

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)],
Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 4255 Cities in 176 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A STUDY ON CUSTOMER'S APPREHENSION TOWARDS MOBILE BANKING TECHNOLOGY <i>PADMAAVATHY.PA. & DR. B. ADALARASU</i>	1
2.	TURNOVER ANALYSIS: A CASE STUDY OF AUTOMOBILE INDUSTRY IN INDIA <i>DR. M. VENKATA RAO & DR. K. KANAKA RAJU</i>	5
3.	UNDERSTANDING ORGANISATIONAL CULTURE THROUGH OCTAPACE PROFILE: AN EMPIRICAL STUDY OF THE UNIVERSITY <i>DR. PRAVEEN CHOUGALE & SOMNATH D. PAWAR</i>	13
4.	A COMPARATIVE STUDY OF SOCIAL ACCOUNTING, AUDITING AND DISCLOSURE PRACTICES APPLIED BY INDIAN CORPORATE SECTOR <i>SHARDHA G. THAKUR & DR. MAHESHCHANDRA P. JOSHI</i>	18
5.	CRITICAL FACTORS FOR THE SUCCESS OF EXPERIENTIAL BRANDING IN FLIPKART.COM <i>K.J. JAIMS & BELAGAVI BAKKAPPA</i>	23
6.	DETERMINANTS OF JORDANIAN BANKING SYSTEM ACTIVITIES <i>GHAZI A. ALRGAIBAT & TORKI M. AL-FAWWAZ</i>	29
7.	ASSESSING THE MEDIATING ROLE OF SOCIAL IDENTITY ON THE RELATIONSHIP BETWEEN SOCIAL NETWORKING SITE USAGE AND BRIDGING SOCIAL CAPITAL <i>SANGEETHA K L & DR. D. MAVOOTHU</i>	36
8.	IMPACT OF THE REFORM OF LIBERALIZATION ON EMPLOYEES' PRODUCTIVITY OF ETHIOPIAN LEATHER INDUSTRY <i>DR. BREHANU BORJI</i>	41
9.	INTEGRATED MARKETING COMMUNICATION IN POLITICAL CAMPAIGNING: A SUCCESS STORY OF BJP IN 2014 LOK SABHA ELECTION <i>MOHD DANISH CHISHTI, DR. RESHMA NASREEN, NAZIA HASAN KHAN, PRIYANKA INDORIA & MIR SHAHID SATAR</i>	49
10.	DIMENSIONS OF OPERATIONAL EFFICIENCY OF INDIAN PAINT INDUSTRY: AN EMPIRICAL STUDY <i>S. KAMALADEVI & DR. A. VIJAYAKUMAR</i>	53
11.	ATTITUDE OF CUSTOMERS TOWARDS INTERNET BANKING: A CASE OF NAMAKKAL TOWN, TAMIL NADU <i>M.MATHIYARASAN & DR.G.VADIVALAGAN</i>	59
12.	ADVERTISING ON SOCIAL MEDIA: THE INDIAN SCENARIO <i>PRAMA VISHNOI & NAMITA PADHY</i>	63
13.	THE PROMOTIONAL STRATEGY IN COMPETITIVE SMARTPHONE MARKET: A CASE STUDY OF INDIAN AND CHINESE MOBILE HANDSETS COMPANIES <i>SHWETA</i>	66
14.	YOUNG E-SHOPPERS' PERCEPTIONS ON LEADING ONLINE RETAILERS - WITH SPECIFIC REFERENCE TO E-SERVICE QUALITY AND E-RECOVERY DIMENSIONS <i>DR. ANDAL AMMISSETTI</i>	70
15.	AWARENESS ABOUT AVAILABILITY OF EDUCATIONAL LOANS FOR HIGHER EDUCATIONAL PROGRAMMES AMONG THE PU STUDENTS OF BANGALORE CITY <i>ASHA RANI.K</i>	73
16.	FACTORS THAT MAKE THE DIFFERENTIATION IN THE SERVICE SECTOR <i>AASHISH.C.I</i>	80
17.	ADAPTABILITY OF QUALITY MANAGEMENT IN HUMAN RESOURCES OF PUBLIC TRANSPORT SYSTEM <i>SARIN RAJU & SINI V.PILLAI</i>	83
18.	EFFECTIVENESS OF TRAINING FOR HUMAN RESOURCE DEVELOPMENT: A CASE STUDY OF A PUBLIC SECTOR BANK IN ODISHA <i>LOPAMUDRA PATNAIK & NAMEIRAKPAM CHETANA</i>	88
19.	EMPLOYER BRANDING: EMPLOYER OF CHOICE <i>ANURADHA DHANKAR</i>	94
20.	HUMAN RIGHTS OF AN ACCUSED PERSON UNDER CRIMINAL JUSTICE SYSTEM IN INDIA <i>SANSAR SINGH</i>	96
	REQUEST FOR FEEDBACK & DISCLAIMER	100

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR

DR. S. GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

PROF. V. SELVAM

SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

SURJEET SINGH

Asst. Professor, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

FORMER TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to their inclusion of names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :

Designation :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. ***pdf. version is liable to be rejected without any consideration.***
- b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
- e) **Abstract alone will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
- f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
- g) The author (s) name or details should not appear anywhere on the body of the manuscript, except the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.

2. **MANUSCRIPT TITLE:** The title of the paper should be **bold typed, centered and fully capitalised**.
3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
5. **ABSTRACT:** Abstract should be in **fully italicized text**, ranging between **150 to 300 words**. The abstract must be informative and explain the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations.
7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aeaweb.org/econlit/jelCodes.php, however, mentioning JEL Code is not mandatory.
8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably range from 2000 to 5000 WORDS.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered & self explained, and titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, horizontally centered with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word should be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section: Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they are supposed to follow Harvard Style of Referencing. **Also check to make sure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders after the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

CRITICAL FACTORS FOR THE SUCCESS OF EXPERIENTIAL BRANDING IN FLIPKART.COM

K.J. JAIMS
RESEARCH SCHOLAR
KUVEMPU UNIVERSITY
SHANKARGHATTA

BELAGAVI BAKKAPPA
PROFESSOR OF MARKETING
INSTITUTE OF MANAGEMENT STUDIES
DAVANGERE UNIVERSITY
DAVANGERE

ABSTRACT

The present paper is a research on the practices of customer engagement and Experiential Branding in Flipkart.com, the leading online retail firm in India with the Gallup's customer engagement metric of three levels of rational satisfaction and four levels (in pairs) of emotional engagement. Regular customers of the e-commerce firm in different parts of the country have been the respondents. We have found the applicability of Gallup's formula in Flipkart.com and could trace the differentiating advantages it has given to the company. Our analysis (Discriminant Analysis) also showed a single variable significantly discriminating the customers going for the high or low intensity of repeat purchases. This independent study brings in data and information to the world of e-commerce firms in India, culling out the important metrics that can reinforce the firms in their customer-engaging operations.

KEYWORDS

Experiential Branding, Flipkart.com, Online retail branding, Branding, Customer Engagement.

JEL CODE

M31 Marketing

INTRODUCTION

Experiential Branding is defined (Bernstein, 2003) as 'beneficially differentiating a product or service in somebody's mind by focusing on the totality of the experience, rather than focusing on the features, attributes and benefits of the product or service'. Experiential branding is seen to be essential to survive and grow in the current day world of competition and commoditization. Products and services win when the competition is taken to the realm of customer's relationship with the products/ services, into the total experience of the product at every customer touch point with them. On shifting the playing field from the product to the larger, more complex field of product experience, the product itself becomes multi-dimensional, and hence more difficult and costly for competitors to imitate.

The benefits of customer engagement (through Experiential Branding) are improved customer loyalty (86%), increased revenue (76%), increased profits (75%) and bigger market share (56%) (The Economist Intelligence Unit, 2007). The EIU global survey also found that the winning differentiator is no longer the product or the price, but the level of engagement – the degree to which the company succeeds in creating an intimate long-term relationship with the customer or external stakeholder.

DEFINITION OF SOME OF THE CONSTRUCTS

"**Experiential Marketing** is integrating brand or product messages into consumers' lives in the form of interactive experiences, rather than delivering them through traditional inert media (such as print or television)" (Bernstein L., 2003)

Service brands emerge where the product is consumed at the time it is manufactured, such as food service, leisure, hospitality, air travel in Airlines

Experience brands happen where the product is the experience, such as adventure travel, theme parks like Disneyland, and Veegaland.

Retail Brands are where the product is the value added in selling a consumer good or service directly to the consumer.

Online Retail Brands are when the product is accessed through in a collaboratively involved decision process through the online medium, and is delivered at doorstep in a series of helpful transactions. Amazon.com, Zappos.com, and Flipkart.com are examples of online retail brands where helpful digital experience resulting in physical delivery is the value proposition.

Delivered Brands are when the product is manufactured and sold to consumers either directly or indirectly.

Consumer Goods Brands are products generally purchased through a secondary channel, and consumed off-site

Some examples of organizations successfully practising experiential branding are Disneyworld Theme Parks, Whole Foods Markets, South West Airlines, Ikea, Starbucks, Apple, Zappos and Amazon.com

Some of the common threads seen among all these experiential branding organizations are:

(a) thoroughly committed and internally-marketed staff, and

(b) offering of a product experience at multi-faceted levels, with relevance and differentiation. These make the organizations stand out, and complex and difficult for the competitors to emulate. The differentiation is no more in product features, attributes and benefits alone, but in subjective experiential areas, conjuring up the memorable emotional engagements, and inspiring people to talk about products and brands to their friends, family and colleagues.

There is very little research on Experiential Branding, especially, in online retail branding organisations in India. Established in 2007, Flipkart.com has become the top E Commerce enterprise in India, apparently with their customer centricity (learning from Amazon.com). Researching on Experiential Branding in Flipkart.com during these times of growing activities and interest in the online retail space in India seems to be quite topical.

REVIEW OF LITERATURE

We can trace the concept and practice of Experiential Branding to Brand Equity, which emerged in the 1980s (Hayes and Abernathy, 1980 and Feldwork, 1996). Research on brand equity is now broadly based on four standpoints: consumer-based, financially-based, relationally based, and network-based (Tauber, 1988; Farquhar, 1990; Biel, 1992; Simon and Sullivan, 1993; Keller, 1993). Consumer-based research highlights equity in terms of the strengths of consumers' attachments to the brand, and their associations and beliefs about the brand (Keller, 1993). Financially-based research focused on the overall financial value of the brand to the organization (Simon and Sullivan, 1993; Davis and Smith, 1998; Interbrand, 1992; Srivastava et al, 1998). The emerging area of research is relationship-based, on the value of the relational and experiential aspects of branding, where the organization is the primary determinant of brand equity (Berry, 2000; Gronroos, 2000). The field of experiential branding is largely an offshoot of this stream of research on brand equity. And finally, the network perspective

posits that equity emerges not only from the end-customer, but also from broad relationships within the marketing system- co-branding, brand alliances, channel partners, and joint ventures- (Rao and Ruekert, 1994; Simonin and Ruth, 1998; Samu et al., 1999; Park et al., 1996). Part of theoretical substructure of experiential branding comes from the network-based idea of brand equity.

The International Experiential Marketing Association (ixma.org), and its interactive newsgroup, Experiential Forum (experientialforum.com) researched on the empirical success factors of focusing on the relational and network-based approaches of brand equity in the present decade. The Association and the Forum popularized the empirical success factors of experiential branding by taking up global studies (ixma.org and experientialforum.com, 2007). The research found that the most successful marketing tactic was some form of live brand experience (58.6%). Next in order were word of mouth (14.3%), online experience (10%), and product engagement/ sampling (8.56%).

The crucially significant study conducted in the area was published by the Gallup Organisation in the article: The Constant Customer (Fleming, Gallup Management Journal, June 17, 2001). The research established that 'customer satisfaction alone was not enough to predict the future behaviour of customers. Satisfaction scores measure only past experience. It is a rational assessment at a particular moment. It fails to capture either the customer's intentions- whether she would recommend the brand to others- or emotions. People stay faithful to brands that earn both their rational trust and their deeply felt affection'. The Gallup team came out with an eleven point customer engagement metric (CE11) which measures rational formulations of loyalty on three key factors (L3), and eight factors of emotional attachment (A8). The Loyalty factors are: (1) overall satisfaction, (2) intent to repurchase, and (3) intent to recommend.

Gallup developed the eight emotional attachment questions as paired indicators of four emotional states: confidence in a brand, belief in its integrity, pride in the brand, and passion for it. Gallup's finding is that customers develop emotional attachment to a brand in a cumulative way: customers who agreed strongly with the first two statements of confidence in a brand were more likely to agree with the next two on belief in its integrity, then pride, and ending in agreeing with the passion for it. The proprietary formula for customer engagement was thus developed: $L^3 + A^8 = CE^{11}$.

Traditionally, passion for a brand was associated with only a few items: cars, beer, and jewellery. When Gallup surveyed 3611 customers in six industries, using its CE11 metric, the findings were that across industries, the proportion of emotionally attached consumers is remarkably consistent. (Fleming, 2001). 'No matter what the industry, there is an emotional element to how a customer interacts with the brand. For example, in the case of South West Airlines, five times as many of its customers were fully engaged as were the customers of United Airlines. The same dynamic occurs across industries, including retailing, among competitors with similar prices and products. Each of the brand pairs in the study seems interchangeable from the point of view of the traditional customer satisfaction measures. But when emotional investment is considered, winners emerge regarding the likelihood of attracting lifelong customers' (Fleming, 2001).

Driving word of mouth advocacy is crucial for successes today (Keller Fay Group, 2007). It is seen as a top influence on purchase decisions, and more trustworthy than other forms of communication. In a survey by Keller Fay Group among executives in the USA, and the UK in March-April 2007, word of mouth recommendation is the number one purchase influencer for business decision makers. Top influences after word of mouth are sales force, events/conferences, tradeshows, and the internet. Word of mouth has twice the influence of advertising, press coverage and direct mail/ email. Executives talk 18% more, and about 32% more brands than typical consumers. Seventy five per cent of executive word of mouth happens face-to-face. Eighty six per cent of word of mouth is based on personal experience. The study patently brings out the importance of the influence of word of mouth in the BtoB space.

When it comes to literature on research on customer engagement management, and experiential branding in the Indian context, especially on the online retail sector, it is non-existent. Therefore, it is important that the leader in e-commerce in India, Flipkart.com be studied, and the critical success factors elicited.

IMPORTANCE OF THE STUDY

The topic of Experiential Branding calls for consistently customer-centric and customer delighting organisations in India to be compared on the same yardsticks with those rare ones in the rest of the world. Flipkart.com was selected on Management quality, reputation for top-class experience delivery at multi-faceted levels, and rave reviews by the customers, including the authors. The study is also done independently and objectively without the sponsorship of Flipkart or any of its associates. In sync with the e-commerce structure of Flipkart, and the web 2.0 culture of its customers, the study was conducted among the Flipkart customers online through the Google Doc in 2013.

STATEMENT OF THE PROBLEM

The problem statement is to collect rational level satisfaction data and emotional level engagement data, along with the relevant demographic information from customers of Flipkart who bought from Flipkart thrice or more in 2012 (the year of study was January-March, 2013) through an online survey using Google Doc.

OBJECTIVES

The main objective is to identify the factors responsible for the Experiential Branding and customer engagement practices in Flipkart.com.

HYPOTHESES

The null hypotheses are:

The Gallup formula for customer engagement (three factors of rational satisfaction and eight factors of emotional attachment) does not operate in the Indian situation with respect to Flipkart.com

Experiential Branding and customer engagement practices of Flipkart.com do not give it differentiating advantages.

There are no discriminating variables among the Gallup's customer engagement model impacting purchase frequency in Flipkart.com.

RESEARCH METHODOLOGY

Regular Customers of Flipkart.com in India are the sampling units. After Focus Group Discussions, it has been defined that customers are Regular when they purchase thrice or more a year from Flipkart. Reaching these regular customers in most parts of the country was possible through an email survey using Google Doc. The sampling frame is the authors' social network colleagues, seniors, and Management students and Graduates who represent the online buying public in different parts of India. A structured and non-disguised questionnaire containing the customer engagement metric elements and metrics for demographic information was sent by email through Google Doc to 700 of the network group members. Ninety seven completed data forms came in, out of which 74 were from those who bought thrice or more from Flipkart in one year (2012). The data were aggregated in Google Drive, converted into Excel format and transferred to IBM SPSS package. Therefore, although random, a convenient sampling methodology was employed to reach the sample size of more than 60. Univariate, bivariate and multivariate data analysis techniques were used to glean information from the data structures.

RESULTS AND DISCUSSION

Among the multivariate analyses of Logistic Regression, and Discriminant Analysis, we understood the easier interpretability of the latter in most of the journals and presentations.

FINDINGS

The age groups, and the gender break-up of the sample respondents were as below:

TABLE 1: AGE GROUP AND GENDER MIX OF THE SAMPLE OF FLIPKART CUSTOMERS SURVEYED IN JAN- MARCH, 2013

Age Group		Gender		Total
		Female	Male	
Age Group	13 - 19	0	1	1
	20 - 29	21	66	87
	30 - 39	0	4	4
	40 - 49	0	3	3
	50 - 59	0	2	2
Total		21	76	97

The break-up of the customers who bought thrice or more from Flipkart in the last year(2012) was as shown below:

Age Group		Gender		Total
		Female	Male	
Age Group	13 - 19	0	1	1
	20 - 29	19	45	64
	30 - 39	0	4	4
	40 - 49	0	3	3
	50 - 59	0	2	2
Total		19	55	74

These 74 hailed from the following locations:

TABLE 3: GEOGRAPHICAL BREAK-UP OF THE RESPONDENTS:

Cities / Towns Hailing from		Gender		Total
		Female	Male	
Which city or town are you working in/ studying in?	Bangalore	1	14	15
	Chennai	0	1	1
	Chhatarpur	0	1	1
	Cochin	0	1	1
	Gurgaon	0	2	2
	Hyderabad	1	2	3
	Kanpur	0	1	1
	Mangalore	0	1	1
	Manipal	16	25	41
	Mumbai	1	2	3
	New Delhi	0	2	2
	Pune	0	1	1
	Trivandrum	0	1	1
	Udupi	0	1	1
Total		19	55	74

The income and education profiles of them were as below:

TABLE 4: MONTHLY FAMILY INCOME FROM ALL SOURCES AND GENDER CROSS TABULATION

Monthly Family Income from all sources		Gender		Total
		Female	Male	
Monthly Family Income from all sources	30,000 - 49,999	2	7	9
	50,000 - 69,999	4	12	16
	70,000 - 89,999	3	11	14
	90,000 or more	9	19	28
	Less than 30,000	1	6	7
Total		19	55	74

TABLE 5: EDUCATION AND GENDER CROSS TABULATION

Education Group		Gender		Total
		Female	Male	
Education	Degree (General)	1	3	4
	Post Graduation (General)	4	7	11
	Post Graduation (Professional)	10	38	48
	Professional Degree	4	7	11
Total		19	55	74

Analysis of their frequency of purchase from Flipkart is shown next:

TABLE 6: HOW MANY TIMES HAVE YOU PURCHASED FROM FLIPKART IN THE LAST ONE YEAR (2012)?

1=thrice,2= 4-6 times,3= 7-9 time, 4=10-12 time, and 5=more than 12 times		Gender		Total
		Female	Male	
	1	5	9	14
	2	6	22	28
	3	7	16	23
	4	1	3	4
	5	0	5	5
Total		19	55	74

Forty-three percent (43%) have purchased 7 or more times, and 81% purchased 4 or more times.

Customers who rated the rational loyalty factor variables 1 High (7or6) and 2 Low (>6) and the customer engagement factor variables follow:

TABLE 7: OVERALL SATISFACTION RATING OF THE REGULAR CUSTOMERS (HIGH AND LOW)

1=High; 2 =Low	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	70	94.6	94.6	94.6
2.00	4	5.4	5.4	100.0
Total	74	100.0	100.0	

TABLE 8: INTENT TO REPURCHASE RATING HIGH AND LOW

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	67	90.5	90.5	90.5
2.00	7	9.5	9.5	100.0
Total	74	100.0	100.0	

TABLE 9: INTENT TO RECOMMEND RATING HIGH AND LOW

1 =High; 2 =low	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	68	91.9	91.9	91.9
2.00	6	8.1	8.1	100.0
Total	74	100.0	100.0	

TABLE 10: CONFIDENCE1 RATING (HIGH OR LOW)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	63	85.1	85.1	85.1
2.00	11	14.9	14.9	100.0
Total	74	100.0	100.0	

In the most difficult of the emotional engagement metrics of Passion1 (Flipkart is the perfect company for people like me), around 61% rated it as High (a rating of 6 or 7 in the Likert scale).

TABLE 11: PASSION1 RATING HIGH OR LOW

1 = High; 2 =Low	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	45	60.8	60.8	60.8
2.00	29	39.2	39.2	100.0
Total	74	100.0	100.0	

The only emotional engagement metric that showed less than 50% high raters was Passion2 (Flipkart is becoming a positive part of my life).

TABLE 12: PASSION 2 RATING HIGH AND LOW

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	28	37.8	37.8	37.8
2.00	46	62.2	62.2	100.0
Total	74	100.0	100.0	

Except in the case of Passio2 (Flipkart is becoming a positive part of my life), fully engaged percentage of the customers is more than 50%. If the paired responses of Passion 1 and Passion 2 are combined, then the average rating is 51.50%:

TABLE 13: PASSION UNIT RATING HIGH AND LOW

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	35	47.3	51.5	51.5
2.00	33	44.6	48.5	100.0
Total	68	91.9	100.0	
Missing System	6	8.1		
Total	74	100.0		

TESTING OF THE HYPOTHESES

The two null hypotheses individually relevant to the customers of Flipkart are:

H₀1: The Gallup formula for customer engagement does not operate in the Indian context with reference to Flipkart

When the reliability statistics are looked at, one gets the strong relatedness of the Rational Loyaly factors with a Cronbach's Alpha of 0.82 and the emotional engagement factors (Cronbach's Alpha is 0.924). Majority of the customers rate each of the variables at the fully engaged level of 7 or 6. This is to significantly show that the CE metric operates well in Flipkart in the Indian context.

H₀2 : Experiential Branding practices of Flipkart.com do not give it differentiating advantages.

If fully engaged customers are those contributing to the highest levels of profits and goodwill of well-run organisations, then it is proved that Flipkart is a clear beneficiary of the CE practices, as more than 50% of its customers are rating even the most difficult of paired variables (Passion) at 51.50%.

H₀3 : There are no discriminating variables among the Gallup's customer engagement model impacting purchase frequency in Flipkart.com.

When Discriminant Analysis was applied on the data structure, it is the Confidence1 factor (Flipkart is the name I can always trust) which clearly discriminates the equation. $D = -10.145 + 1.668 \text{ Confidence1}$, where D is the Discriminant score that places the respondent into a binary dependent variable of High Intensity Purchase of more than 7 times a year, or a Low Intensity Purchase of 6 or less a year. In general, if the confidence1 rating is more than 6.08, the resulting positive Discriminant score will indicate that the customer is likely to be a High Intensity Buyer. As the Likert scale is from the low of 1 to the high of 7, a score around 6 denotes a top bracket high score. It may be noted that one factor alone (Confidence 1) discriminates the equation.

RECOMMENDATIONS/ SUGGESTIONS

Confidence1, at the starting levels of emotional engagement of the customers is the factor that discriminates the customers into High attachment levels that would result in Experiential Branding. This in turn leads to avowed goals of better word of mouth, higher loyalty, and overall inimitable benefits to the organisation and the customers, and the intermediaries in the service / delivery chain. More attention can be focussed on basic levels of emotional engagement like Confidence 1. Overpromising and under delivering could strike at the very root of Experiential Branding ('Million or Billion sale' kind of attention-grabbing strategies might more than erode the brand value of the organisation.

CONCLUSIONS

Flipkart.com in 2012 was demonstrating how most of the customers (when engaged rationally and emotionally) can create an impetus to the company for faster growth and leadership in the e-commerce arena. On all the seven parameters of customer engagement and Experiential Branding, more than 50% of the respondents rated the metrics very high. These high ratings (many in the region of 80%) showcase that Gallup’s formula for customer engagement was applicable in the Indian context with specific reference to Flipkart.com. It also shows that highly engaged customers provide differentiating advantages like customer retention, better word of mouth and newer customers, and a snowballing impact on overall growth and brand equity. It also brings in higher expectations which continue to be the crucial discriminating variable for the clear success of an online retail firm. If basic engagement metrics like promise and delivery go even partly wrong, it could be difficult to differentiate and command relevance and premium.

LIMITATIONS

The study could have included in the sample some customers with lower educational profile, too. Some more responses could have added to the breadth of the study.

SCOPE FOR FURTHER RESEARCH

With many more sellers coming into the e-commerce market places like Flipkart.com, they could be more prone to getting into troublesome areas for the customers. So, the basic levels of emotional engagement like the confidence metric could be studied with more relevance now.

REFERENCES

1. Aaker, D.A. (1992) ‘The Value of Brand Equity’, Journal of Business Strategy 13(4):27-32
2. Applebaum, Alec (2001) ‘The Constant Customer’ The Gallup Management Journal June 17, 2001
3. Barwise, P. (1993) ‘Brand Equity Branding: Snark or Boojum’, International Journal of Research in Marketing 10(1), March:93-104
4. Bernstein, Laurence, (2003) White Paper on Experiential Branding,
5. Berry, L.L. (2000) ‘Cultivating Service Brand Equity’ Journal of the Academy of Marketing Science 28(1), 128-137
6. Customer Lifetime Value is Reshaping Corporate Strategy. New York: The Free Press.
7. Farquhar, P.H. (1990), ‘managing and Brand Equity’, Journal of Advertising Research 30(4): RC-7-RC-12.
8. Feldwick, P. (1996) ‘What is Brand Equity Anyway, And how do you Measure it?’, Journal of the Market Research Society 38(2): 85-104.
9. Fournier, S. (1998) ‘Consumers and their Brands: Developing Relationships Theory in Consumer Research,’ Journal of Consumer Research 24(4): 343-73.
10. Interbrand (1992) World’s Greatest Brand: An International review by Interbrand. Chichester: Wiley.
11. Keller Fay Group, Talk Tract (2007)
12. Keller, K.L. (1993) ‘Conceptualizing , Measuring, and Managing Customer-based Brand Equity’, Journal of Marketing 57 (1): 1-22.
13. Morgan, R.M. And Hunt S.D. (1994) ‘The Commitment-Trust Theory of Relationship Marketing’ Journal of Marketing 58(3):20-38.
14. Park C. and Srinivasan, V. (1994) ‘A Survey-based Method for Measuring and Understanding Brand Equity and its Extendibility’, Journal of Marketing Research 31(2): 271-88.
15. Parvatiyar, A. and Sheth, J.N. (2000) ‘The Domain and Conceptual Foundations of Relationships marketing’, in J.N. Sheth and A. Parvatiyar (eds) handbook of Relationship Marketing, Thousands Oaks, CA:Sage
16. Rao. A.R. and Ruckert, R. (1994) ‘Brand Alliances as Signals of Product Quality’,sloan Management Review 36(1):87-97.
17. Reicheild, F.F. (1996) The Loyalty Effect, Bostong M.A: Harvard Business School Press.
18. Rust, R.T., Zeithaml, V.A. and Iemon, K.N. (2000) Driving Customer Equity: How
19. Samu S., Krishnan, H.S. and Smith, R.E. (1999) ‘Using Advertising Alliances for New Product Introduction; Interactions between Product Complementarity and Promotional Strategies’, Journal of Marketing 63(1): 57-74.
20. Simon, C.J. and Sullivan M.W. (1993) ‘The Measurements and Determinants of Brand Equity: A Financial Approach’, Marketing Science 12(1):28-52.
21. Srivastava, R.K., Shervani, T.A. and Fahey, L., (1998) ‘Market-based Assets and Shareholder Value: A Framework for Analysis’, Journal of Marketing 62(1):2-18 Webster, F.E. (2000) ‘Understanding the Relationships among Brands, Consumers, and Resellers’, Journal of Academy of Marketing Science 28(1): 17-23
22. The Economist Intelligence Unit (2007) ‘Beyond Loyalty: Meeting the Challenge of Customer Engagement’, Part I and II, Survey sponsored by Adobe Systems.

APPENDIX

QUESTIONNAIRE TO THE CUSTOMERS OF FLIPKART.COM

As part of a doctoral research, I am studying the satisfaction levels of the customers of Flipkart.com. I will be thankful, if you could spare a few minutes and answer these questions. The data are exclusively for the purpose of the doctoral work with the Kuvempu University.

1. **Overall, how satisfied are you with Flipkart?**

Not at all Satisfied 1	Mostly Not Satisfied 2	Partly Not Satisfied 3	Neither Satisfied nor unsatisfied 4	Partly Satisfied 5	Mostly Satisfied 6	Fully satisfied 7
------------------------	------------------------	------------------------	-------------------------------------	--------------------	--------------------	-------------------

2. **How likely are you to buy from Flipkart again?**

Least Likely 1	Most Unlikely 2	Partly Unlikely 3	Neither Likely nor Unlikely 4	Partly Likely 5	Most Likely 6	Fully Likely 7
----------------	-----------------	-------------------	-------------------------------	-----------------	---------------	----------------

3. **How likely are you to recommend Flipkart to your friends / relatives?**

Least Likely 1	Mostly Unlikely 2	Partly Unlikely 3	Neither Likely nor Unlikely 4	Partly Likely 5	Mostly Likely 6	Fully Likely 7
----------------	-------------------	-------------------	-------------------------------	-----------------	-----------------	----------------

The following are statements relating to your level of relationship with Flipkart. Please indicate your levels of agreement with the statement on a 1 to 7 scale; 1 meaning completely disagree, and 7 meaning completely agree.

4. **Flipkart is a name I can always trust**

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
-----------------------	-------------------	-------------------	------------------------------	----------------	----------------	--------------------

5. **Flipkart always delivers on what it promises**

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
-----------------------	-------------------	-------------------	------------------------------	----------------	----------------	--------------------

6. Flipkart always treats me fairly

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
--------------------------	----------------------	----------------------	---------------------------------	-------------------	-------------------	-----------------------

7. If a problem arises, I can always count on Flipkart to reach a fair and satisfactory solution

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
--------------------------	----------------------	----------------------	---------------------------------	-------------------	-------------------	-----------------------

8. I feel proud to be a Flipkart customer

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
--------------------------	----------------------	----------------------	---------------------------------	-------------------	-------------------	-----------------------

9. Flipkart always treats me with respect

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
--------------------------	----------------------	----------------------	---------------------------------	-------------------	-------------------	-----------------------

10. Flipkart is the perfect company for people like me

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
--------------------------	----------------------	----------------------	---------------------------------	-------------------	-------------------	-----------------------

11. Flipkart is becoming a positive part of my life.

Completely Disagree 1	Mostly Disagree 2	Partly Disagree 3	Neither Agree nor Disagree 4	Partly Agree 5	Mostly Agree 6	Completely Agree 7
--------------------------	----------------------	----------------------	---------------------------------	-------------------	-------------------	-----------------------

12. How many times have you purchased from Flipkart in the last one year (2012)?

1	2	3	4	5	>5
---	---	---	---	---	----

13. What are the top 3 items you have purchased from Flipkart in 2012?

Rating	Items of purchase	Books/ Cameras/ computers/ clothing/ Computer stationery/ home appliances/ perfumes/toys
1		
2		
3		

14. If you want to describe your engagement with Flipkart in a few words, what would those be?

1	
2	
3	

15. From where did you hear about Flipkart? (Rank, if necessary)

Word of mouth	TV advertisement	Print advertisement	Hoarding	Social Networking Sites	Others (Specify)
---------------	------------------	---------------------	----------	-------------------------	------------------

DEMOGRAPHIC DATA

16. Your Name

17. Age group

13 - 19	20 - 30	31 - 40	41 - 50	>50
---------	---------	---------	---------	-----

18. Education

Below 12	12 or Pre Degree	Degree BSc, BA, BCom	Professional Degree	Post Graduation	PhD and above
----------	------------------	----------------------	---------------------	-----------------	---------------

19. Occupation

Student	Home maker	Govt. Service (State)	Govt Service (Central)	Quasi-Govt service	Private Sector job	Employed in the Middle East/ Abroad	Self-Employed	Retired / Unemployed
---------	------------	-----------------------	------------------------	--------------------	--------------------	-------------------------------------	---------------	----------------------

20. Monthly Family Income(Rs)

< 10,000	10,000 – 30,000	30,001 - 50,000	50,001 – 70,000	70,001 – 90,000	>90,000
----------	-----------------	-----------------	-----------------	-----------------	---------

21. Most used Social Networking sites

FaceBook	MySpace	Orkut	Twitter	Blogs	Others
----------	---------	-------	---------	-------	--------

22. Most Listened to FM Radio Stations

Radio Mango	Big FM	Radio Mirchi	Red FM	Others	Others
-------------	--------	--------------	--------	--------	--------

23. Motor vehicles you own or your family owns

24. Which city/ town are you working in?

25. Which city/ town/place are you resident of currently?:

26. Which type of buying do you prefer from Flipkart?

Cash-on Delivery	Using debit or credit card
------------------	----------------------------

For contacting you for further study, would you please give your Your email id and your mobile phone No.

Thank you very much for your contributing to this study.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

