



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	ORGANIZATIONAL STORYTELLING: CONCEPTS, CHARACTERISTICS AND ADVANTAGES <i>SKANDAR SHIRAZI, HAMIDEH SHEKARI & SAID MEHDI VEYSEH</i>	1
2.	EXAMINING THE EFFECT OF COMPANY'S SIZE AND RESOURCES ON THE RELATIONSHIP BETWEEN STAKEHOLDERS' PRESSURE AND ENVIRONMENTAL STRATEGIES IN THE MALAYSIAN PALM OIL INDUSTRY <i>MOHD RAFI YAACOB</i>	5
3.	CORPORATE GOVERNANCE AND FINANCIAL REPORTING QUALITY: A STUDY OF NIGERIAN MONEY DEPOSIT BANKS <i>SHEHU USMAN HASSAN</i>	12
4.	AN EMPIRICAL STUDY ON TAX PAYER'S ATTITUDE TOWARDS E- RETURN FILING IN INDIA <i>DR. SUJEET KUMAR SHARMA & DR. RAJAN YADAV</i>	20
5.	SPATIAL ANALYSIS OF LAND USE IN MYSORE CITY <i>DR. HARISH. M</i>	25
6.	DRIVERS OF NEW PRODUCT SUCCESS <i>K. VIJAYAN & DR. JAYSHREE SURESH</i>	30
7.	KNOWLEDGE MANGEMENT FOR PERFORMANCE EXCELLENCE <i>DR. S. RAMANATHAN & DR. S. SELVAMUTHUKUMARAN</i>	35
8.	A NEW PARADIGM IN DESIGNING AN ADVERTISEMENT - AN APPLICATION OF REAL TIME DATA WAREHOUSE & DATA MINING IN PREPARATION OF AN AD COPY <i>DR. G. VADIVALAGAN, N. SUGANTHI & M. RAMESHKUMAR</i>	39
9.	UNETHICAL PRACTICE OF MIS-SELLING OF INSURANCE – IMPACT AND SOLUTIONS <i>C. BARATHI, DR. CH. IBOHAL MEITEI & C. D. BALAJI</i>	45
10.	BUSINESS PROCESS DEVELOPMENT IN SERVICE ORIENTED ARCHITECTURE <i>C. K. GOMATHY & DR. S. RAJALAKSHMI</i>	50
11.	VARIANCE OF THE TIME TO RECRUITMENT IN A SINGLE GRADED MANPOWER SYSTEM – SCBZ PROPERTY <i>R. ARUMUGAM & DR. A. PANDURANGAN</i>	54
12.	SURVEY - 3D FACE TRACKING <i>SUSHMA JAISWAL, DR. SARITA SINGH BHADAURIA & DR. RAKESH SINGH JADON</i>	57
13.	AN EMPIRICAL EVALUATION OF INVESTORS INCLINATION ON ULIP INSURANCE PRODUCTS WITH REFERENCE TO DELHI CITY <i>R. SERANMADEVI, DR. M. G. SARAVANARAJ & DR. M. LATHA NATARAJAN</i>	79
14.	A STUDY ON THE TRAFFIC PROBLEMS WITH SPECIAL REFERENCE TO NELLORE DISTRICT <i>KANAGALURU SAI KUMAR</i>	84
15.	A STUDY ON LEAN MANAGEMENT IN CHENNAI PORT <i>R. AKILA & DR. N. THANGAVEL</i>	89
16.	CONSUMER PREFERENCE FOR COSMETICS AMONG COLLEGE GIRLS IN TIRUNELVELI AND THOOTHUKUDI DISTRICTS <i>P. DEVIBALA & DR. A. RANGASWAMY</i>	94
17.	MANAGING NON PERFORMING ASSETS: A STUDY OF INDIAN COMMERCIAL BANKS <i>DR. HIMANSHU SHEKHAR SINGH & DR. AJAY SINGH</i>	99
18.	EMPOWERMENT OF RURAL ODISHA THROUGH CONNECTIVITY (WITH SPECIAL REFERENCE TO KHURDA DISTRICT OF ODISHA) <i>DR. IPSEETA SATPATHY, DR. B. CHANDRA MOHAN PATNAIK & PRABIR KUMAR PRADHAN</i>	103
19.	CHOICE OF CAPITAL STRUCTURE MODEL: AN EMPIRICAL ANALYSIS WITH REFERENCE TO STATIC TRADE-OFF VS PECKING ORDER THEORIES IN BEVERAGE AND ALCOHOL INDUSTRY IN INDIA <i>RAJU DEEPA & DR. RAMACHANDRAN AZHAGAIAH</i>	107
20.	EFFECTIVE MARKETING STRATEGY FOR SMALL SCALE PLASTIC PROCESSING UNITS IN M. I. D. C., JALGAON <i>PRASHANT S. WARKE</i>	112
21.	BUSINESS OPPORTUNITIES AND TRENDS IN INDIA - 'SILVER MARKET AND YOUTH PREMIUM MARKET' <i>DR. M. A. LAHORI</i>	117
22.	JIT BASED QUALITY MANAGEMENT IN INDIAN INDUSTRIES <i>SANDEEP MALIK, NISHANT PAHWA & DR. DINESH KHANDUJA</i>	120
23.	RECENT CASE STUDIES OF RISK IN INFORMATION SECURITY <i>DR. S. KANCHANA RATNAM & T. T. RAJKUMAR</i>	123
24.	RELATIONSHIP BETWEEN JOB STRESS AND EMPLOYEES PERFORMANCE IN DAY TO DAY OPERATIONS OF PRIVATE ORGANIZATIONS AND THE IMPACT OF STRESS ON THE OVERALL PERFORMANCE OF EMPLOYEE <i>VIJAY KUMAR GUPTA</i>	126
25.	CONSUMER AWARENESS TOWARDS MOBILE - BANKING AMONG WORKING PROFESSIONALS <i>RAJAN GIRDHAR & NIDHI BHARDWAJ</i>	134
	REQUEST FOR FEEDBACK	140

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories Indexed & Listed at: [Ulrich's Periodicals Directory ©, ProQuest, U.S.A.](#), [Open J-Gate, India](#) as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#) Circulated all over the world & Google has verified that scholars of more than eighty-one 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

www.ijrcm.org.in

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

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

CO-ORDINATOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

ADVISORS

PROF. M. S. SENAM RAJU

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

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatarpati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

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

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Head, Department of Computer Applications, Institute of Management Studies, Noida, U.P.

DR. SAMBHAVNA

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

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

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

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

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

PROF. NAWAB ALI KHAN

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

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

SAKET BHARDWAJ

Lecturer, Haryana Engineering College, Jagadhri

TECHNICAL ADVISORS

AMITA

Faculty, E.C.C., Safidon, Jind

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

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 area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; 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; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor 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; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, infoijrcm@gmail.com or info@ijrcm.org.in.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Computer/IT/Finance/Marketing/HRM/General Management/other, please specify).

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

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 anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in italic & 11-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. 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.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. 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**. The author (s) are supposed to follow the references as per 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 parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

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.

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, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- 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.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 <http://epw.in/user/viewabstract.jsp>

DRIVERS OF NEW PRODUCT SUCCESS

K. VIJAYAN
PROFESSOR AND HEAD
DEPARTMENT OF MANAGEMENT STUDIES
SRM ARTS & SCIENCE COLLEGE
KATTANKULATHUR – 603 203

DR. JAYSHREE SURESH
PROFESSOR AND DEAN
SCHOOL OF MANAGEMENT
SRM UNIVERSITY
KATTANKULATHUR – 603 203

ABSTRACT

Launching new products is an exciting and daunting task. As new product success rate is only 60% to 70% across industries, to avoid possible losses and trauma of failure, one needs to take care to do thorough homework on operations and alternative contingency plans. More importantly the antecedents and predictors of new product success need to be identified and incorporated in the new product ideation-concept development-testing-screening-business analysis –physical product development and test – launch process. Twenty four factors that are drivers of new product success have been identified from past studies. These drivers of new product success are classified under product characteristics, process characteristics, strategy characteristics and market place characteristics. This paper will evaluate in the Indian context, and compare with other studies, of each of the 24 drivers or antecedents of new product success, and identify the dominant drivers. It also compares the results of FMCG and a consumer durable company.

KEYWORDS

New Product - New Product Success, Drivers, Predictors, Antecedents.

INTRODUCTION

Launching new products is an exciting and daunting task. As new product success rate is only 60% to 70% across industries, to avoid possible losses and trauma of failure, one needs to take care to do thorough homework on operations and alternative contingency plans. More importantly the antecedents and predictors of new product success need to be identified and incorporated in the new product ideation concept development testing-screening-business analysis–physical product development and test – launch process.

This paper will evaluate the correlation of each of the 24 drivers or antecedents of new product success and identify the dominant drivers in the Indian context.

OBJECTIVES

The following are the objectives of the study.

- 1) To identify factors those are antecedents and drivers of new product success.
- 2) To examine the differences between the Indian and American contexts.
- 3) To examine the success of products with reference to a FMCG and a consumer durable company.

WHAT IS A NEW PRODUCT?

A new product has a new FORM attained through TECHNOLOGY which is the power to do work, that delivers BENEFITS that the customer has a need or desire for. Further a new product essentially is of the right quality at the right time at the right cost. Crawford. C.M., (1987).

WHAT IS A PRODUCT?

By product we mean anything offered for sale.

A) THE NEWNESS OF THE PRODUCT CAN BE IN TERMS OF:

1. NEWNESS TO THE FIRM:

- a. Improved versions
- b. Line extensions or companion products
- c. Brand extensions
- d. Diversification

2. NEWNESS OF THE PRODUCT TO THE MARKET PLACE:

- A. Similar to the products in the market
- b. An improvement
- c. New to the market/new to the world

3. NEWNESS OF PRODUCT AS PERCEIVED BY BUYERS / USERS:

Repackaging, price- change and new brand. Crawford. C.M., (1987).

B) NEW PRODUCT BY PRODUCT CHARACTERISTICS

1. Performing an entirely new function.
2. Offers improved performance of an existing function
3. A new application of an existing one
4. Offers additional functions
5. An existing product offered to a new market
6. A product which reaches more buyers through lower cost
7. An existing product integrated into another existing product
8. Marketing components/sub assemblies of a product offered separately
9. A restyled product, Marvin P., (1972).

SUCCESS / FAILURE RATE OF NEW PRODUCTS

Different studies have indicated a success rate between 60-70% and a failure rate of 30-40% which involves hundreds and thousands of crores of rupees of loss and trauma to the executives and firms that launched the products (that failed).

The new product success rate is 69% according to Dwyer and Mellor (1991), 65-70% according to Crawford (1977) and 80% according to Hopkins and Bailey (1971). The variation in new product success / failure rates depends on several factors such as the product characteristics, degree of product innovation and on how well the product met its goals (Crawford 1977). Further, the perception of success or failure depends on the performance criterion employed and the time horizon for judging performance (Urban and Hauser 1993). The new product success can be explained by the success or performance measures used by Cooper, (1993), Dwyer and Mellor (1991). According to them the following seven measures are used to measure the success or performance of new products:

THE MEASURES OF SUCCESS OF NEW PRODUCTS

1. Percentage of firms' sales made up by new products introduced over the past five years.
2. Percentage of new products that succeeded failed or was terminated prior to market launch.
3. The extent to which the new product program met its financial performance objectives over the past five years.
4. The importance of the program in generating sales and profits for the firm.
5. The extent to which the profits from the new products exceeded the program costs.
6. The successfulness of the program relative to the competitors
7. An overall success rating.

DRIVERS OF NEW PRODUCT SUCCESS

Out of the various possible predictors of new product success studied in over 60 studies, the following 24 variables classified into different categories or factors are found to be drivers more often than others. Therefore they have been selected as the drivers whose effect on product success has been examined in this study.

PRODUCT CHARACTERISTICS

- 1) Product advantage, superiority or differentiation over competitor's offerings.
- 2) The extent to which product is perceived to satisfy desires/needs of the customer
- 3) Perceived price – performance congruency or value
- 4) Perceived technological sophistication of the product
- 5) Product innovativeness is perceived newness/originality/uniqueness of the product.

FIRM STRATEGY CHARACTERISTICS

- 1) Marketing synergy is the match between the existing marketing skills of the firm and the marketing skills needed to make and market a new product successfully.
- 2) Technological synergy or the match between the existing technological skills of the firm and the technological skills needed to execute a new product initiative successfully.
- 3) Order of entry which is the timing of marketplace entry of a product.
- 4) Dedicated human resources in terms of focused commitment of personnel resources to the new product project.
- 5) Dedicated R & D resources.

FIRM PROCESS CHARACTERISTICS

- 1) Structured approach in terms of employment of formalized product development procedures.
- 2) Predevelopment task proficiency with which a firm executes the pre-launch activities of idea generation screening, market research and financial analysis.
- 3) Marketing task proficiency
- 4) Technological proficiency
- 5) Launch proficiency
- 6) Reduced cycle time or reduction in concept-to-introduction time (time to market)
- 7) Market orientation or the degree of firm's orientation to its internal, competitor, and customer environments.
- 8) Customer input: Incorporation of customer specifications into the new product initiative.
- 9) Cross functional integration or the degree of interdepartmental participation in the new product effort.
- 10) Cross functional communication: Level of communication among department in a new product effort.
- 11) Senior Management support to the new product initiative.

MARKET CHARACTERISTICS

- 1) Likelihood and degree of competitive response to a new product introduction.
- 2) Degree, intensity or level of competitive response to a new product introduction.
- 3) Market potential: Anticipated growth in customers/customer demand in the market place.

EMPIRICAL STUDIES ON CAUSES OF NEW PRODUCT PERFORMANCE

In the 60 empirical studies that document the statistical relationship between new product performance and the causal factors identified by Henard, D.H., and Szymanski D.M., (2001), correlation was the main metric. These researchers emphasized models – level correlations (an averaging of reported correlations across all models and all studies to arrive at an estimate of the central tendency of the predictor – criterion relationship) rather than the study – level correlations (an initial averaging of the correlations reported within the study followed by a further averaging of the mean correlations across studies). A model-level analysis has been followed and advocated by Glass, McGraw and Smith (1981) as well as meta – analyses by Assmus, Farley and Lehman (1984) Churchill et al (1979), Sultan, Farley and Lehman (1990), Tellis (1988) as well as Henard, D.H., and Szymanski D.M., (2001) due to reasons including excessive heterogeneity in the values of the individual correlations.

DOMINANT DRIVERS OF NEW PRODUCT SUCCESS

In the research mentioned above it was found on the basis of 'r' value, the corrected mean correlation that 10 factors are dominant drivers of new product success (mean $r > .40$). The dominant factors that emerged are; market potential ($r = 0.54$), dedicated human resources ($r=0.52$), marketing task proficiency ($r=0.50$), product meeting customer needs ($r=0.50$), product advantage ($r=0.48$), predevelopment task proficiency ($r=0.46$), dedicated research and development resources ($r=0.45$), technological proficiency ($r=0.43$), order of entry ($r=0.41$) and the technological sophistication of the product ($r=0.41$).

The new product success phenomenon is complex, yet more and more clear in terms of the causal factors.

The intricate and multifaceted nature of the new product performance phenomenon is seen from the fact that three predictors that are of product characteristics which are: products meeting customer needs, product advantage and product technological sophistication; two of strategy characteristics, (R & D and human resources); four of process characteristics, (marketing, predevelopment, technological and launch proficiencies) and one market place characteristic; (market potential). This study aims to assess in the Indian context, as well as to evaluate the most frequently modeled predictors; ($n > 40$ modeled effects), marketing synergy ($n=61$), market orientation ($n=60$), cross functional communication ($n=58$), structured approach ($n=53$), product advantage ($n=44$), and marketing task proficiency ($n=40$).

Note: r = corrected mean correlations

n = number of times a predictor has been modeled.

The earlier studies were made with reference to companies whereas in this study customers are included.

METHODOLOGY

DATA COLLECTION

In FMCG category Company A was selected as it is a company with successful new products; and company B was selected for examination as it was a consumer durables company with successful new products. The three products of each of the two companies were selected using the seven measures of new product success Cooper (1979), (Dwyer and Mellor (1991), mentioned earlier and with the type of product in mind.

A census survey of all managers in company A, and B, was made. In the consumers' survey 124 respondent consumers of company A, and 135 respondent consumers of company B were covered. Both internal data from managers and external data from consumers of both companies were collected. The managers' survey contained 24 variables. The consumers' survey contained 17 variables relevant to the consumers. A respondent had to be a user of all three products of the company examined.

Structured, tested questionnaires were employed in both the managers' and consumers' surveys.

DATA ANALYSIS

The data collected was codified, tabulated and analyzed. The t-test on Managers' survey data with the Independent Samples Test was carried out. The high and low classification of differences in the means of company A and B are presented in table No.1. The analysis of t-test of consumer survey data is presented in Table No.2.

MANAGERS SURVEY DATA – T-TEST

Company A is a Fast Moving Consumer Goods (FMCG) company and company B is a consumer durable product company.

Ho.: There is no difference between the means of an item (k) with respect to company A and B.

Level of significance is 5%

In the independent sample test using Levene's Test for equality of variances, there is difference in the means of 21 drivers relating to company A and B.

In the case of the following variables, there is no significant difference in the means between Company A and B:

- Technological Sophistication
- Separate Team working
- Cross functional Integration

On the basis of analysis, the null hypothesis is accepted for 3 drivers mentioned and rejected for the other 21 drivers.

The t-test results (mean differences) were classified into very low (below 0.5), low (above 0.5 but below 0.65), High (above 0.65) and very high (above 1.0)

In the analysis of t-test on manager's survey data (Table-1) low differences including very low are found between the means of the following 7 factors (29%) relating to company A and B.

- Technological Sophistication
- (Product) More Advantageous
- (Product) Meets Needs
- Cross Functional Integration
- Cross functional communication
- Senior Management Support
- Market Potential

It is found that there is high difference (including very high) between the means of the following factors:

- Marketing Synergy
- Suitable price
- Product Innovativeness
- Time of Introduction
- Separate Team working
- Market Proficiency
- Launch Proficiency
- Customer Oriented Product Development
- Structured Approach
- Technological Synergy
- Dedicated R&D
- Success of previous products
- Technological proficiency
- Market/Consumer Orientation
- Reduced Cycle time
- Likelihood of competitive response
- Competitive response intensity

Out of the 24 variables, in 17 variables the mean differences are above 0.63 (high and very high)

Thus it is found that in the case of the above 17 variables (71%) their influence on product success is different in the company A's products and B's products.

CONSUMERS SURVEY DATA – T-TEST

The significance of difference of means of each item with respect to Company A and Company B is given below:

Ho: There is no difference between the means of an Item (k) with respect to Company A and B.

Level of significance is 5%

It is found that there is no significant difference between the means of A and B with respect to the following items:

- Suitable Price
- Technological Sophistication
- Separate Team Working
- Dedicated R & D
- Success of Previous Products

- Market Potential
- Product Success

The null hypothesis is accepted for the above 7 drivers (24%) and rejected for the other 10 drivers (76%).

The difference in the means of the 18 variables were classified as Low and High.

It is found that in the case of 9 variables the differences in the means between Company A and Company B are low, while in the case of 9 other variables the difference in the means between the two companies is high, as in Table-2.

CONCLUSION

In Technological Sophistication and Separate Team working, belonging to firm strategy characteristics, no significant difference is found in the managers’ responses as well as the consumers’ responses.

In the consumer’s responses, Suitable Price, a Product Characteristic and Separate Team Working, Dedicated R & D and Success of Previous Products (Firm Strategy Characteristics) are identified as factors where there is no significant difference between the means of companies A and B.

All other factors with significant difference between the means of company A and B can be classified as follows.

Product Characteristic: Product Innovativeness.

Firm Strategy Characteristics: Marketing Synergy, Technological Synergy, Time of Introduction.

Firm Process characteristics: Market Proficiency, Launch Proficiency, Customer oriented Product Development, Structured Approach, Technological Proficiency, Reduced Cycle Time.

Market Characteristics: Competitive Response Intensity, Likelihood of Competitive Response.

They exhibit high differences between the means of company A and B.

This could be attributed in some measure to the type of products (FMCG and Consumer Goods) and in some measure due to factors such as, differences in the products and markets.

The dominant drivers of new product success identified in this study were the following 10 variables: technological sophistication, dedicated R and D, launch proficiency, structured approach, cross functional communication, cross functional integration senior management support, likelihood of competitive response, competitive response intensity and market potential. **While the variables of technological sophistication of the product, dedicated R and D, launch proficiency and market potential are found in The American studies**, as well the other 6 variables identified in this study have a predominance of market variables namely likelihood of competitive response, competitive response intensity, and firm process characteristics such as structured approach, cross functional communication and senior management support. It is therefore recommended that companies in India ensure that these 10 variables are present to a high degree in their new product ventures so that success is achieved.

In the American studies, the other variables are firm strategy characteristic of order of entry, dedicated human resources and firm product characteristics of product meeting customer needs and product advantage. While firm driven characteristics or inputs were found to be more of the dominant drivers, in this study it is found that more of the dominant drivers of new product success are market driven characteristics.

TABLES

TABLE – 1: ANALYSIS OF MEANS (T-TEST MANAGERS’ SURVEY DATA. DIFFERENCES IN THE MEANS OF COMPANY A AND B.)

S No.	Item	Very Low	Low	High	Very High
1	More Advantageous		0.5634		
2	Meet Needs		0.4308		
3	Suitable Price	--	--	0.9269	--
4	Technological Sophistication	0.1755	--	--	--
5	Product Innovativeness	--	--	0.7641	--
6	Marketing Synergy	--	--	--	1.0858
7	Technological Synergy	--	--	--	1.3664
8	Time of Introduction	--	--	0.8733	--
9	Separate Team Working	--	--	0.6335	--
10	Dedicated R & D	--	--	--	1.2368
11	Success of Previous Products	--	--	--	1.5117
12	Market Proficiency	--	--	0.7953	--
13	Technological Proficiency	--	--	--	1.4464
14	Launch Proficiency	--	--	0.6335	--
15	Market/Customer Orientation	--	--	--	1.0331
16	Customer Oriented Product Development	--	--	0.8460	--
17	Reduced Cycle Time	--	--	--	1.778
18	Structured Approach	--	--	0.7953	--
19	Cross Functional Integration	--	0.4767	--	--
20	Cross Functional Communication	--	0.5653	--	--
21	Senior Management Support	--	0.4064	--	--
22	Likelihood of Competitive Response	--	--	--	1.2125
23	Competitive Response Intensity	--	--	--	1.4542
24	Market Potential	--	0.4737	--	--
25	Product Success	--	--	0.7589	--

TABLE – 2: ANALYSIS OF MEANS (T-TEST CONSUMER'S SURVEY DATA. DIFFERENCES IN THE MEANS OF COMPANY A AND B.)

S No.	Item	Very Low	Low	High	Very High
1	More Advantageous	--	--	--	1.0327
2	Meet Needs	--	--	--	1.3265
3	Suitable Price	--	0.5269	--	--
4	Technological Sophistication	0.3323	--	--	--
5	Product Innovativeness	--	--	--	1.7697
6	Marketing Synergy	--	--	--	1.3710
7	Technological Synergy	--	--	--	1.1429
8	Time of Introduction	--	--	--	1.9429
9	Separate Team Working	0.0791	--	--	--
10	Dedicated R & D	0.3345	--	--	--
11	Success of Previous Products	0.3941	--	--	--
12	Market Proficiency Product	--	0.5237	--	--
13	Technological Proficiency	--	--	0.7319	--
14	Launch Proficiency	--	--	0.9765	--
15	Market/Customer Orientation	--	0.6394	--	--
16	Customer Oriented Product Development	--	--	0.9527	--
17	Market Potential	0.1052	--	--	--
18	Product Success	0.0288	--	--	--

REFERENCES

- Aasmus, G., Farley J.U., and Lehmann, D.R., (1984), "How Advertising Affects Sales: Meta-analysis of Econometric Results", *Journal of Marketing Research*, 21(1), (February), pp 65 - 74.
- Booz, Allen and Hamilton, (1982), "New Product Development in the 1980s," New York: Booz, Allen and Hamilton.
- Churchill, G.A., Jr., (1979), "A Paradigm for Developing Better Measures of Marketing Constructs", *Journal of Marketing Research*, 16(2) (February), pp 64-73.
- Cooper, R.G., (1979), "The Dimensions of Industrial New Product Success and Failure," *Journal of Marketing*, 43 (Summer), pp 93-103.
- Cooper, R.G., (1993), "Winning at New Products, Accelerating the Process from Idea to Launch," 2nd ed, Reading, MA : Addison – Wesley.
- Crawford, C.M., (1977), "Marketing Research and New Product Failure Rates", *Journal of Marketing*, 41(2), (April), pp 51-61.
- Crawford, C.M., "New Product Management", (1987), John Wiley and Sons, New York.
- Duyer, L. and Mellor, R., (1991), "Organisational Environment, New Product Process Activities and Project Outcomes", *Journal of Product Innovation Management*, 39(8), (November), pp 39-48
- Glass, G.V., McGraw, B., and Smith, L.M., (1981), "Meta-analysis in Social Research", Beverly Hills, CA, Sage Publications.
- Henard, D.H., and Szymanski, D.M., (2001), "Why Some New Products Are More Successful than Others", *Journal of Marketing Research*, 38(3), (August), pp 362 -75.
- Hopkins, D.S., and Bailey, E.L., (1971) "New Product Pressures". The Conference Board Urban and Regional Innovation Research Unit (URENIO) Greece, Record No.8, (June) pp.16-24.
- Marvin, P., (1972), "Product Planning Simplified", American Management Association, New York.
- Sultan, F., Farley, J.U., and Lehman, D.R., (1990), "Meta-analysis of Applications of Diffusion Models", *Journal of Marketing Research*, 25(2), (February), pp 331-341.
- Tellis, G.T., (1988), "The Price Elasticity of Selective Demand : A Meta – analysis of Econometric Models of Sales", *Journal of Marketing Research*, 25(11), (November), pp 331-41.
- Urban, G.L., and Hauser, J.R., (1993), "Design and Marketing of New Products", 2nd edn. Englewood Cliffs, NJ: Prentice Hall.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application and 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-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** 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