both male & female are spending more on beauty & personal care products as they are actively earning & spending money on grooming themselves. Men's are also spending more money on their grooming as seen in the following data as 41.3 Rs billion sales of Be auty & personal care products in 2011 which grew to Rs 83.3.Rs billion in 2016. Thus percentage value growth for Mens Grooming product has in- creased from 10.3 % to 101.8 % in 2016 (Euromonitor 2016)

Because of impact of social & electronic media, Incr eased disposable income, Rural India is also becoming much aware of using personal care products for personal grooming. Thus India is becoming a very attractive market for National & International Companies to launch new beauty & personal care products.

Consumers are becoming much aware of the long term side effects of chemical products. Consumers are demanding herbal, natural beauty & personal care products which uses bio active ingredients & which are safe for the application The beauty retail market in India is expanding at very rapid speed. New entrants and especially international players are considering the Indian market as a very attractive market for them. (trends in beauty retail) Indian consumers are ready to experiment with new products, willing to spend on expensive products & demanding natural, herbal & organic products.

Many National & International Companies have introduced range of natural, herbal products in a various categories of personal care products such as Ayush Neem shampoo, Indulekha, Ayush Turmeric, Citra Fair, Pollution Out, Dabur Vatika Oil, Dabur Badam Oil, Dabur Neem ka Tail, Dabur Amla Jasmine Oil, Dabur Gulabari Cream, Dabur

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Gulabari Moisturizer, Dabur Vatika Shampoo, Dabur Vatika Hair Cream, Dabur Vatika Hair Conditioner, Kesh Kanti Shampoo, Keshkanti hair oil, Saundarya Tulsi etc to satisfy the needs of Indian Consumers

Patanjali Ayurved Ltd, which was established by Baba Ramdev and his aide Swami Acharya Balakrishan in2007 to cater the needs of Indian consumers for natural products. Within a short span of 7 years, the compa- ny has achieved turnover of Rs 5000 crore thus giving tough competition to its competitors. Its headquarter is in Haridwar . Patanjali's product line consist of healthcare, personal care, home care, food and more. Patanjali's products were priced 10-40 per cent lower than that of its competitors.Products such as fruit juices, chyawanprash, pulses, confectionary aata, ghee, Oral Hygine products, snacks, soaps, medicine and various personal care products are very popular among Consumers

Patanjali Ayurved Ltd has achieved a strong growth in Personal care products though have limited products as compared to its competitors & on 14th rank with % retail value rsp(retail sale price) increased from 0.4 in 2011 to 1.0 in 2016. Patanjali Ayurved Ltd provide products which are innovative as well as reasonably priced. Patanjali Ayurved Ltd has aggressive plan to compete International players & enter into every con--sumer market. Over FY12-15, Patanjali registered revenue CAGR of 64.7 %. (India Equity Research)

Patanjali Ayurved Ltd is India's one of the fastest growing fast moving consumer goods thereby leaving many International & national established companies insomniac. Patanjali Ayurved Ltd has 15,000 retail out- lets across India & has very aggressive plan of expanding it to 1,00,000 exclusive retail stores. It has achieved this growth without spending much on advertisement. Goodwill of the brand Patanjali Ayurved and good quality products at reasonable prices are the key points for success of Patanjali Ayurved Ltd (India Eq- uity Research)

Following table shows Sales of Beauty & personal care Products by category from 2011 to 2016

Table 1 Sales of Beauty and Personal Care by Category: Value 2011-2016

INR bn	2011	2012	2013	2014	2015	2016
Baby and Child-specific Products	9.5	11.2	13.1	15.3	17.7	20.3
Bath and Shower	122.0	140.8	159.8	181.2	196.4	209.1
Colour Cosmetics	22.4	28.4	35.8	43.1	50.6	58.8
Deodorants	11.3	15.2	19.3	23.7	27.7	31.3
Depilatories	5.3	6.7	8.6	10.6	12.7	15.1
Fragrances	8.1	10.0	12.3	14.6	17.3	20.1
Hair Care	116.6	133.2	150.4	165.5	179.1	192.8
Men's Grooming	41.3	49.8	58.4	67.7	75.5	83.3
Oral Care	58.4	68.4	80.5	93.9	103.3	112.9
Oral Care Excl Power Toothbrushes	58.4	68.4	80.5	93.9	103.3	112.9
Skin Care	53.4	64.2	75.4	86.1	96.5	106.2
Sun Care	1.6	1.9	2.2	2.5	2.9	3.3
Sets/Kits	-	-	-	-	-	-

INR bn	2011	2012	2013	2014	2015	2016
Premium Beauty and Personal Care	13.7	17.3	23.3	28.3	33.7	39.7
Mass Beauty and Personal Care	331.1	387.6	445.0	503.8	554.5	602.1
Beauty and Personal Care	431.3	507.0	588.2	672.0	742.5	811.0

Source: Euromonitor International from official statistics, trade associations, trade press, compa- ny research, store checks, trade interviews, trade sources

Many multinational & national companies are ruling Indian Market. Patanjali acquired growth in Beauty & Personal Care products since inception because of good brand value and quality product offered by Company. Following table shows Market Share of Patanjali & other competitors. Company acquired 14th position though Company was established in 2007 & entered into beauty & personal care market recently.

Following table shows GBO Company Shares of Beauty and Personal Care from 2012-2016

Table 2 GBO Company Shares of Beauty and Personal Care: % Value 2012 -2016

% retail value rsp	**2012**	**2013**	**2014**	**2015**	**2016**
Unilever Group	27.2	26.6	26.1	25.9	25.3
Colgate-Palmolive Co	7.1	7.2	7.2	7.1	7.0
Procter & Gamble Co, The	5.6	5.6	5.5	5.2	4.8
L'Oréal Groupe	3.5	3.7	3.9	4.0	4.1
Godrej Group	4.3	4.1	3.9	3.8	3.7
Dabur India Ltd	4.9	4.7	4.0	3.8	3.6
Johnson & Johnson Inc	2.5	2.6	2.7	2.8	3.0
Reckitt Benckiser Group Plc (RB)	2.6	2.6	2.6	2.6	2.6
Marico Ltd	2.2	2.2	2.4	2.5	2.6
Wipro Ltd	2.5	2.4	2.3	2.3	2.3
Emami Ltd	1.7	1.7	1.7	1.8	1.8
ITC Ltd	1.3	1.4	1.5	1.6	1.5
Oriflame Cosmetics SA	1.0	1.1	1.2	1.1	1.1
PatanjaliAyurved Ltd	0.4	0.6	0.8	1.0	1.0
Beiersdorf AG	0.6	0.7	0.8	0.9	0.9
Himalaya Drug Co, The	0.7	0.8	0.8	0.9	0.9
Amway Corp	1.4	1.2	1.1	0.9	0.9
Raymond Ltd	0.5	0.7	0.8	0.8	0.8
Vini Cosmetics Pvt Ltd	0.2	0.4	0.6	0.7	0.8
% retail value rsp	2012	2013	2014	2015	2016
CavinKare Pvt Ltd	0.9	0.7	0.7	0.7	0.7
McNroe Chemicals Pvt Ltd	0.5	0.6	0.6	0.6	0.6
Bajaj Sevashram Ltd	0.6	0.6	0.6	0.6	0.6
Edgewell Personal Care Brands LLC	-	-	-	0.6	0.6
Coty Inc	0.2	0.2	0.2	0.3	0.6
Hygienic Research Institute	0.4	0.4	0.4	0.5	0.5
Malhotra Shaving Products Pvt Ltd	0.4	0.4	0.4	0.5	0.5
Henkel AG & Co KGaA	0.6	0.5	0.5	0.5	0.5
Inc	0.3	0.3	0.4	0.4	0.4
SuperMax Corp	0.4	0.4	0.4	0.4	0.4
Karnataka Soaps & Detergents Ltd	0.4	0.4	0.4	0.4	0.4
Others	25.4	25.2	25.6	25.0	25.6
Total	100.0	100.0	100.0	100.0	100.0

Source: Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources

As compare to other rivals who were established many years ago and have wide range of Personal care products, Patanjali has done remarkable progress and acquired considerable market share with limited Personal care Product Mix as compare to its competitors.

Review of Literature :

Herbal products are expected to grow at 15%, as people become more aware of the possible perils in consistently using chemical formulations switch to 'safer' herbal and Ayurvedic products like Himalaya, Biotique, Dabur, Lotus, Patanjali, etc.. %.(Red Seer Consultancy)

Past generations used home/backyard products like turmeric, sandalwood paste, lemon and aloevera gel for beautification and personal care which lost their charm in the advent of chemical formulations. They are making a comeback especially in the premium segments which market a chemical-free beauty routine.
%. (Red Seer Consultancy)

The urban population with increasing purchasing power is the major force driving demand for cosmetics and toiletries. India is a very price-sensitive market and mass-market products constitute the major part of the cosmetics and toiletries market. Consumption of personal care products centers on young women, with the age group 15-44 years accounting for about 70% of the market. (Ace Global Private Limited Final Report)

Urban consumption is evolving, moving from basic functional to more advanced and specialized products, and greater expenditure levels. There is a rise in consumption of men's products, including skin care products, which were earlier considered purely the woman's domain. (Ace Global Private Limited Final Report)

From ancient time, Indian people believed that Ayurveda had all the natural ingredients for herbal cosmetics and was extensively used by consumers across all the social classes. Urbanization in 90's was instrumental in promoting the chemical cosmetics sector. But becoming aware of the possible side effects of chemical cosmet, Several Indian brands (Dabur, Ayur, Emami, Godrej etc.) gradually became the most popular brands in the Indian cosmetics product market. (Indian Industry Update – Cosmetics regulations 2013)

Objectives :

1.To study Porter's Five Force Model w.r.t.Patanjali's Products

2.To study the Personal Care products Mix of Patanjali's products

3.To study pricing structure of Patanjali's Personal Care Products

Porter's Five Forces Framework is a strategic tool to analyze competition of a business. Threat of New Entrants, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of Substitute products or ser- vices and Rivalry Among Existing Competitors are the five forces which determine the competitive intensity & therefore attractiveness or non attractiveness of an Industry in terms of its profitability

Figure 1 : Porter's Five Forces

1. Bargaining power of Buyers (dealers, whole sellers /customers : HIGH

The switching cost is very low in case of Beauty & Personal Care products because of availability of many national & international brands. Beauty & Personal Care market is very competitive and hence every company fights to get the largest shelf space at the most strategic locations which have greater visibility. On the contrary, personal care products are low involvement products and are

not highly differentiated. So dealers, whole sellers / customers ask for higher margins to stock the products. For the buyers, he/she has a wide variety of products to choose. The Indian customer is very price-sensitive and expect good product at reasonable price. So unless consumer finds value in the products , it is difficult to persuade him/her to purchase the product. In this scenario, the dealer/ whole seller/ distributor /customer has higher bargaining power

2. Bargaining power of Sellers : LOW

Sellers of raw Material providers have typically low bargaining power as they are unorganized and have a lack of knowledge. Big FMCG companies have more power in deciding the pricing structure when they source from local farmers or unorganized commodity supplier groups.

3. Threat of substitutes : HIGH

There are a lot of brands of Beauty & personal care products and has an equal number of offerings from each brand. Many National & International Brands have been established in Indian Market since many years. The product differentiation is not much and consumers can shift to another brand quickly. Thus threat of substitutes is quite high. Besides the switching cost is nil in case of beauty & personal care products..Since Patanjali Ayurved Ltd has entered in this market recently. There are many international, national & local companies already established in the market with a huge range of products in all the categories of Beauty & personal care products in the market. The only concern is the availability of products in retail channels as demand for the products are very high

4. Threat of new entrants : MEDIUM

Barriers to entry is quite high in case of Beauty & personal care products as it requires significant capital investment. The huge amount required for setting up of distribution channel, brand promotion & Research

& development.Since the market for Beauty & personal care products is already cluttered with many estab-lished national & international brands, it is really very difficult for new entrants to enter into this market. Many National & International Companies have excellent distribution channel networks & brand equity. These players spend a lot of money on Selling, marketing & promoting their brands. So entering into this market is difficult for any new Company. Indian customers are very price sensitive and Patanjali offers prod- ucts at very affordable prices & cater needs of all the segments of the society.

5. Competitive Rivalry: HIGH

The competitive rivalry is very high as many national & Internatinal Companies are already established in Indian market with range of Beauty & personal care Products.Also these companies offer discounts on these products to attract new consumers & to retain old consumers.

More MNCs are also coming to join the competition in India as India is very attractive market for them due to its demographic profile & huge youth population. The established brands do a lot of branding to demand

higher prices. Promotional expenditure by Patanjali is less. Awareness for the products of Patnajli products is very high as most Indians know Baba Ramdev as “Yoga Guru”. Because of his good will & social work, many Indian believe in the brand. So though, competitive rivalry is very high, Patanjali get established in the Indian Market within a very short span

Following table shows Personal Care Product Mix of Patanjali Ayurved. There are mainly four product lines for Personal care products as Skin care, Hair care, Cosmetics & Men’s Grooming Products. Skin care Products consist of Face Cream, Lip care, face Wash, Body Lotion, Moisturizer, body ubtan. Hair care Products consists of Shampoo, Conditioner, Hair Oil, Hair Color. Cosmetics consists of Kajal. Men’s Grooming Products consists of Shave Gel & shave Cream.

Table 3 : Personal Care Product Mix of Patanjali

Skin Care	Face Care	Face Cream , Lip care , face Wash , Body Lotion , Moisturizer,body ubtan
Hair Care	Hair Care	Shampoo , Conditioner , Hair Oil , Hair Color
Cosmetics	Make Up	Kajal
Men’s Grooming Products	Shaving & Grooming	Shave Gel & shave Cream

Following table shows Price Structure of Personal care products of Patanjali. Entire range of Personal care products with their pricing has been listed in the table.As Compare to other Multinational & National Companies such as Unilever Group, Procter & Gamble Co, L’Oréal, Godrej, Dabur, Patanjali Ayurvedic have limited products. Still it has been established in the market within the span of 10 years. Most of these products have very low price structure as compared to competitors as seen in the below table for all the products.

Table 4 : Price Structure of Personal Care Product of Patanjali

	Product Name	Weight (Gram)	Price(Rs)	Price per Gram (Rs)
Skin care	Lip Balm			
	Lip Balm Strawberry	10	25	2.5
	Moisturizer			
	Moisturizer Cream	50	75	1.5
	Aloevera Msturizing Cream	50	75	1.5
	Face Cream			
	Anti Wrinkle Cream	50	150	3
	Saundarya Anti Aging Cream	15	300	20
	Beauty Cream	50	70	1.4
	Kanti Lep	50	70	1.4
	Saundarya Swarn Kanti Fairness Cream	15	399	26.6
	Sun Screen Cream	50	100	2
	Face wash			
	Honey Orange Face Wash	60	45	0.75
	Neem Tulsi Face Wash	60	45	0.75
	Orange Aloevera Face Wash	60	45	0.75
	Lemon Honey Face Wash	60	45	0.75
	Rose Face Wash	60	45	0.75
	Saundraya Face Wash	60	60	1
	Apricot Face Scrub	60	60	1
	Face Pack Multani Mitti	60	60	1
	Neem Aloevera With Cucumber Face Pack	60	60	1
	Ubtan			
	Body Ubtan	100	60	0.6
Hair Care	Shampoo			
	Kesh Kanti Anti Dandruff Hair Cleanser	200	110	0.55
	Kesh Kanti Anti Dandruff Pouch	10	3	0.3
	Kesh Kanti Milk Protein Hair Cleanser	10	3	0.3
	Kesh Kanti Milk Protein	200	95	0.475
	Kesh Kanti Natural	200	75	0.375
	Kesh Kanti Reetha	200	85	0.425
	Kesh Kanti Shikakai	200	95	0.475
	Kesh Kanti Aloe Vera Hair Cleanser	200	75	0.375
	Hair Oil			
	Almond Oil	100	50	0.5
	Amla Hair Oil	100	40	0.4
	Coconut Hair Oil	210	65	0.3
	Kayakalp Taila	100	70	0.7

	Kesh Kanti Hair Oil	120	130	1.08
	Patanjali Kesh Kanti Oil	300	250	0.8
	Sheetal Oil	100	55	0.55
	Tejus Tailum	100	60	0.6
	Conditioners			
	Coconut Hair Wash	150	95	0.6
	Conditioner Damage Control	100	60	0.6
	Hair Conditioner Colour Protection	120	60	0.5
	Hair Conditioner Olive Almond	100	60	0.6
	Herbal Mehandi	100	35	0.35
Eye Care	Herbal Kajal	3	90	30
Men's Grooming Products	Herbal Shaving Cream	100	55	0.55
	Shave Gel	50	40	0.8
	Patanjali Activated Carbon Facial Foam	60	60	1

Inference :

Patanjali Ayurved Ltd is India's one of the fastest growing fast moving consumer goods catering the needs of the consumers for natural & herabal products without harmful chemicals. Patanjali Ayurvedic has done remarkable progress within a very short time and aspire to acquire top position in India for FMCG and Ayurvedic products. There are mainly four product lines for Personal care products as Skin care, Hair care, Cosmetics & Men's Grooming Products As Compared to competitors, Patanjali's products are cheaper & of better quality. Since Indian consumer is price sensitive, Patanjali's low cost strategy is very successful in achieving rapid growth in Indian Market. For Skin care products such as Face cream & moisturizer price ranges from 0.75 to 2 Rs per gram. Prices of Facewash is from 0.75 to 1. Range of hair care products is from 0.35 to 1.08 Rs per gram. While for Men's grooming products range is from 0.55 to 1 Rs. per gram Porter's Five Forces Framework analysis shows good future prospects & market attractiveness

for Patanjali's Products . Though with limited product range in Personal Care products and recent entry in Indian Market, one can conclude that, the company has understood customer demand & serving customers effectively

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Evolving Consumer Buying process in the digital era – An analytical study

*Aparna Tembulkar, Manjari Lal

Abstract:

This paper helps managers in understanding the consumer mindset while purchasing online. Some positive and negative reviews on the sale of product / service are also indicated.

ntroduction:

With the advent of the digital era, we see a change in the way businesses operate. Information, product knowledge as well as the product itself is now available at a click of a mouse and organizations are leveraging technology more than ever before to ensure consumer delight. Indeed there is a transition from the traditional way of marketing a product and reaching out to consumers. As more and more technology comes into play, consumers feel the need to have a human touch in their buying process and this is happening through the social communities and online word of mouth.

For several years, Word of mouth or advocacy (for a particular product or brand) has always been one of the frontrunners as a way of reaching out to the consumers. A consumer encouraging the purchase of a product and endorsing the product is found to be more authentic than an organization talking about its own products. In fact advocacy is the new marketing metric to measure the marketing performance of a product or brand. Basically how many consumers are willing to recommend your brand to others decides how well your brand will perform in the market.

Increased usage of the internet and digital marketing has led to online forums, online communities, online reviews and online ratings as well as social media becoming the new word of mouth platforms.

However, some questions remain unanswered. Do consumers' purchase a product based solely on the review of the product/brand? If there are two conflicting reviews, one from a known source and another form an unknown online source, which one will the consumer trust? If the online review is unfavourable but the consumer himself favours a particular product/brand, will he then go ahead as per the review or trust his instincts and purchase the product/brand? In case of a bad review does the consumer write off the product/brand or does he try to find out if the product/brand is really bad?

This research study understanding the basic consumer behaviour in the digital era and the effect of online reviews on the purchase decision of consumers

Literature Review:

Today the traditional journey of a Consumer from need identification to Purchase of the product has undergone a change. The steps of attention, Interest, Desire and action are now replaced by the 5 A's – Aware, Appeal, Ask, Act and Advocate. Advocacy is now considered to be the new metrics for measuring the marketing productivity

The willingness of a consumer to advocate your product and recommend it to others, speaks volumes for the product's quality and image in the market which will no doubt lead to better market share for the organization. Reviews given by consumers are considered to be more authentic than advertisements by the organization

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Brand advocacy through online reviews is helping consumers make informed purchase decisions.
In the research article Impact of Online Consumer Reviews on Product Sales:
Quantitative Analysis of the Source Effect(2) the authors Sung Ho Ha, Soon yong Bae and Lee Kyeong Son argue that the effect of the reviews given on personal blogs is more impactful than reviews on seller sites or seller blogs. In the research paper the researcher is trying to find out if this holds true in the Indian context s well.

In the research papers,Impact of online product reviews on purchasing decisions(4), authors Nina Isabel Holleschovsky and Efthymios Constantinides found that 98 % of the sample population check reviews and 60% do this often or quite often. Similarly In the research article eWOM: The effects of online Consumer reviews on purchasing decision of electronic goods(5) - Ass. Prof. Ali Yayli and Ins. Murat Bayram found that there were significant main effects of the reading reviews before purchasing and buyers' purchase frequency. Through this research paper the researchers are attempting to find if there exists a similar pattern in the Indian context.

In the research article, The Influence of Electronic Word-of-Mouth on Consumers' Purchase Intentions (5), Yousef Sharifpour, Inda Sukati, Mohd Noor Azli Bin Alikhan, state that internet testimonials are also one of the factors for consumers' search for information online and that both consumers' purchasing decisions and behaviors and firms' sales are influenced by reviews posted in consumer online forums. The authors have explained the eWOM (electronic Word-of-Mouth) Communication Models in order to examine the effectiveness of eWOM communication process in eWOM research.

Research Gap and Research Problem:

As mentioned in the introduction above, with the digital era coming of age, there has been a paradigm shift in the consumer buying pattern. In the journey of purchasing a product, the path from Consumer awareness to Consumer Action (Purchase), one major factor influencing the purchase decision is the review or opinion of other consumers. Hence there is a need to study and understand the consumer behaviour with respect to use of social media and online word of mouth in making a purchase decision. This research paper aims to study the evolving consumer buying process in the digital era in the Indian context focussing on young consumers in Pune region.

Objectives of the Study:

1. To study the changing consumer behaviour with respect to online and offline purchasing
2. To understand the effect of online reviews on the purchase decision of consumers.

Hypothesis:

1. There is a change in the consumer buying process in the digital era
2. Online reviews have an effect on the purchase decision of consumers

Research Methodology:

The study involves both primary and secondary data collection.

Literature review was done by means of secondary data and online search from journals and online databases.

The empirical study was done by using an online survey of the consumers to understand their behavior with respect to seeking reviews prior to purchasing a product/brand or service. A pilot survey was first conducted and based on the result some changes were incorporated in the Questionnaire. The researchers used a 10 point likert scale in the questionnaire. The questionnaire was pre-tested, modified and then administered.

Sampling method used was Non probability convenience sampling. Respondents were identified through personal and social networking of the researchers.

Total responses received: 113 Useful responses: 101

Sample Size: 101

Sample criteria: Consumers in the age group 20 to 50 in Pune region.

Hypotheses Testing

The hypotheses to be judged as a part of this study are in the form of measurement of significant difference between means of two groups. For this the responding population needs to be split into two groups. The sample size is then to be chosen such that a specified level of difference between the averages will be significant at 95% confidence level.

For determining the sample size the researchers used the following method:

A multi stage approach was adopted to decide the sample size for the survey. The questionnaires were first pilot tested for a sample size of twenty five samples.

For each of the questions a coding scheme was evolved.

After that the data was entered in Excel.

For each parameter measured, the average was calculated followed by standard deviation.

The variation in population as measured by standard deviation was calculated to ensure +/- 5% accuracy at 95% confidence level and thus the sample size of 100 was determined.

Demarcation between two groups – We have used the simple approach of using 'median' as the demarcation line for dividing the sample into two groups for testing of hypothesis. This method helps us in getting two equal groups across parameters, which is relevant for testing hypothesis and it also reflects the population distribution. It is also practical as it does not require specification of the sample in advance.

We have demarcated the group by the following criteria for testing various hypotheses

- Gender of the Respondents–Depending upon the gender of respondents, they were divided into two groups

  i) Male

  ii) Female

- Age of the Respondents – Depending upon the age of respondents, they were divided into two groups

  i) Age less than 25 years

  ii) Age more than or equal to 25 years

- Income of the respondents – Depending upon the income of respondents per month, they were divided into two groups

  i) Income less than 50000

  ii) Income greater than or equal to 50000

Computing the standard error – We have presented the worst case scenario for standard error. Since we have used the 10 point scale for measurement, it automatically means that under the worst case scenario of maximum standard error, the six times standard error will be 1.5. As such we have erred on the conservative side

Data Analysis and Results: The responses were tabulated and analyzed. The details of the profile of respondents are given below

Data Analysis

1. I often check details of a product/service online before purchasing it offline -

Response	Number of respondents	Percentage
Strongly Disagree	2	1.98
Disagree	5	4.95
Neither Disagree nor agree	21	20.79
Agree	41	40.59
Strongly Agree	32	31.68

Gender	Average
Male	7.82
Female	6.57

Interpretation – As mentioned in the table above, 72.27 % respondents agree that they check the product/service online before purchasing it. This clearly indicates a change in the purchasing pattern from the traditional purchasing pattern

For this particular question, we also found that there was a significant difference in the responses given by men and women.

Men are more likely to check the product/service online before purchasing it offline at 95% confidence level.

2. I generally buy a product/service only after checking it out physically at a retail outlet

Response	Number of respondents	Percentage
Strongly Disagree	1	0.99
Disagree	21	20.79
Neither Disagree nor agree	30	29.7
Agree	39	38.61
Strongly Agree	10	9.9

Interpretation – Here we can see that 48.51% respondents agree to buy a product only after physically checking it out at a retail outlet. So although question 1 indicates that there is a shift from the traditional pattern, almost 50% of the respondents feel the need to check the product physically before purchasing it

3. While purchasing online, I often seek help through the chatting platform provided for customer care

Response	Number of respondents	Percentage
Strongly Disagree	8	7.92
Disagree	33	32.67
Neither Disagree nor agree	37	36.63
Agree	19	18.81
Strongly Agree	4	3.96

Interpretation – Here we can see that 40.59 % respondents do not seek online help through a chatting platform while 22.77% respondents agree to use the online chatting platforms provided. This indicates that online chatting platforms provided by e-commerce sites are not actually used by the consumers and consumers are able to carry out online transactions without online help

4.If I find the online purchasing process cumbersome, I just leave it and purchase offline

Response	Number of respondents	Percentage
Strongly Disagree	2	1.98
Disagree	20	19.8
Neither Disagree nor agree	15	14.85
Agree	53	52.47
Strongly Agree	11	10.89

Gender	Average
Male	5.54
Female	6.63

Interpretation – In question number 4, we see that 62.36% respondents, say that they leave online purchasing and switch to offline purchasing (traditional method) if the process is cumbersome. So although there is a definite shift in the buying pattern, Customers are likely to revert to their comfort zone of offline purchasing when encountered with a cumbersome purchasing process. It would help e-commerce sites to ensure a smooth and user friendly website.

For the above question, the table below shows a significant difference between the average weights of the responses for men and women.

There is a significant difference between men and women at 95% confidence level. If they find the online purchase process cumbersome, women are more likely to leave the online purchase process and purchase offline.

5. If I get stuck at any point while purchasing online, I quit the purchasing process

Response	Number of respondents	Percentage
Strongly Disagree	2	1.98
Disagree	27	26.73
Neither Disagree nor agree	22	21.78
Agree	38	37.62
Strongly Agree	11	10.89

Age	Average
Age<=25	4.95
Age>25	5.98

Interpretation – Just as seen in question number 4 above, we see that 48.51% respondents, say that they leave online purchasing if they get stuck at any point. This further corroborates the finding of Q3, where 40.59% respondents have said that they do not seek online help in the form of chatting platforms on e-commerce websites. It strongly reiterates the point that e-commerce websites need to be very user-friendly.

For this question, there is a significant difference between respondents whose age is less than 25 and those whose age is more than 25 at 95% confidence level. Those above 25 years of age are more likely to quit the online purchasing process if they get stuck while processing online.

6. I always try to get a review about a product/service before purchasing it

Response	Number of respondents	Percentage
Strongly Disagree	0	0
Disagree	3	2.97
Neither Disagree nor agree	7	6.93
Agree	47	46.53
Strongly Agree	44	43.56

Interpretation – 90.09% respondents agree to obtain a review of the product before buying it. Irrespective of whether the purchase is an online or offline purchase, customers look out for reviews to have a reassurance before buying a product.

7. I seek both online reviews as well as recommendations from friends, relatives etc before purchasing a product/service

Response	Number of respondents	Percentage
Strongly Disagree	0	0
Disagree	3	2.97
Neither Disagree nor agree	10	9.9
Agree	54	53.46
Strongly Agree	34	33.66

Interpretation – 87.12% respondents agree that they seek both online and offline reviews and recommendation before purchasing a product. This is in line with the earlier question where 90.09% respondents agreed to seek reviews before purchasing

8. I seek only online reviews before purchasing a product/service

Response	Number of respondents	Percentage
Strongly Disagree	5	4.95
Disagree	44	43.56
Neither Disagree nor agree	26	25.74
Agree	17	16.83
Strongly Agree	9	8.91

Interpretation – 48.51% respondents disagree to the statement, indicating that they do not rely only on online reviews

9. I seek reviews only from friends, relatives etc. before purchasing a product/service

Response	Number of respondents	Percentage
Strongly Disagree	4	3.96
Disagree	54	53.46
Neither Disagree nor agree	24	23.76
Agree	14	13.86
Strongly Agree	5	4.95

Interpretation – 57.42% respondents disagree to seeking reviews only from friends and relatives. This corroborates with the earlier statement and indicates that consumers seek both online as well as offline reviews while purchasing products or services.

10. I do not rely on the review of the product/service before purchasing it

Response	Number of respondents	Percentage
Strongly Disagree	19	18.81
Disagree	43	42.57
Neither Disagree nor agree	24	23.76
Agree	14	13.86
Strongly Agree	1	0.99

Interpretation – 61.38% of respondents agree to rely on reviews of the product/service before purchasing it. When seen in light of the earlier two questions, one can infer that the consumers refer to both online as well as offline reviews and reviews do affect the consumer decision making process

11. I rely on reviews as well as my personal experience and judgment before purchasing a product/service

Response	Number of respondents	Percentage
Strongly Disagree	1	0.99
Disagree	4	3.96
Neither Disagree nor agree	4	3.96
Agree	56	55.44
Strongly Agree	36	35.64

Interpretation- 91.08% respondents agree that they rely not only on reviews but also on their own personal judgment and experience. This indicates that if the product/service does not meet the customers' expectations, reviews will not be helpful to the organization. This is particularly important in the age of paid reviews.

12. Even if the review is negative, but I have really liked a product/service, I will go ahead and purchase it

Response	Number of respondents	Percentage
Strongly Disagree	9	8.91
Disagree	18	17.82
Neither Disagree nor agree	17	16.83
Agree	52	51.48
Strongly Agree	5	4.95

Interpretation – 56.43% respondents agree to the above statement, indicating that
Reviews do affect the purchase decision of consumers, but only to a certain extent. One question that comes up here is – Could this be due to the phenomenon of paid reviews, where the credibility of the review is in doubt?

13.I seek reviews only as a guideline while purchasing a product/service

Response	Number of respondents	Percentage
Strongly Disagree	1	0.99
Disagree	7	6.93
Neither Disagree nor agree	19	18.81
Agree	62	61.38
Strongly Agree	12	11.88

Interpretation – 73.26% respondents agree to seek reviews only as a guideline. This further strengthens the observation that though consumers seek online and offline reviews, they do not rely solely on the reviews.

14. I will not risk buying a product/service having even a few negative reviews.

Response	Number of respondents	Percentage
Strongly Disagree	7	6.93
Disagree	32	31.68
Neither Disagree nor agree	37	36.63
Agree	21	20.79
Strongly Agree	4	3.96

Gender	Average
Male	4.14
Female	5.20

Interpretation – 38.61 % respondents disagree to not risk buying a product with negative reviews. So this indicates that even if the reviews are negative, consumers may buy the product/service based on his/her own personal judgment.

For the above question there is a significant difference in the responses given by men and women at 95% confidence level. Women are more likely than men to not buy products/ services having even a few negative reviews.

B. Analysis based on average scores for each question

Question No.	Question	Average Score
6	I always try to get a review about a product/ service before purchasing it	8.02
11	I rely on reviews as well as my personal experience and judgment before purchasing a product/service	7.73
7	I seek both online reviews as well as recommendations from friends, relatives etc before purchasing a product/service	7.66
1	I often check details of a product/service online before purchasing it offline	7.24
13	I seek reviews only as a guideline while purchasing a product/service	6.69
4	If I find the online purchasing process cumbersome, I just leave it and purchase offline	6.05
2	I generally buy a product/service only after checking it out physically at a retail outlet	5.78
5	If I get stuck at any point while purchasing online, I quit the purchasing process	5.56
12	Even if the review is negative, but I have really liked a product/service, I will go ahead and purchase it	5.35
8	I seek only online reviews before purchasing a product/service	4.71
14	I will not risk buying a product/service having even a few negative reviews	4.67
3	While purchasing online, I often seek help through the chatting platform provided for customer care	4.55
9	While purchasing online, I often seek help through the chatting platform provided for customer care	4.27
10	I do not rely on the review of the product/service before purchasing it	3.44

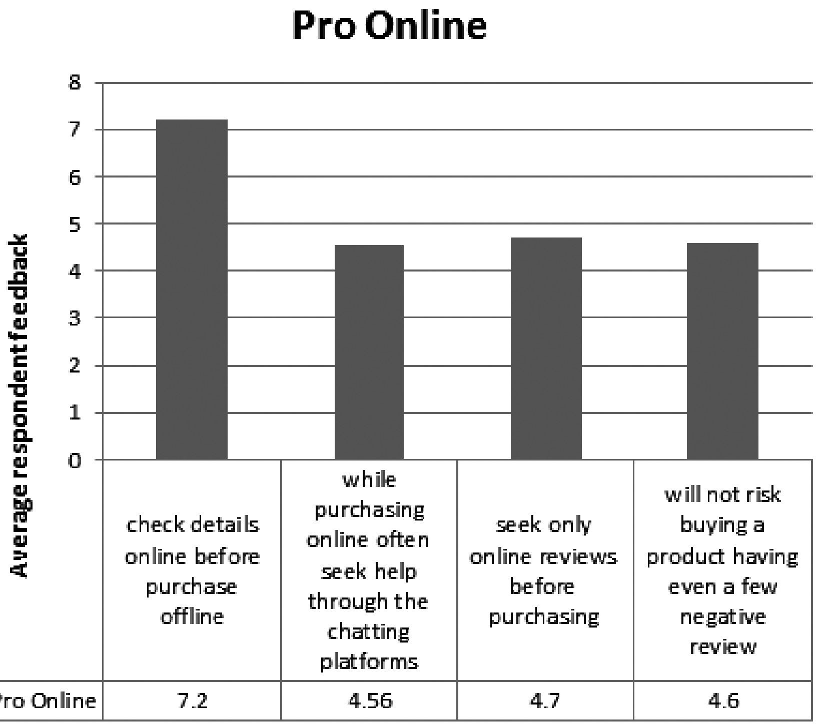
Interpretation - The above table shows that getting reviews before purchasing a product or service is now an inherent part of the consumer behavior. Getting reviews online as well as from friends, relatives as well as using one's own personal judgment to make purchase decisions is also evident from the high average scores of Q 11. Q7 and Q1.

Low average scores for Q3 and Q9 indicate that chatting platforms do not seem to be working much to help consumers in making online purchases

Also the lowest average score for Q 10 indicates that the Consumers' decision making process is certainly affected by reviews.

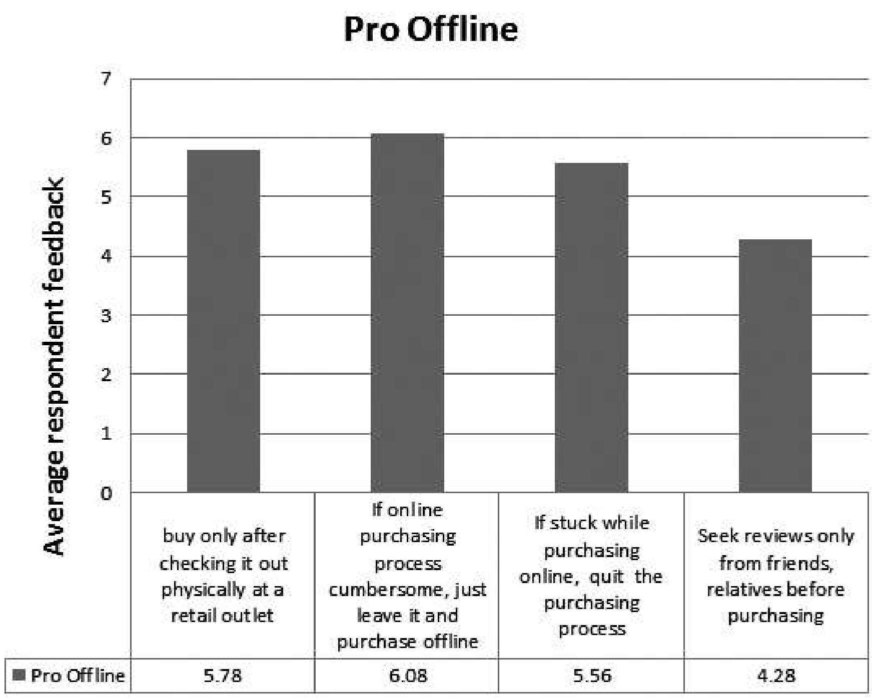
The average scores of Q4 and Q5, indicate that making the online purchase process User friendly will definitely help organizations in attracting more consumers.

Data Classification of Pro-Online Word of mouth influence



On grouping of questions that are pro-online influence, it can be seen from the above graphical representation that maximum average response is for the question that respondents check details online before their purchase offline.

Data Classification of Pro-Offline Word of mouth influence



On grouping of questions that are pro-offline influence, it can be seen from the above graphical representation that maximum average response is for the question that if online process is cumbersome, the respondents just leave it and purchase offline.

Findings and results:

The analysis of question nos.1, 6, 7 and 11 show that there is a shift in the way consumers behave in the digital era. Information search is an inherent part of the consumer buying process and from the study it can be seen that there is a shift in the way in which this search is conducted. Majority of the respondents agreed to get reviews before purchasing a product/service. Further 60% respondents agreed to seek online reviews before purchasing the product/service. This upholds the Hypothesis 1 which states that there is a change in the consumer buying process in the digital era.

Also Question Nos 6, 7 and 1 also reiterate that online reviews have an impact on the consumer decision making. This upholds hypothesis 2.

Some of the other findings are

- Consumers do not rely on online chatting platforms when purchasing online
- Incase the purchase process is cumbersome, consumers are likely to switch to offline
- Consumers are also likely to quit the online purchase process, when they get stuck at any point
- The purchasing scenario is dynamic with consumers opting for both online and offline reviews as well as purchasing decisions.

Managerial Implications: The present study is useful to managers from the point of view to understand the consumer mindset while purchasing online and offline and helps to assess the impact of positive as well as negative reviews on the sale of the product/service. The following recommendations can be made

- Considering the shift in the consumer buying process, it would help organizations to develop online presence
- Reviews do impact the purchase decision and as such Managers need to ensure a positive WOM (online as well as offline)
- It would also help if the online purchase process is made extremely user friendly, to ensure that no business is lost on account of a cumbersome purchase process
- Online help in the form of demonstration videos might help organizations ensure that online purchases happen smoothly
- Consumers do not rely on chatting platforms. As such having chatting platforms may not help much
- Men are more likely to seek reviews before purchasing a product. Hence organizations dealing in products/ services for men need to definitely look at online platforms
- Women are more impacted by negative reviews and will not risk buying products having even a few negative reviews. Organizations providing products and services for Women, need to ensure that there are no negative reviews.

Areas for further study

- The present study can be conducted in more detail to gain an in depth understanding of the online buying behavior of consumers.
- Further this study can also be replicated for specific sectors or products'
- It would also be interesting to carry out this study in the rural context

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Snugbub – Transformation from Mother to Mother Entrepreneur

Shivangi Soman*

Abstract :

This short case study is about a mother who was torn between wanting to nurse and care for her babies and at the same time to work and progress in her career. The case describes her journey from being just a "mom" to being a "mompreneur".

Prachi was an independent, fun-loving and a talented girl. She had cleared her Chartered Accountancy at first attempt from Pune. Coming from an educated family, her parents always encouraged her to stay motivated and be career-oriented. After completing her CA, she got an offer from a reputed Multinational IT Services company. She loved her job. Working with a multi-national company gave her exposure to global style of working and interacting with people across different regions. Confident and meticulous as she was in her work, she started gaining recognition in the organization.

Tejas was also a Chartered Accountant by profession and was working with an organization in Bangalore. Prachi got married to Tejas and shifted to Bangalore. Being an excellent performer, the company wanted to retain her and immediately agreed to give her transfer to Bangalore. She soon started working there and did well. Her enthusiasm was contagious. Tejas too was a supportive husband and encouraged Prachi to grow in her career. They explored new places, new restaurants, made new friends and loved their life in Bangalore city. Later they consciously took a decision of adding a new member to the family. Their happiness knew no bounds when they learnt it wasn't just one member, but it was 2! Prachi was to deliver twins!

After a few weeks of excitement, anxiety and reality started setting in for her. She loved her job, but was wondering if she would be able to work during her pregnancy. But her determination and dedication towards her work helped her to continue till last month of her pregnancy.

Prachi delivered two beautiful babies, a boy and a girl! She was now a full time mom to her babies. Baby girl was quite healthy, but baby boy was born with a low birth weight. He was fragile and needed more care than his sister. That was when her mother and her in-laws supported her to the fullest. But at the back of mind, Prachi always knew she had to be independent soon. Someday when she would move to Bangalore, she would have to be able to take care of her babies alone...at least during the day time! That's when her search around baby wearing began. She read many blogs, had video chats with mothers around the world, saw numerous videos of how to wear your baby and loved the concept. But when she tried doing it, she faced a lot of resistance from the older generation. They could not relate to what she spoke and demonstrated.

6 months down, and they shifted to Bangalore. Life was a roller coaster ride! With two nursing babies and no support system, Prachi went into post-partum depression. She had quit her job and now being a full time mother was her priority. Tejas too would understand her condition and helped her whenever possible.

She started practising baby wearing. She used to watch innumerable videos, read blogs and connected with experts to understand the science of baby wearing. She enjoyed its benefit of being able to move around with babies independently. Over a period of time, the baby boy who weighed less had gained significant weight and they could see noticeable development in him. Her kids too loved being carried along wherever their mother went. That was when Prachi decided to take this concept to as many mothers as possible.

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Through web, she gained the scientific knowledge and benefits of ergonomic baby-wearing. She connected with various brands who manufactured the carriers. There was an online Baby wearing certification, which she undertook and got certified as one of the first batch of 'Certified Baby wearing educators' in India. Through social sites like Facebook, she got connected with these brands and partnered with them. Thus 'Snugbub' came into existence!

Snugbub is a one stop destination for all baby wearing needs of a mother. It includes consulting, advice, support and renting of carriers. If possible she visits the client, if not she gets connected through skype or video calls. The intention is to spread awareness about safe and ergonomic baby wearing. This ergonomic baby wearing has helped working mothers independent and at the same time, has brought them close to the babies like nevr before!

Prachi promoted Snugbub extensively through Facebook and Instagram! She was now not just a mother, but an entrepreneur or a mompreneur! Her way of working included giving advice and explaining new mothers the concept of ergonomic baby wearing and its benefits. For this she would be using Skype, Google hangout or Whatsapp video calls. To provide assistance of usage of different types of carriers, she made her own videos and uploaded them on YouTube as tutorials. She had made Whatsapp groups of all the mothers who connected with her. This group not just got interactive but is now a big family of mothers and babies, who meet frequently and support each other in times of need! The group has become a big repository of do's and don'ts of a mother's life! The community also assists in resale of used baby products. She has also extended her enthusiasm to other mompreneurs and encourages them through her website and her posts on Facebook. Since Prachi had many friends in Pune, she wished to expand there as well. Establishing contacts and connecting with as many new mothers as possible through social media helped her in growing her network.

Snugbub community now consists of 500 mothers across India as well as a few abroad, who are blessed to know Prachi and baby wearing! Lives of all these mothers, who stay in a nuclear family, have become easier. They can now do their household chores, shopping, outings and walks while wearing the baby. She frequently organises baby wearing walks, dance sessions and get-togethers; not just in Bangalore but other cities like Pune, Mumbai, Kolhapur and Chennai as well. All of these events are communicated to the mothers well in advance through Facebook.

With a thirst for learning something new always, Prachi is now learning a new cooking method through web, which will help mothers cook faster and spend lesser time in kitchen while making tasty and healthy food items. She plans on conducting demo sessions of this method soon and also promoting it through YouTube videos.

Women often tend to give up their careers after bearing a child. Many are of the opinion that work consumes time and they are unable to look after their kids. But why do we forget that career is not just a job! More than a job, it is an ambition and the thirst of an individual to achieve their dreams! Prachi's education and her career transformation were never of the same background, but her determination to make a career for herself was strong enough to prove herself. This transformation was only possible through social media. Snugbub as a community has grown only because of extensive use of social media and has genuinely transformed the lives of more than 1000 mothers!

Snugbub website: www.snugbub.co.in

Facebook Page: https://www.facebook.com/happysnugbub/

Questions for discussion:

1. What was the role of social media in making Snugbub a big community of mothers?
2. Is there any other channel through which Snugbub and baby wearing can be promoted? Discuss in detail.

Prachi tandem wearing her twins

A happy baby sleeping in a carrier

A community of Snugbub mothers!

A Study of Adoption and Effectiveness of Talent Management Practices in Select Services Organizations in Pune

Prof. Sunetra Gaitonde*

1.0 Introduction

Majority of the organizations, worldwide, are competing at the global level and in various ways trying to secure and retain talent pool for key organizational positions. Thus, Talent management has come into sharp focus. As McKinsey & Company says in one of its reports: "In today's knowledge-based economy, the calibre of a company's talent increasingly determines success in the marketplace. Having great managerial talent has always been important, but now it is critical. At the same time, attracting and retaining great talent is becoming more difficult, as demand for highly skilled people outstrips supply." It will be a tough challenge for each single company to offer the best working conditions, the best career chances or the best payment in order to draw the attention of talented people towards them. In the past years employees did not have the luxury to be too choosy about their job and its working conditions. This might change now as better talent is what will separate the winning companies from the rest. (http://www.war-for-talents-and-mckinsey-company)

2.0 Literature Review:

Oxford Dictionary defines Talent as "People possessing natural aptitude or skill." Talent has been defined as the 'superior mastery of systematically developed abilities or skills', being confined to the top 10% in a field of activity (Gagne 2000: 67). Talent is a sum of abilities, skills, knowledge that is in short supply (P.Subba Rao, pg. 603).

Researchers (Paauew (2007), Farndale (2010) state that talent is an important factor of an organizational performance and if organizations manage the talent well it can help in organizational performance effectively.

According to Michaels, Handfield Jones, H. & Axelrod, 'The term Talent Management is being used to describe sound and integrated human resource practices with the objectives of

attracting and retaining the right individuals, for the right positions, at the right time. Derek

Stockley states that, 'Talent management is a conscious and deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs'. As an organization strives to meet its business goals, it must make sure that it has a continuous and integrated process for recruiting, training, managing, supporting, and compensating these people. "Talent management" is a complex assortment of associated HR processes that delivers an easy elementary benefit for any business (SHRM, 2009).

Talent management is also known as HCM (Human Capital Management), HRIS (HR Information Systems) or HRMS (HR Management Systems), and HR Modules. This term also incorporates how companies drive performance at the individual level. Talent Management Practices can be used to engage and retain employees and reduce the attrition rate. (Rani K. & Dr. S. Kumar, 2016)

Components of Talent Management: The key components of Talent Management Process include: Workforce Planning, Recruitment &Talent Acquisition, Onboarding / Induction, Training & Development, Compensation Benefits, Employee Engagement, Performance Management, Career Planning, Succession Planning & Retention Strategies

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3.0 Research Objectives – Research Hypothesis:

Research Objectives:

1. To Study the Talent Management Practices currently adopted by Service Sector Organizations in Pune
2. To Study the Challenges in adoption of Talent Management Practices in Service Sector Organizations within Pune
3. To Study the HR practices across Talent Management Life Cycle adopted by Service Sector organizations in Pune
4. To Study the Effectiveness of Talent Management Practices on Employee Retention in Service Sector Organizations in Pune
5. To Identify the Best Practices in Talent Management in the Service Sector Organizations in Pune

Research Hypothesis: Based on an exhaustive literature review and a subsequent pilot study, the researcher framed the following hypothesis.

1. There is no association between industry type (Sector) and the adoption of Talent Management Practices.
2. There is no association between the size of an organization (workforce) and the adoption of talent management practices.
3. There is no association between implementing Talent Management using an IT solution and overall satisfaction with Talent Management Practices.
4. There is no difference in the way those satisfied with Talent Management and those not satisfied with Talent Management perceive the value proposition of Talent Management.
5. There is no difference in the way employees with short tenures (less than 5 years) and those with longer tenures (more than 5 years) perceive the effectiveness of Talent Management Practices.
6. There is no difference between the behavioural challenges and the technological challenges in implementation of Talent Management in the organizations.

Scope of Study: The study is focused on service sector organizations in Pune. The study was conducted in Pune and hence its relevance to the other geography will require a study of samples and representation from other geographies.

Research Design: The present study adopted Descriptive Research design. Non-Probability sampling was used to seek responses from people in the research universe of Service Sector Organizations in Pune. Survey Method was used by way of structured Questionnaire. Respondents chosen were HR Department Professionals & Executives in service sector organizations.

A structured questionnaire using open ended and closed ended questions was designed and tested in line with the Research Objectives and Research Hypothesis and was finally converted into an online questionnaire using Google Forms. The questionnaire was pilot tested.

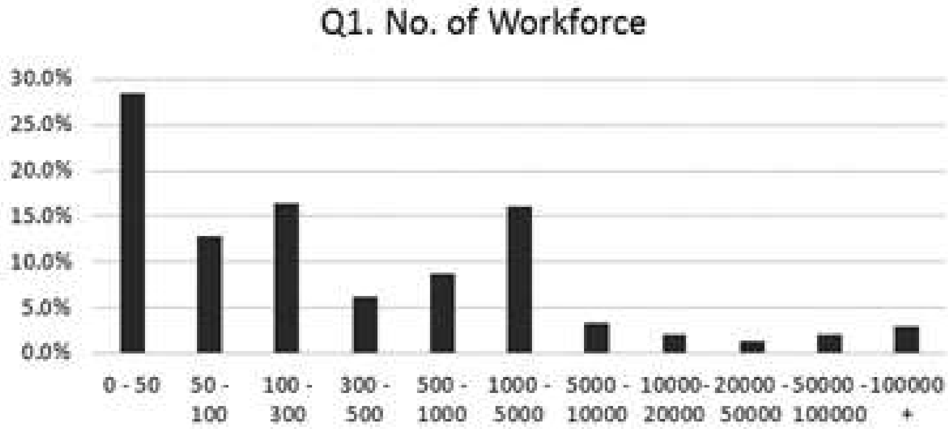
Sampling Plan & Sample Size: Convenient sampling method has been used. Respondents have been chosen from service sector as that is the scope of research. Questionnaire was mailed to 2000 respondents and 243 completed responses were received, the analysis presented is of those respondents

4.0 Findings of the Study:

Sample Description

4.1.1 Workforce size of the organization:

Table #1 Distribution of respondents based on the size of the organization.



The table indicates a wide spectrum of work force sizes of organizations studied. The categories 0-50, 100-300 and 1000 – 5000 topped were predominant. Talent management is typically applicable for all organizations however well- defined talent management practices and processes are more relevant to all organizations.

4.1.2 Tenure of the respondents with their present organization

Table #2 Tenure of the respondents.

Tenure	%
a. 0 – 2 years	39.9%
b. 2 – 5 years	30.5%
c. 5 – 10 years	15.2%
d. More than 10 years	14.4%

The respondent tenure shows that a good spread of sample is included in the survey. It will be correct to interpret that the employees with lesser tenure in the organization are more eager to participate in the survey and also it could be an indication of their involvement in Talent Management Practices.

4.1.3 w.r.t Research Objectives

1. About 2/3rd (65.4%) of the respondent's stated that their organizations have a structured Talent Management policy in place. A huge majority of about 60% indicated that their organizations have substantially or partially adopted the Talent management practices. This clearly shows that Talent Management Practices is a focus of large number of organizations and a total of 59.7% respondents agree to have already started the journey of Talent Management Practices.

4.1.4 Hypothesis Testing

Hypothesis 1:

Null Hypothesis: There is no association between industry type (Sector) and the adoption of Talent Management Practices.

Alternative Hypothesis: There is an association between industry type (Sector) and the adoption of Talent Management Practices.

Hypothesis Testing: The cross tab revealed the Pearson Chi-Square Value of 115.564 and p value of 0.000 indicated that the Null hypothesis is rejected, and the alternative hypothesis is accepted. Cramer's V value was 0.477, p value of 0.000 indicating relatively strong association. This establishes that there is an association between the industry type (Sector) and the adoption of Talent Management Practices.

Conventions for describing the magnitude of association in contingency tables (Rea & Parker[1], p. 203)

Sr. No.	Value of Cramer's V	Description
1	.00 and under .10	Negligible association
2	.10 and under .20	Weak association
3	.20 and under .40	Moderate association
4	.40 and under .60	Relatively strong association
5	.60 and under .80	Strong association
6	.80 to 1.00	Very strong association

Hypothesis 2:

Null Hypothesis: There is no association between the size of an organization (workforce) and the adoption of talent management practices.

Alternative Hypothesis: There is an association between the size of an organization (workforce) and the adoption of talent management practices.

Hypothesis Testing:

Group No	Work Force Size
1	0 – 50
2	50 – 100
3	100 – 250
4	250 – 500
5	500 – 1000
6	1000 – 5000
7	5000 – 10000
8	More than 10000

The Pearson Chi-Square Value of 72.200 and p value of 0.000 indicated that the Null hypothesis is rejected and the alternative hypothesis is accepted. Cramer's V value was 0.290, p value of 0.000 indicating moderate association. Thus, it can be concluded that there is an association between the size of an organization (workforce) and the adoption of talent management practices.

Hypothesis 3:

Null Hypothesis: There is no association between the implementing Talent Management using an IT solution and the overall satisfaction with Talent Management Practices.

Alternative Hypothesis: There is an association between the implementing Talent Management using an IT solution and the overall satisfaction with Talent Management Practices.

Hypothesis Testing: This hypothesis was tested using Chi Square test for cross-tabs. The Pearson Chi-Square Value of 2.533, df = 1 and p value of 0.05 indicated that the Null hypothesis is rejected. This suggests that IT solution does act as an enabler of effective implementation of Talent Management.

1 Rea, L. M., & Parker, R. A. (1992). Designing and conducting survey research. San Francisco: Jossey Boss.

Hypothesis 4:

Null Hypothesis: There is no difference in the way those satisfied with Talent Management and those not satisfied with Talent Management perceive the value proposition of Talent Management.

Alternative Hypothesis: There is a difference in the way those satisfied with Talent Management and those not satisfied with Talent Management perceive the value proposition of Talent Management.

Hypothesis Testing:

Table # Association between perceived Value Proposition of Talent Management and satisfaction with Talent Management:

TM value proposition dimension	Pearson Chi-Square Value	df	Asymp. Sig. (2-sided)	Phi Value	Asymp. Sig. (2-sided)	Hypothesis Supported / Not Supported
VP1	1.119[a]	1	.290	NA	NA	Null Hypothesis Accepted
VP2	19.007[a]	1	.000o	.19p3	.000	Null Hypothesis Rejected Alternative Hypothesis Accepted
VP3	16.677[a]	1	.000	.180	.000	Null Hypothesis Rejected Alternative Hypothesis Accepted
VP4	26.543[a]	1	.000	.228	.000	Null Hypothesis Rejected Alternative Hypothesis Accepted
VP5	.162[a]	1	.688	NA	NA	Null Hypothesis Accepted
VP6	26.341[a]	1	.000	.227	.000	Null Hypothesis Rejected Alternative Hypothesis Accepted
VP7	47.120[a]	1	.000	.303	.000	Null Hypothesis Rejected Alternative Hypothesis Accepted
VP8	2.073[a]	1	.150	NA	NA	Null Hypothesis Accepted

Hypothesis 5:

Null Hypothesis: There is no difference in the way employees with short tenures (less than 5 years) and those with longer tenures (more than 5 years) perceive the effectiveness of Talent Management Practices.

Alternative Hypothesis: There is a difference in the way employees with short tenures (less than 5 years) and those with longer tenures (more than 5 years) perceive the effectiveness of Talent Management Practices.

Hypothesis Testing: This hypothesis was tested using independent samples t test. The independent samples t test requires that the dependent variable is continuous and is measured on either an interval or ratio level and the independent variable should consist of two categorical, independent groups. The independent variable of tenure was categorical with 2 independent groups.

The perception variable (dependent variable) was measured on a continuous scale (7 point interval scale).

Summary of Independent Samples t test.

Independent Variable	Dependent Variable	Independent Samples t test			Levene's Test			Outcome
		t value	**Df**	**P (2 tailed**	**F**	**P**	**Variances**	
Short / Long Tenure	Effectiveness Dimension 1	13.440	510	0.000	9.931	0.002	Equal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 2	11.047	509.233	0.000	3.236	0.073	Unequal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 3	10.966	504.791	0.000	913	0.340	Unequal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 4	6.456	510	0.000	5.698	0.017	Equal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 5	8.491	509.915	0.000	517	0.473	Unequal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 6	7.360	507.261	0.000	160	.689	Unequal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 7	3.278	510	.001	408	.124	Equal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 8	3.206	485.165	.001	367	.115	Unequal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 9	5.702	510	.000	762	.134	Unequal	Null Hypothesis Rejected Alternative Hypothesis Accepted
Short / Long Tenure	Effectiveness Dimension 10	2.782	497.673	.006	363	.130	Equal	Null Hypothesis Rejected Alternative Hypothesis Accepted

Hypothesis 6:

Null Hypothesis: There is no difference between the behavioural challenges and the technological challenges in implementation of Talent Management in the organizations.

Alternative Hypothesis: There is a difference between the behavioural challenges and the technological challenges in implementation of Talent Management in the organizations.

Hypothesis Testing: A paired-samples t-test was conducted to compare Behavioural challenges and the technological challenges in implementation of Talent Management. There was a significant difference in the scores for Behavioural challenges (M=5.4, SD=1.14) and technological (M=2.3, SD=1.14); $t(4)=-5.66$, $p = 0.005$. These results suggest that behavioural challenges exceed the technological challenges in implementation of Talent Management in the organizations

5.0 Findings

1. A huge majority of about 60% indicated that their organizations have substantially or partially adopted the Talent management practices. This clearly shows that Talent Management Practices is a focus of large number of organizations and a total of 59.7% respondents agree to have already started the journey of Talent Management Practices.

2. The data suggests that about 1/3rd of the organizations are clearly leading the practice of Talent Management and setting new bench marks in most of the aspects. About 1/10th to 1/8th of the organizations are close second and are meeting the industry bench marks. Of the rest of the organizations, 10% indicated that the various dimensions of Talent Management Practices are absent in their organizations. About 1/3rd of the respondents believe that there is substantial scope in improvement in various aspects of the enablers of Talent Management Practice. Between 16% to 20% of respondents rated the enablers of Talent Management Practice in their organization to be average.

3. 134 (55.1%) respondents have opined that Ensuring availability of right skill sets and relevant human capital to be the primary objective of talent management practices in their organization, 114 (46.9%) respondents opined that developing full potential of employees as second inline objective of talent management practices.

4. 71.2 % of respondents have agreed that Performance Management can be managed very effectively as one of the Talent Management Practices, followed by 69.9% respondents vouching for Training and Development as another successful practice and 66.2% of respondents also agreeing on Recruitment and Talent Acquisition as another best Talent Management Practices based on their effectiveness.

5. 61.2% respondents are satisfied with the outcomes from Talent Management Practices in their organization.

6. 45.7% respondents state that Analytics is used for Performance Management to evaluate effectiveness of Talent Management Practices, 35.4% respondents state that Analytics is used for Compensation Benefits to evaluate effectiveness of Talent Management Practices.

6.0 Conclusions

1. Organizations in the service sector (of varying workforce strength, pertaining to various subsectors) have realized the significance of Talent Management Practice and are at different stages of adoption and implementation of Talent Management.

2. A few practices such as Performance Management, Training and Development, Recruitment and Talent Acquisition and Workforce Planning of Talent Management seem to exist commonly across most organizations, whereas certain other practices are implemented to a lesser degree amongst the sample of organizations studied.

3. Several organizations have implemented IT based Talent Management practices and these are perceived to be effective.

4. Addressing the behavioural challenges is the key to effective implementation of TM.

5. Effective Talent Management Practices contribute to enhanced perception of the value proposition of the organization.

7.0 Limitations: The study does not focus upon manufacturing sector organizations and is limited to Pune city and Suburbs.

8.0 Areas for further research: Future studies can look at a comparative analysis across manufacturing and service sector organizations. Mixed mode research approach may be deployed by future researchers.

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