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From The Editor's Desk

This is the fifth issue of "ASM Business Review", the referred research journal of the ASM group of Institutes.

ASM Group of Institutes is committed for qualitative research in academics. And this ASM Business Review is a product of its commitment. Audyogik Shikshan Mandal has been playing a pioneering role in the field of creative education ever since its inception in 1983. With a mission "Excellence in Management Education, Training, Consultancy and Research for success", ASM is marching towards excellence having more than 55000 alumni working at all levels of management in all types of industries.

ASM has seven full fledged academic institutions, has earned affiliation to Savitribai Phule Pune University and Mumbai University, Government of India and Government of Maharashtra. ASM has global vision for education and as a part of our academic commitment for excellence, we are in association Savitribai Phule Pune University, AMMI, CETYS Universidad Mexico, Indo European Education Foundation, Poland and City University of Seattle USA, and also our academic partners for various activities. ASM is spreading wings across the border for continuous upgrading academic excellence.

The ASM Business Review is a medium created by ASM to demonstrate the research skills of authors. It is a strong communication link between industry and academia and aims to work as a catalyst for knowledge sharing between various sections of society. ASM Business Review provides a platform for academic scholars and champions from industry to come together for common cause of developing innovative solutions to various problems faced by society and business entities. The present review is a medium to faculty members, research students and they like to present their research findings before the wider audience. The opportunity to publish their research results would provide ample motivation to this type of scholars. The previous issue of the Review received encouraging response from the academic and corporate community as well. Research articles accepted and printed herein are subject to objective editorial processing and are peer reviewed.

ASM Business Review looks forward as a strong link and partner for society and industry to develop workable solution for day to day problems. We believe our success is a team work of various contributions to this journal. ASM BUSINESS REVIEW is always committed to excel academic research and consultancy.

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CSR Practices in Urban Cooperative Banks: A Case Study of Urban Cooperative Banks Functioning in Thane

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ABSTRACT:

Corporate Social Responsibility (CSR) can be considered as a tool to link corporate with social welfare. New Companies Act, 2013 makes it mandatory for a business concerns operating in India, to spend at least two per cent of their average net profit for the immediately preceding three financial years on CSR activities.

Banking concerns are not an exemption from CSR mandates. However, "cooperation" being a subject included in state list, UCBs have no such obligations. Despite this, cooperatives are expected to play an important role in this regard due to their local character and advantage to be closely connected with the community.

The present research work is an attempt to trace CSR practices of selected UCBs functioning in the Thane district of Maharashtra.

Keyword : Urban Cooperative Banks, Corporate Social Responsibility, Thane

1. Introduction

Section 135 in Schedule VII of the new Companies Act, 2013 as well as some of the provisions of the Companies (Corporate Social Responsibility Policy) Rules, 2014 (CRS Rules) which has come into effect from 1st April 2014, links the CSR with projects or programs relating to activities specified in the Schedule. Different activities included in this regard are: activities towards eradicating extreme hunger and poverty, promotion of education, promoting gender equality and empowering women, reducing child mortality and improving maternal health, combating human immunodeficiency virus, acquired, immune deficiency syndrome, malaria and other diseases, ensuring environmental sustainability, employment enhancing vocational skills, social business projects, contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government or the State Governments for socio-economic development and relief and funds for the welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women and such other matters as may be prescribed. However, as per the Companies Act, preference should be given to local areas and the areas where the company operates.

CSR rules are applicable to a company having (a) net worth of Rs 500 crore or more; (b) turnover of Rs 1000 crore or more; and (c) net profit of of Rs 5 crore or more. New Companies Act, 2013 makes it mandatory for a business concern operating in India, to spend at least two per cent of their average net profit for the immediately preceding three financial

years on above mentioned CSR activities. Further, the company is required to form a CSR Committee consisting of three or more Board of Directors to recommend a formal CSR Policy, recommend particular CSR activities, lay down a budget, describe how the company will implement the project, and establish a transparent means to monitor the progress.

2.   Objectives of the Study :
          Following are the objectives of the study:
*   To find out allotments of funds for CSR activities by UCBs and common areas of such CSR spending.
*   To find out trends in CSR spending by UCBs category-wise.
*   To make suggestions for better implementations of CSR schemes.

3.   Description of the Sample :
          The sample selected for the study includes following six scheduled Urban Cooperative Banks having head offices in the Thane district of Maharashtra state:
*   BCCB=Bassein Catholic Co-operative Bank Ltd.
*   DNS=Dombivali Nagri Sahakari Bank Ltd.
*   KJSB= Kalyan Janata Sahakari Bank Ltd.
*   PJSB=Parsik Janata Sahakari Bank Ltd.
*   TBSB= Thane Bharat Sahakari Bank Ltd.
*   TJSB= Thane Janata Sahakari Bank Ltd.

4.   Data collection and Methodology:
          The study is based on secondary sources of data collected through the annual reports of the banks and personal observations for the year 2012. It is to be noted that the year 2012 has been celebrated as the "International of Year Cooperatives".

5.   CSR funding by UCBs:
          The CSR findings of UCBs are meant for the society and community as a whole as well as for the members, and employees / staff members and for some special purposes. The allotment of the funds towards CSR activities of UCBs are grouped into following:
A.   Charity Fund – This is a fund meant for the welfare of the society and spending are diverted towards environmental developments, educational and medical facilities etc.
B.   Member Welfare Fund - This kind of allotment is meant for the welfare of the members of the UCBs and spending are diverted towards schemes like Free Health Check-up camp for members, Death Benefit schemes, other schemes for members and their family members.
C.   Staff / Employees Welfare Fund – These are allotments towards the welfare of the staff / employees of the UCBs. The spending of this allotment is meant for the training and creating recreational facilities like Holiday Homes etc.
D.   Other Allotments- These allotments are special purpose allotments made by the UCBs like Festival Fund, Support to Self-Help Groups, Donation towards Relief Funds etc.

6.   Profit Earning and CSR spending by UCBs:

For the analysis of the CSR spending by the UCBs it is important to understand the profit earnings by the selected UCBs and their contribution towards the different CSR activities.

The table given below shows the trends in profit earnings by the selected UCBs and their respective CSR Spending.

Name of the UCB	Net Profit	CSR Spending					% of CSR spending to profit
		Charity fund	Member welfare	Staff welfare	other	Total	
BCCB	5945.34	47.56	3.00	11.89	25.00	87.45	1.5
DNS	2707.40	27.07	20.00	0.50	0	47.57	1.8
KJSB	1218.76	12.00	5.00	2.00	12.00	31	2.5
PJSB	2130.91	21.31	30.00	3.00	15.00	69.31	3.3
TBSB	833.56	8.00	1.25	1.80	8.98	20.03	2.4
TJSB	6029.23	60.81	10.00	60.09	0	130.9	2.2
						Avg.	2.3

BCCB=Bassein Catholic Co-operative Bank
Ltd. DNS=Dombivali Nagri Sahakari Bank Ltd
KJSB= Kalyan Janata Sahakari Bank Ltd.
PJSB=Parsik Janata Sahakari Bank Ltd. TBSB=
Thane Bharat Sahakari Bank Ltd
TJSB= Thane Janata Sahakari Bank Ltd.

Source : Annual Reports of the respective UCBs The above table shows the profit earnings by the selected UCBs as on 31st March 2012 and their respective allotment towards various CSR activities.

The different CSR activities undertaken by the UCBs are grouped into four: 1. Charity Fund 2. Member Welfare 3. Staff Welfare and 4. Others and they are being analysed as follows:

6.1   Charity Fund :

Almost all the banks have allotted around 1% of their net profit for the purpose of charity. The same has been shown in the table below:

Table 1 : Charity fund(in Rs. Lakh)

Bank	Net Profit	Charity fund	% of charity fund to net profit	Total CSR spending	% of charity fund to total CSR spending
BCCB	5945.34	47.56	0.8	87.45	54.4
DNS	2707.40	27.07	1.0	47.57	56.9
KJSB	1218.76	12.00	1.0	31	38.7
PJSB	2130.91	21.31	1.0	69.31	30.7
TBSB	833.56	8.00	1.0	20.03	39.9

Bank	Net Profit	Charity fund	% of charity fund to net profit	Total CSR spending	% of charity fund to total CSR spending
TJSB	6029.23	60.81	1.0	130.9	46.5
		Avg.	1.0	Avg	44.5

Source: As per table:1

From the above table it becomes clear that though the charity fund on an average comprises of 1% of the total net profit of the selected UCBs, its proportion to the total CSR spending has remained nearly 50%. Thus, charity fund is a major component of CSR spending for the UCBs.

6.2   Member Welfare Fund:

Member Welfare Fund is another important but unique component of the CSR spending of UCBs. UCBs are democratic cooperative institutions/organisations. They are run by the members and they participate in the elections of the board. The separate Member Welfare Fund is designed to fund various member concerned activities like: Free Health Check-up camp for members, Death Benefit schemes, other schemes for members and their families etc.

The table given below deals with the fund allotment towards Member Welfare Fund out of total profit and its share in total CSR spending by UCBs.

Table 2 : Member Welfare Fund (in Rs. Lakh)

Bank	Net Profit	Member Welfare Fund	%of Member Welfare Fund to profit	Total CSR spending	% of Member Welfare Fund to total CSR spending
BCCB	5945.34	3.00	0.1	87.45	3.4
DNS	2707.40	20.00	0.7	47.57	42.0
KJSB	1218.76	5.00	0.4	31	16.1
PJSB	2130.91	30.00	1.4	69.31	43.3
TBSB	833.56	1.25	0.1	20.03	6.2
TJSB	6029.23	10.00	0.2	130.9	7.6
		Avg.	0.5	Avg.	19.8

Source: As per table:1

From the above table it becomes clear that the proportion of the net profit is allotted towards Member Welfare Fund varies from a UCB to UCB and hence there is no homogeneity. The proportion of the net profit allotted towards Member Welfare Fund varies from 0.1% to 1.4% of total net profit. The Parsik Janata Sahakari Banks has contributed highest among the other UCBs towards the Member Welfare Fund. On an average each UCB has spent 0.5% of their net profit towards Member Welfare Fund.

However, in total CSR spending the proportion of Member Welfare Fund on an average has remained around 20% for all the UCBs considered together. But there is again no homogeneity as it varies from 3.4% to 43%. Thus, there are huge variations and for some banks the proportion is almost equal to that of Charity Fund.

6.3   Staff Welfare Fund

The Staff Welfare Fund is also an important area of CSR spending of UCBs. This fund is utilised for various activities and welfare schemes pertaining to the staff/employees, their family members and improvement of efficiency through training, Holiday Home for Staff etc. The table given below shows the allotments towards Staff Welfare Fund by the UCBs.

Table 3 : Staff Welfare Fund (in Rs. Lakh)

Bank	Net Profit	Staff Welfare Fund	%of Staff Welfare Fund to profit	Total CSR spending	% of Fund Staff Welfare to total CSR spending
BCCB	5945.34	11.89	0.2	87.45	13.6
DNS	2707.40	0.50	0.02	47.57	1.1
KJSB	1218.76	2.00	0.2	31	6.5
PJSB	2130.91	3.00	0.1	69.31	4.3
TBSB	833.56	1.80	0.2	20.03	9.0
TJSB	6029.23	60.09	1.0	130.9	45.9
		Avg.	0.3	Avg.	13.4

Source: As per table:1

From the above table it gets revealed that CSR spending towards Staff Welfare Fund is a common feature for all the UCBs, however, there are differences in the magnitude. The UCBs like The Thane Janata Sahakari Bank Ltd. has allotted almost 1% of its net profit towards Staff Welfare Fund but the banks like Dombivali Nagri Sahakari Bank Ltd. has allotted hardly 0.02% of net profit towards Staff Welfare Fund. On an average each UCB has allotted 0.3% of its net profit towards Staff Welfare Fund.

As far as the allotment towards Staff Welfare Fund out of total CSR spending is concerned, on an average each UCB has allotted almost 15% of their total CSR spending for the cause. However, again there is no homogeneity in allotments as The Thane Janata Sahakari Bank ltd. has allotted more than 45% of total CSR spending for the cause while that of Dombivali Nagri Sahakari Bank Ltd. is hardly 1%.

6.4   Other allotments towards CSR:

Despite the above allotments towards CSR, the UCBs have also allotted some proportion of their profit for the other kind of CSR activities in the form of Festival Fund, Supoort to Self-Help Groups, Donation towards Relief Funds etc.

The table given below shows such allotments:

Table 4 : Other allotments towards CSR (in Rs. Lakh)

Bank	Net Profit	Other CSR activities	%of Other CSR activities to profit	Total CSR spending	% Other CSR activities to total CSR spending
BCCB	5945.34	25.00	0.4	87.45	28.6
DNS	2707.40	0	0.0	47.57	0.0
KJSB	1218.76	12.00	1.0	31	38.7

| Bank	Net Profit	Other CSR activities	%of Other CSR activities to profit	Total CSR spending	% Other CSR activities to total CSR spending
PJSB	2130.91	15.00	0.7	69.31	21.6
TBSB	833.56	8.98	1.1	20.03	44.8
TJSB	6029.23	0	0.0	130.9	0.0
		Avg.	0.5	Avg.	22.3

Source : As per table:1

From the above table it is understood that the allotment towards other CSR activities is not a common feature for all the UCBs. Some UCBs like The Thane Bharat Sahakari Bank Ltd. has allotted almost 1% of its net profit towards such CSR activities while two of the UCBs have allotted nothing for the cause. On an average the proportion of Other CSR activities to profit have remained at 0.5% while in over all CSR spending the average proportion is found to be more than 20%. Thus, the allotment towards other CSR activities is very much subjective and it is linked to the special cause only.

7.   CSR activities undertaken by UCBs:

The different CSR activities undertaken by the selected UCBs have been put into following broad categories for the better understanding:

1.   Environment   2.   Community Development
3.   Education   4.   Health
5.   Art and Culture   6.   Member welfare
7.   Employee / staff welfare   8.   Infrastructure   9. Financial literacy
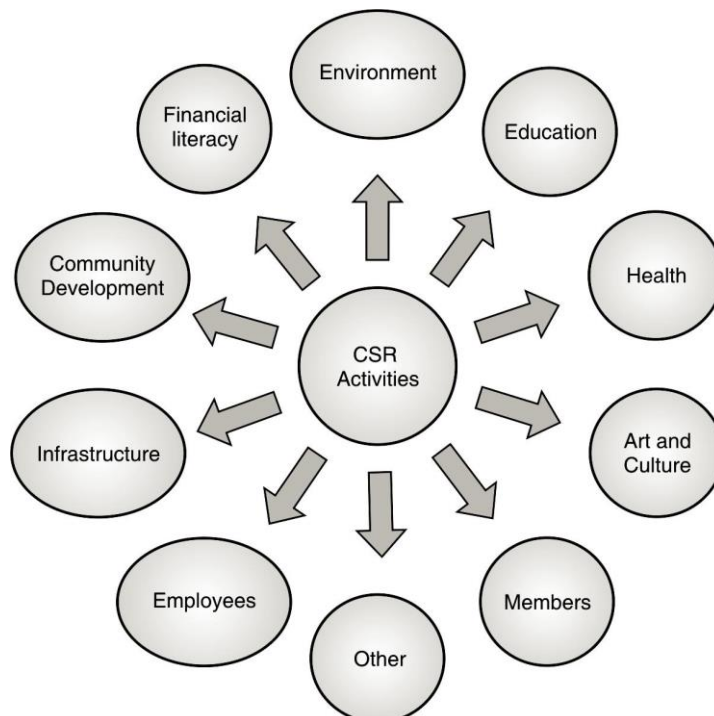
Fig. 1.1: Categorisation of CSR activities of UCBs

The table given below shows different activities pertaining to CSR as per the above given classification.

Table 5 : CSR Activities of UCBs

Category /UCB	CSR Activities Undertaken					
	BCCB	**DNS**	**KJSB**	**PJSB**	**TBSB**	**TJSB**
Environment	-	Social forestry	Plantation	Social forestry	Social forestry	-
Community development	-	Dontations to NGOs, Women Talk and Felicitation	Dontations to NGOs	-	-	-
Education	-	Donations to NGOs, free book distribution	Donations to NGOs	-	-	Essay competition
Health	Health check-up camp	-	Donations to NGOs	-	-	-
Art and culture	-	Donations to NGO's, Drama sponsorship		Traditional new year celebration		
Member welfare	Free health check up camp	Felicitation of childern of members, medical help andcheck up	Felicitation of childern of members	Educational and medical help, Helath check up and blood donation	-	-
Employee/Staff welfare	Free health check-up campl, Trainng	Death benfit fund, traning	Training	Trainnig, Cricket tournmanet, Home Minister competition	Trainng blood donation Camp	Training
Infrasturuture		Decoration of road circles and lightening	-	-	-	-
Finanical literacy	-	Opportunities in I.T. (Workshop)	I.T. conference	-	Budget analysis speech	-
Other	Centenary fluid	Awards to NGOs	Automobile Expo, Awards to NGOs	-	-	National anthem century Celebration

BCCB = Bassein Catholic Co-operative Bank Ltd. DNS = Dombivali Nagri Sahakari Bank Ltd. KJSB = Kalyan Janata Sahakari Bank Ltd PJSB = Parsik Janata Sahakari Bank Ltd. TBSB = Thane Bharat Sahakari Bank Ltd TJSB = Thane Janata Sahakari Bank Ltd.

Source: As per table:1

8.   Conclusions:

From the above analysis it is concluded that the UCBs are making good provisions out of the profit earned for the CSR activities. The allotment of fund is made keeping in mind different strata of the society like community, Members, Employees/Staff and others. The allotment towards the CSR activities is grouped under Charity Fund, Member Welfare Fund, Staff/Employee Welfare Fund and Others. It is to be noted that in the annual reports and in the accounting statements the clear mention about the same is made for general public, stack holders and concerned.

9.   Suggestions:

From the analysis it was found that even though there has been clear mention of allotment for the various CSR activities under above given broad heading, the UCBs have not given activity-wise specific spending and because of which it does not become clear if the allotted funds are fully utilised or not and further how it has been utilised. So, the detailed reporting of such spending is required.

Secondly, none of the UCBs have revealed about the excess unutilised funds. The fund unutilised for the CSR activities are found to be piled up in the accounting statements and no clear strategy for the utilisation of the same is mentioned. Thus, a suggestion is given to form a special committee to look after the CSR spending and for periodic review of the same.

Thirdly, there is a need to expand the activities under CSR spending to include Infrastructure Development, Sports, Cultural Development, Woman and Child Development etc.

Fourthly, there is also a need to have systematic categorisation / grouping of CSR activities with identifiable variables. This will help in comparison, documentation, systematic reporting and analysis. For this the cooperatives should come together and formulated common CSR policies and prepare guidelines for the same. Federation of UCBs can play a vital role here.

Finally, it was observed that the Auditors' Reports and Statements do not mention anything about the CSR spending. Thus, there is need to audit the CSR spending by the external-independent auditors to avoid misuse and underutilisation of allotted funds.

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Organisational Change Management

Its' relevance to B School Students & Research Scholars

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ABSTRACT:

The subject of 'Organizational Change Management' has been occupying a focused area for business managers as well as Management Gurus since the beginning of 'Industrial Revolution.' Research work done by experts such as Peter Drucker, Maslow, Vroom have lived their effective time-zones moving over to cross National (Beyond Global Considerations) management of changes in view of extremely diversified aspects of economical, political, technological and most importantly cross cultural aspects. Majority of the situations today including the Global Warming Vs Sustainability issues are obviously created by human factors.

In conventional aspects the organization change management was referred to as "A process of bringing about relatively enduring transitions / transformations / alterations in a given state of an organization in totality or in parts with an objective to achieving greater viability in the context of emerging business environmental developments" (Ref.SBM by Johnson & Striekland. McGrawhill)

The paper attempts to analyze each of the implicit and explicit meaning and their relevance to the present day volatile environmental situations across the globe threatening to change the very fundamental definitions of growth and sustainability in Business Management. It is also necessary that the students of MBA studies (who unfortunately are not conversant with the changing business environment as up-to-date on account of their adherence to the syllabi and examination oriented approach of our present day education systems.)

The paper also attempts to emphasize on the real and correct understanding of various definitions of strategic change management in B-School level studies. Today's complexity of business environments is whipped around by constant attacks from socio-political and socio-economical (Including technology) and ever growing consumerism across all perceptions of understanding the dimensions of market forces. It is therefore inevitable that we as educators and reformers of the younger breed of managers firstly understand for ourselves their complexity and endeavor to bring in 'clarity' and 'reality' in our professing 'change management' aspects to the students of management studies.

The authors have adequate exposure both in the academic and business environments and through this paper attempting to bringingin appropriate understanding of 'Management of Change' in all aspects of Business Management across the globe as of today, in the curriculum for MBA studies.

Even though presenting all aspects of change management is very difficult in a short write up such as this paper, attempt is being made to touch upon relevant and important aspects of 'Management of Change.'

"MANAGEMENT OF CHANGE"

Its attributes and characteristics – a global view

Today the business world seems to be the most confused lot with all major players like the entrepreneurs, the investors, the customers, the vendors and employees in a state of 'haze' which like a thick fog disallows all logical expectations. The changes happening around in any aspect of the global business environment, be it the economy, the technology, the people and to add up the climate change hazards, are in an unpredictable mode. What the world understood so far that changes were predictable or periodical in nature based on well known theories in business economics and other guidelines. This has lead to a sense of self disbelief amongst all experts who once in the recent past were applauded as stalwarts or masters on their turf.

Every possible aspect of Business Management and its sustainability and growth have so far been dependant on intellectual capital's capability in meeting its stake holders interests, (may not be optimized at all stages and phases of globalised business activities.)

The unpredictability of the changes and also their unpredictable attributes and characteristics have made everyone feel less confident in futuristic objectives, plans and results.

Today's 'Change' in its likely perception leads us to understand the term 'Discontinuous Change' and change as an "illusionary aspect" of awareness. Excepting for physical (including chemical and biological) laws of nature and basics of definitions of political and economical and geodynamical laws, which we understand and experience through our existential assertions. everything else seems, to have become 'irrational' and 'unpredictable' even in normal sense of 'cause-effect' principles. Let us for the sake of attempting, some clarity of view through this Haze, analyze individual window views for the Management of change in the Globalised scenario.

The aspects of external environment as explained through the popular environmental scan theories include.

1. The global / local) Economic aspects– balancing act / disappointing trade interventions
2. The state or politics (Domestic / international) – regulatory environment
3. The Society (sons of the soil) – respond / reactive
4. The technology (High tech / low tech) – catalystic / neutralistic / catastrophic

1.   'Management of change' in the economic aspects of business environment

The term 'Economy' in terms its scope and relevance and applications are normally represented by the GDP / GNP, Balance of trade, the Fiscal and Monetary policies of the Government, measured in terms of inflationary / deflationary trends in the prices and consumption of goods and services. There are other parameters of explaining economic aspects in the broader sense, which, for the sake avoiding further complexity, we do not wish to enumerate or describe in the context of this paper which relies on the grasping capability of students of Management. This also applies to other elements of business environment as explained here in after.

We have been hearing of late, very emphatically, terms such as 'Global Depression' and comparison to the great economic depression of 1930's. Also trying to understand the expert opinion as to how long it would take the major economies to pass through the bottom of the

curve. Some expert says that it would be a 'V' shaped recovery and some extrapolate it to be a 'W' shaped movement to recovery.

It was only in the mid or even second half of 2008 that we suddenly started hearing loud 'cries' and 'alarms' at an impending 'Global Recession' and also that this time around it is going to be more severe than of 1930's on account of involvement and mutual dependence of economics of all nations and continents.

For a student of Management, the 'change' or difference between an 'V' type or 'W' type recovery makes less sense and leads to confusion when he is still at understanding the ABC of Business Economics and besides these terms are not or never included in the syllabus but are definitely influencing the business and activity around him of which he will be a stake holder sooner he completes his studies. He is more confused in not being able to understand and correlate the theory he learns to the reality in business economics.

It is also not very clear whether it is 'because of' or 'in spite of' globalization of economies or on account of certain misadventures of world leaders in banking, industries, the cases of subprime lending by US banks and the drains on economy by the rich CEO's of these banks (Hefty bonuses), who apparently did not understand or care for the consequences of their otherwise rated as highly excellent and high performance rewards and bonuses. All these aspects appear 'Ghastly' and sometimes 'Ghostly' for the young minds and they are further bewildered in not knowing 'The cause' for 'The effect.'

We have also seen major companies like the General Motors, The Chryslers, The Fords and even the Japanese giants such as the bench marked Toyotas and Hondas biting the dust within a span of 6 months, about whose 'laurels' of achievements we were used to hearing not so far in the past. This definitely cannot be called as an 'Economic Earth-Quake or Economic-Tsunami' which we believe cannot be accurately predicted except for the consequences the affected have to bear upfront.

What has caused this sudden change is not clear, leave alone the students and faculty of MBA but doubt whether the stalwarts in global economy have all got a clear understanding of such as un predictable economic upsets. Confusing and contradictory statements about the Economic Recovery are being made day-in and day-out by experts around the world. Some say it is a "Jobless Recovery" and others say that 'Worse is yet to come' and some have already recommended to withdraw "the Economic Stimulants" offered to business and banks by the Govt. since the economy has already recovered?

Hence in our opinion the global 'Economic Environment' is quite 'Dusty' at present and steps for Change Management need to be initiated accordingly. Only short term measures to avoid immediate impact need to be initiated to protect the Individual economies from getting barren and non productive, rather than taking steps from long term points of view since the dust has not yet settled down. It is okay to undertake time tested initiatives (as propounded by J M Keynes in 1930's) such as states intervention through providing financial stimulants and supports and undertaking policy decisions to contain bankruptcy and Flight of Capital.

2.   The Political environment

Now let us look at the other important aspect of Change Management through the "Political aspects of Business Environment". Politics and (even though politics has been misinterpreted as a bad word due to incompetent handling by few for selfish motives) political

environment always plays an important role in both domestic and international Business Environmental Changes.

Throughout 1980's till to date we see the exodus of intellectual capital from developing countries to developed countries to undertake menial and routine jobs which the rich nations and nationals could not afford due to 'dignity of labor' and 'associated costs.'

Every politically influential person both from developed and developing countries has initiated steps which provide for easy export of such 'talents' from industrially backward to developed nations. And the politicians of poor countries have also considered this as a great opportunity to export intellectual talents and the 'repatriated payment' as 'export earnings'. These decisions are politically motivated and economically focused, have resulted in poor countries as providers of human resources to the rich and have become extremely dependant on rich countries, to provide opportunities to export more of such human resources to these countries at cheaper costs. Even if we take the BPO's, Call Centers etc. in the guise of 'knowledge management' opportunities, we are submitting our youth to undertake routine 'Robotic' type of jobs which along with 'high salary' packages (not so high for foreigners) provide for deteriorating social values and 'killing creativity' of the educated youth to 'Bench Jobs' and "Slog till you die" or "Get mad" demands on their physical as also social life.

The politicians are happy that the educated youth gets employed in BPO's, KPO's, Malls and Multiplexes and the poor of the lot, the rural mass offers themselves willingly to be, as mere physical resources. We talk often of 'Inclusive growth' politically without understanding the quality levels of our policies. The rural population is being deprived of their meager resources for two square meals and shelter on top. On the contrary the rural youth is getting attracted to 'easy life' in cities like in BPO's and malls etc. resulting the rural poor neither having a "present" nor be hopeful of "future".

We need to understand the basics of 'Quality of Life' and 'Happiness and Satisfaction Levels' by discouraging 'consumerism' at all costs and consequences. While we need to get rid of diseases, illiteracy, superstitions and provide for better living conditions for our poor, our politicians are busy grabbing the 'lands' of the poor for creation of the 'SEZS' etc., on the fertile soils of the farmers. We are fed up to read of spate of 'suicides' by farmers and volatile demonstrations against land grabbing for SEZS.

The students of management therefore need to study all these aspects of the political environment around and understanding changes required to ensure long term happiness and improved quality of life. Only then will the definition of 'change' and "Change Management" become clear to the youth of poor countries. As a natural reaction and consequence in few cases we see examples of IIT and IIM students already undertaking "Entrepreneurial" challenges by rejecting high paying jobs from global MNCS.

The political environment is also plagued by 'fundamentalist approach' of not only from Islamic fundamentalists but even in the biggest democracies of India and America 'The Black, White, and Brown discrimination also continues, Be sides apartheid like tendencies in the down-under. The least said is better of the fate of African countries and the respective political misdeeds.

Hence what 'Change' and 'Change Management' means under such a highly 'polarized' Political Environment which definitely influences Business World around needs to be correctly understood. (Only few years ago we heard the top management of Orient Express group of USA calling Indian TATA's as 'Eude-colon' compared to their Champaign

Fragrance and perfumes). Everyone of course cannot have the strength of TATA's to bare all the political turmoil. The "Singur" episode is fresh in the minds of every Indian giving rise to frustration and disgust feelings against 'political' influence and 'exploitation' of mass movements. The same political group now wants to initiate steps which they themselves vehemently opposed few years ago.

While we agree that 'Change' is the only constant but such unpredictable changes bring in confusion to any logical approach towards 'Management of Change'.

There can be no school teaching "Management of unpredictable and discontinuous change". The best, one is tempted to do under these circumstances is rely on great uncertainties of life and continue to work without expecting any sustainable results from long term points of view.

Well as it appears pessimistic, the process of globalization and related political interactions between countries has helped perhaps in reduced gap between the dominant players trying to own the 'World Order' and are required to sit up and listen to the poor and emerging countries who provide them with men and markets for survival.

3.   The technological environment: -

Yet again in the Technological aspects of Business Environment we see changes which are subject to conflict and contradictions.

Even through the scientists around the world are out to reproduce the 'Big Bang' effect through the couldron atomic collider' the world around is plagued by arguments such as resistance to exploitation of earthly resources to limit the CO_2 emissions. We paid generations worth of money and efforts to establish technologies to produce goods and services to make believe that, these lead to improved quality of life of the species in the world And today we are forced to suppress or withdraw the same to save the Planet Earth from deadly disasters of the consequences of Industrialization and the 'sickening' debates on Environmental Protection ("The Copenhagen Conundrum") requiring to spend more money on withdrawal of the technologies we cherished in the 20th Century. We have today the 'hybrid' cars, the no frost refrigerators, the use of alternate source of energy as predominant over any other issues which bother humanity and other species in the world. One wonders whether this act of reversing focus on issues is due to human endeavor or is the 'multi millenial changes' which need to happen in the universe as desired by Nature (or God). While quite a few species have become extinct from the world, new species like the swine-flu and bird-flu & the ebola viruses are galloping their progress around the world as facilitated by intense human nearness and interaction for maintaining global business needs. Besides we are yet to experience the shocks of 'cloning' and stem cell research.
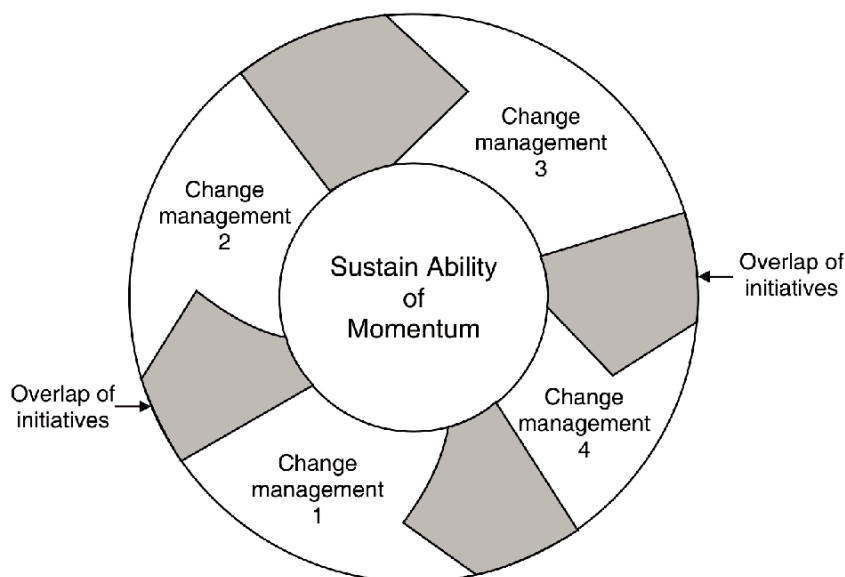
The other classical example is the fight between 'organic' and 'inorganic' farming and foods and the 'safety' and 'hazards' of their usage. The common man is really confused and to a greater degree disgusted with the effect brought about by technological changes.

We can take for example any product or services developed for usage through technological progress. Even product such as Mobile Phones, Television sets, besides hybridization of products are potential destroyers of sustainability of life on this earth and the creators of such products are also aware of their catastrophic consequences.

There are also scientists and professors who are basically opposed to the 'Measurement of Change' in the environment they maintain that nothing has radically changed to be a cause of such a great worry for our planet. To support they give examples of such happenings in the past (in several million years). This change in Technological environment appears like a miraaj we all are trying to 'Catch up' with. We create certain things and put in more efforts to extinguish the same at a later time period. It is a vicious circle of changes, we have gained may be on removal of certain fatal diseases, in closing global distances, better utility of our senses, but equally we are presented with 'sudden death' situation as well as a consequent result of our past deeds (Good or bad we did not know).

Hence Technological changes may need to be understood as "feeding fodder" to the Godzilla called science and Technology which creates products and services for a limited period of utility but not guaranteed for 'eternal' utility and sustainability. Hence needs to be defined by situations and boundaries and may have to have 'shelf life' prescriptions. Today the 'End Life' usage clause has already been introduced in the norms for 'Auto' Industry and the responsibility for biodegradation of 'scrap stage' product has also been thrust upon the manufacturers of automobiles and is equally stretchable to all products and services. As much of variety of food we have created so much of variety of digestive medicines are required to be made available for our basic sustenance and survival.

So we come to a broader understanding that "Change is not only a constant but needs to destroy itself periodically for sustainability of the planet". The students should therefore need to focus on situation needing to change and the 'Shelf-Life' concepts of products, and services. 'The change needs to change periodically' is perhaps the universal phenomenon.

Hence the theories and practices (prescriptions) of 'Management of Technological Changes' need to be situational, time-bound (shelf-life stipulated) and they need to perhaps undergo a metamorphosis (perhaps destroy themselves) to be of any use to Long term 'Sustainability' situations or provide alternatives for perpetual and eternal recycling in the business of 'Change Management'.

4.   The social aspects of business environment

Now let us come over from metaphysical dimensions to real life situations of understanding the Management of change.

In the conventional definition of "Change Management" we deal with mostly functional issues and behavioral aspects of Strategic Management. We have terms such as Strategic Human Resource, Strategic Finance and Strategic Marketing Management as key aspects of Business Management and in each of these areas "Quality, and Costs & Delivery' are the critical success factors (The CSFS) or the key drivers depending on one's strategic objectives or strategic positioning issues. In all these functionalities we engage our discussion on the quality of leadership including the foresight and fore thought (Thought Leadership) as prime / critical attributes of a good leader or a successful enterprise. We again have a list of attributes of an effective leader (which changes over periodical intervals). We have a list of highly successful business houses based on their performance parameters (The Fortune 500's), but how many of these have gone in to the oblivion for failure to understand and manage change. However the Management Gurus and the respective schools of thought have stuck to the age old theories and practices, excepting for, cosmetic changes in their attempts to be rather semantic than addressing realities.

Today what we need to emphasize in the long-term, are the consequences of change Management rather than mere managing changes brought about by styles of management, be it, in products or services. The main objective of any change from real long term points of view should be to be extraordinarily proactive and include the after effects and long term consequences of the change Management process from holistic and global perceptions.

A change however important and urgent could serve mainly the business interests in the short term, and in case it leads to an U turn and an end of the road situation, if we don't include the consequences of Change Management process as 'Preventive Process' in the perpetual process of Change Management. The business history of our world is full of examples of such changes and change management strategies which have ultimately lead to catastrophic consequences such as the "Environmental Degradation" which is pregnant with the apprehension that a major catastrophe for the life itself on this planet is about to happen not in distance future but at our door steps.

4
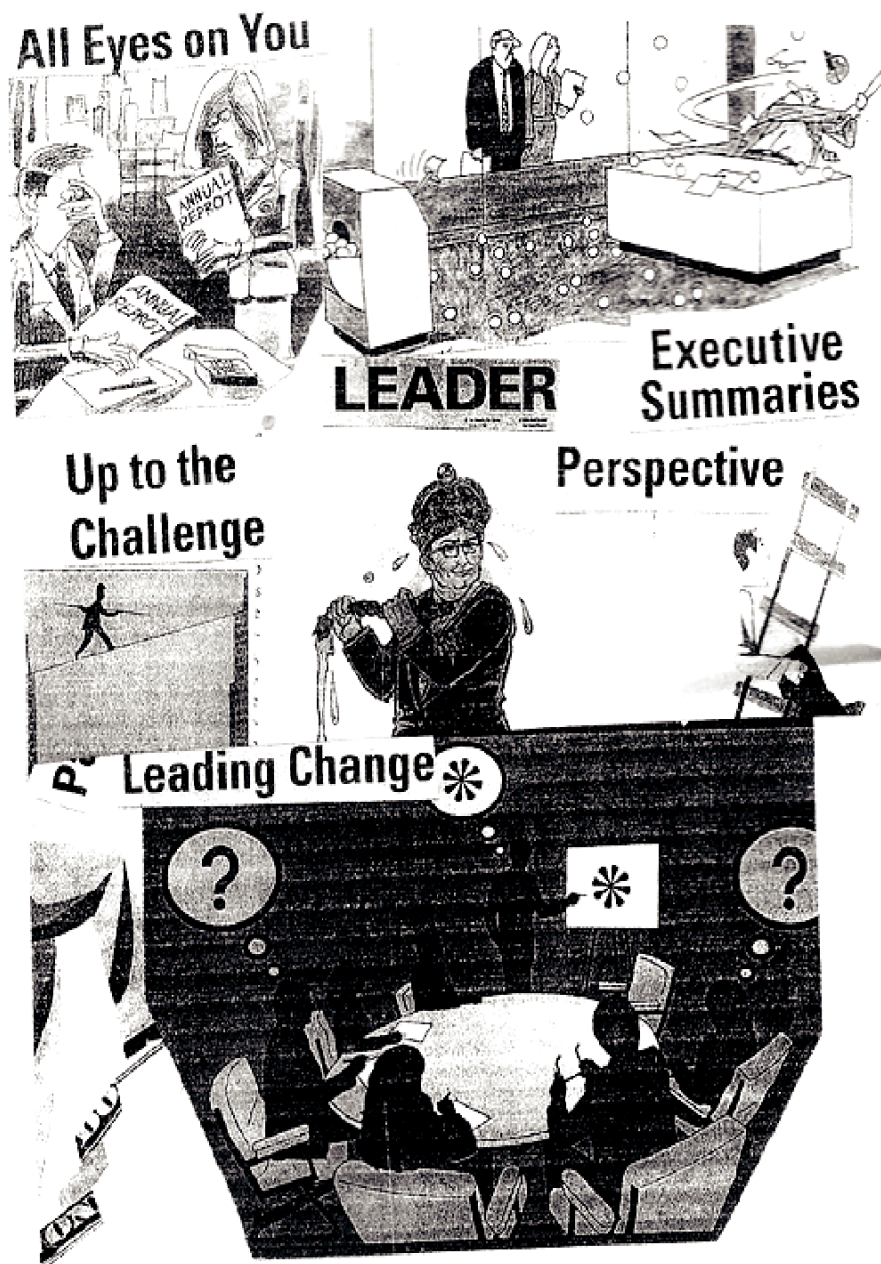
Th e aut ho rs ba sed on the ab ov e na rration ha ve been ab le to pe rceiv e a p roce ss wh er e in th e M an ag em e nt of   Change goes beyond   kn own bo un da rie s or facto rs of Busin ess M a nag e me nt. The re al M an agem en t of C ha ng e s ho ul d be " Manage me nt o f the " Chain of c ha ng e Manage ment Conseq ue nc es" which o ccur in s ucc essio n and the   w eakest-link of the Change Ma na gem ent C hain lead s to fai lures in Effe cti ve Change Ma na gem ent   i n th e long r un. H e nce   the   pro ces s of C h a ng e M anagem en t and its i nfluenc e on s ustai nab ility by s ub divid ing i nto i ndivi du al link of Cha ng e Manageme nt Chain, m ight av oid or re aso na bly delay t he 'U ' turn   or the d ead end sit uatio ns.

The concept of 'sustainability' thro change management

In a very broad term we understand 'sustainability' as the survival and sustenance of all types life. On this 'Planet' earth with adequate security, surety and satisfaction.

In view of the 'Environmental' scenario seen earlier in this paper, we need to be very careful in understanding 'sustainability' under unpredictable and discontinuously changing parameters.

As per laws of physics the action and reactions are equal and opposite to each other. With the same logic 'resistance' to change or resistance to sustainability (achieved through Change Management initiatives) needs essentially 'Boosters' to withhold the drag or fall in the sustainability indices. All effects of today's changes bring about resistances over a long period of time. Hence besides Change Management initiatives, we need to positively introduce (Effectivity Boosters) at periodical intervals to arrest the drag or fall in sustainability. The Effectively boosters (a mix doze of all aspects of anti drag elements, such as Economical, Technological Political, Social etc.) may not necessarily restore sustainability levels but will definitely prevent the 'free fall' of essential elements of sustainability. The following trend graph will explain this concept.

Change management Vs Sustainability

<u>CME</u>

CMI = sustainability Index (SI)

Change Management Intensity / implementation
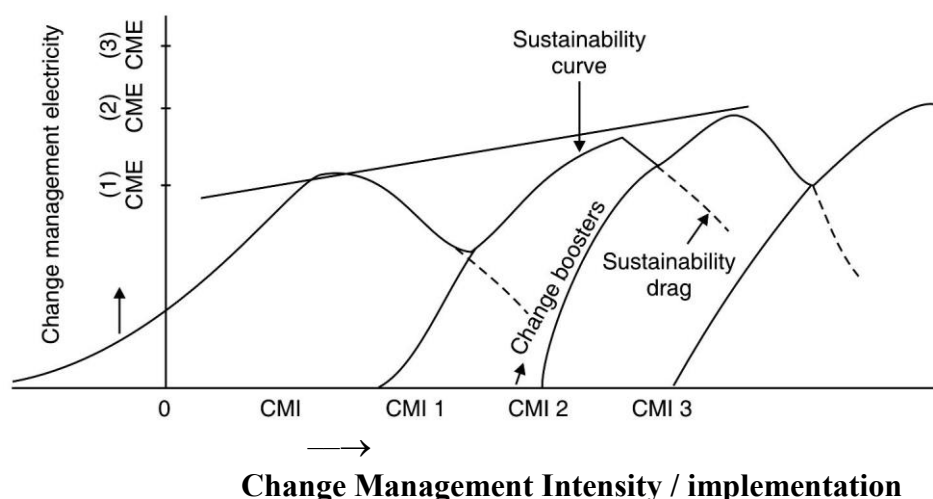
It is therefore necessary to focus more on periodical effectivity boosters to ensure effects of Change Management and the expected levels of sustainability

Recommendations and concluding remarks

The authors wish to clarify that even though the paper appears to high light the 'failures' of 'Change Management' efforts, they are equally aware of the enormous amounts of progress and improvements made in all aspects of 'socio-economical' and 'socio-technological' factors leading to amazing results. The world today has become a honeycomb of activities with higher levels of involvement and interaction between nations creating a 'Global Society'.

However the necessity of 'Change Management efforts' has become all the more urgent in view of the potentially catastrophic elements seen on the sustainability horizon.

I t is n eces sary therefore to e mphasize on th e younge r m inds of the s tudents b y incl ud ing s ubjects and topics on e ve ry elem en t of business enviro n me nt in th e u pd at ed di mensio ns and understa nding th e potential r isks o f un predi ctable a nd disco ntin uo us ch an ges .

' C han ge ' and 'M an ag em e nt of cha ng e' in t he ba ck ground (or fore gro un d) of risk e valuation sho uld form the definitio n and co nc ept under standing .

Th e authors ho pe t hat t he pa per i s of us e to the fac ul ty and stu de nt s o f B-Schools , in cluding t echnocrats fro m Industrie s, bec aus e the sustain abilit y in dex   as d eri ve d and

desc ri be d i n t he pape r w ou ld be o f help in 'I nn ov ati on M an ag em e nt' as well.
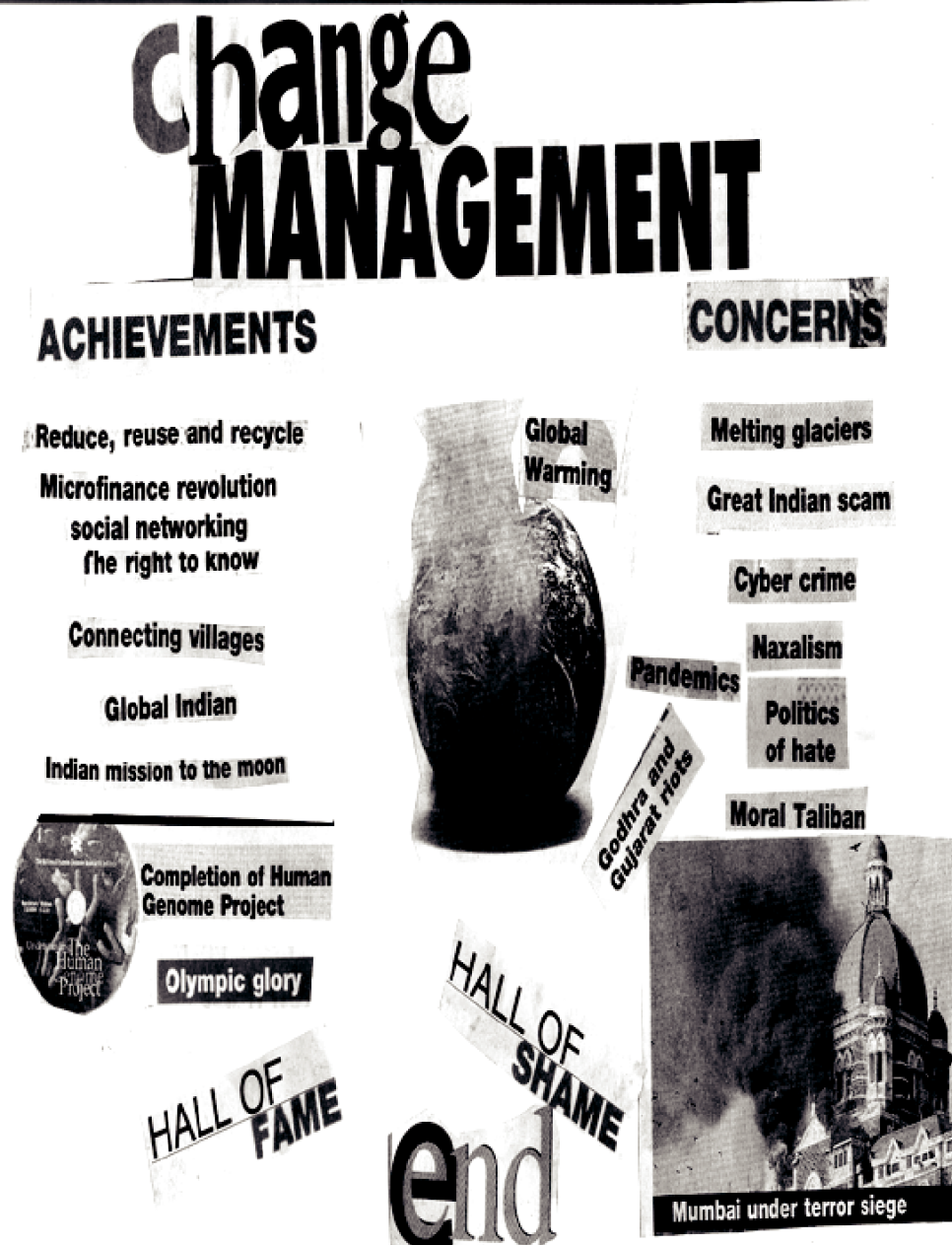
C OL LA GE

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       & Striek Land- 6th edition)

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 [3]   Divergence in the new trend   –   Business World – 21.12.2009

[4]   Leadership-Change Management–Case Study 'Mittal-Arcelor'-AIMS-Bangalore (2006)

[5] Collage Change Management – Collated from Asian Age (22.12.2009)

BiblioGraphy

[1]   Definition of Change Management –   The Strategic Business Management
       (Page 1)   (By Johnson & Striek Land 6th edition)

 [2]   Business Environment   –   The Strategic Business Management
       (Fig.1)   (By Johnson & Striek Land 6th edition)

 [3]   Divergence in the new trend   –   Business World – 21.12.2009
       (Fig.2)

[4]   Leadership-Change Management   Case Study 'Mittal-Arcelor'
       – (Fig.4)   AIMS-Bangalore (2006)

[5]   Collage Change Management   –   Collated from Asian Age (22.12.2009)

A Study of Customer Satisfaction for Current and Saving Accounts of HDFC Bank Ltd. in Pune

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ABSTRACT:
Customers' satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's products. With the phenomenal increase in the country's population and the increased demand for banking services; speed, service quality and customer satisfaction are going to be key differentiators for each bank's future success. Thus, it is imperative for banks to get useful feedback on their actual response time and customers' service quality perceptions of retail banking, which in turn will help them take positive steps to maintain a competitive edge. This paper helps to study the new generation banks in India.
Keywords: Retail banking, customer satisfaction, new generation banks etc.

Definition and Purpose of the Project:

CASA accounts are most prominent in middle and Southeast Asia, and are an attempt to combine savings and checking accounts to entice customers to keep their money in the banks. The current account portion pays no or very low interest, while the savings portion pays an above average return. They are offered free or for a fee depending on minimum or average balance requirements.

About the Industry:

The present Indian banking industry is governed by the Banking Regulation Act of India, (1949) and is closely monitored by the Reserve Bank of India (RBI). RBI manages the country's money supply and foreign exchange and also serves as a bank for the Government of India and for the country's commercial banks. As of now, public sector banks account for 70 per cent of the Indian banking assets.

The Indian banking industry has witnessed a period of consistent growth during the last decade, with banks along with their customers embracing robust systems and processes. The industry has recorded a consistent rise in the number of reporting offices in last few years. With Reserve Bank of India stressing the policy of financial inclusion, there has been a renewed emphasis on rural expansion. However, a large part of Indian village population still remains without banks. It will require further expansion from Indian banks to raise the

penetration levels of banking services in the country, especially in rural areas, home to more than 65% of Indian population.

Persistent high inflation forced the RBI to maintain the benchmark interest rate at high levels. This slowed down the credit off take in the country, which led to an industrial slowdown. Except agricultural loans and personal loans, all other sectors recorded subdued loan growth. High inflation also eroded domestic savings, resulting in a lower deposit growth. However, higher interest rates and volatile market conditions attracted more depositors towards the high yielding and risk free term deposits of scheduled commercial banks. The prevailing adverse economic conditions deteriorated the asset quality of the commercial banks, particularly the public sector banks. High interest rates during the period led to a sharp increase in non-performing assets in public sector banks, bringing their profitability under pressure. The government of India has embarked upon a need-based recapitalization of public sector banks so that they can comply with Basel III norms.

In a recent development, the HDFC Bank Ltd has also come up with new ping pay app . Hence, the long term outlook for Indian banking sector is stable because of a large unbanked population, rising per capita income and a growing middle class. Emergence of new players and technology upgrades will further add to the growth of this sector.

Private sector lender HDFC Bank expects a loan growth of 14 per cent In FV16 .According to an IBA-FICCI-BCG report, India's gross domestic product (GDP) growth will make the Indian banking industry the third largest in the world by 2025. According to the report, the domestic banking industry is set for an exponential growth in coming years with its assets size poised to touch USD 28,500 billion by the turn of the 2025.

Factors promoting growth of Banking sector in India :

- **High growth of Indian Economy:** The growth of the banking industry is closely linked with the growth of the overall economy. India is one of the fastest growing economies in the world and is set to remain on that path for many years to come. This will be backed by the stellar growth in infrastructure, industry, services and agriculture. This is expected to boost the corporate credit growth in the economy and provide opportunities to banks to lend to fulfil these requirements in the future.

- **Rising per capita income:** The rising per capita income will drive the growth of retail credit. Indians have a conservative outlook towards credit except for housing and other necessities. However, with an increase in disposable income and increased exposure to a range of products, consumers have shown a higher willingness to take credit, particularly, young customers. A study of the customer profiles of different types of banks reveals that foreign and private banks share of younger customers is over 60% whereas public banks have only 32% customers under the age of 40. Private Banks also have a much higher share of the more profitable mass affluent segment.

New channel – Mobile banking is expected to become the second largest channel for banking after ATMs:

New channels used to offer banking services will drive the growth of banking industry exponentially in the future by increasing productivity and acquiring new customers. During the last decade, banking through ATMs and internet has shown a tremendous growth, which is still in the growth phase. After ATMs, mobile banking is expected to give another push to this industry growth in a big way, with the help of new 3G and smart phone technology (mobile

usage has grown tremendously over the years). This can be looked at as branchless banking and so will also reduce costs as there is no need for physical infrastructure and human resources. This will help in acquiring new customers, mainly who live in rural areas (though this will take time due to technology and infrastructure issues). The IBA-FICCI-BCG report predicts that mobile banking would become the second largest channel of banking after ATMs.

Standard activities :

Banks act as payment agents by conducting checking or current accounts for customers, paying cheques drawn by customers on the bank, and collecting cheques deposited to customers' current accounts. Banks also enable customer payments via other payment methods such as Automated Clearing House (ACH), Wire transfers or telegraphic transfer, and automated teller machine (ATM).

Theoretical Background:

According to Young Han Bae:

Customer satisfaction-customer loyalty

Over the last few decades marketing literature has defined customer satisfaction in many ways. Some marketers specify it as pleasurable fulfillment of satisfying some need, desire or goal. In spite of many definitions of customer satisfaction in the literature, a common way to define customer satisfaction is to follow the approach of the expectancy - confirmation paradigm. In this perspective, customer satisfaction is described as the consumer's evaluation that products or services meet or fall to meet the customer's expectation. Out differently, customer satisfaction consists of post-consumption judgment concerning product or service quality, given pre-consumption expectations.

Theory on customer satisfaction:

From this expectancy-confirmation/disconfirmation point-of-view, customer satisfaction happens in the case of a buyer's post-evaluation of a specific purchase experience (or experiences), dependent upon the buyer's quality perceptions and expectations, and confirmation/disconfirmation – the discrepancy between actual and expected quality.

Expectation confirmation theory involves four primary constructs: expectations, perceived performance, disconfirmation of beliefs, and satisfaction.

Expectations refer to the attributes or characteristics that a person anticipates or predicts will be associated with an entity such as a product, service, or technology arte-fact. Pre-purchase or pre-adoption expectations form the basis of comparison against which the product, service, or technology is ultimately judged.

Perceived performance refers to a person's perceptions of the actual performance of a product, service, or technology. According to expectation confirmation theory, perceptions of performance are directly influenced by pre-purchase or pre-adoption expectations, and in turn directly influence disconfirmation of beliefs and post-purchase or post-adoption satisfaction. Perceived performance is also posited to indirectly influence post-purchase or post-adoption satisfaction.

Disconfirmation of beliefs refers to the judgments or evaluations that a person makes with respect to a product, service, or technology. These evaluations or judgments are made in comparison to the person's original expectations. When a product, service, or technology out

performs the person's original expectations, the disconfirmation is positive, which is posited to increase post-purchase or post-adoption satisfaction. When a product, service, or technology underperforms the person's original expectations, the disconfirmation is negative, which is posited to decrease post-purchase or post-adoption satisfaction (i.e., to increase dissatisfaction).

Post-purchase or post-adoption satisfaction refers to the extent to which a person is pleased or contented with a product, service, or technology after having gained direct experience with the product, service, or technology.

Objective

Primary objective
- To study the customer delight for CASA of HDFC Bank Ltd in Pune.
- To understand the process of customer acquisition with respect to CASA.
- To identify the opportunities for CROSS SELLING.
- To understanding the process for generating leads.

Other objective/Secondary
- To study the potential market for CASA.

Research Methodology

Method of Research:
- **Survey Method**

Questionnaire are made for the salespeople of the Bank and the customers, so that we can judge products and selling methods for better customer services which would be beneficial for the bank and for the customers also.

- **Type of Research:**

Descriptive: The type of research is Descriptive where in the collective information is tabulated along a continuum in numerical form. Visuals aids such as graphs and charts to aid the reader in understanding the data distribution for customer satisfaction index.

- **Data Type:**

Primary data:

The primary source data is obtained from the company's brochure and product holding reports, which contain all the different types of products offered by the bank (HDFC Bank Ltd.) and along with their schedule of charges and reports contain portfolio records of different customer along with varieties of products which they are holding. Further information gained from the discussion with the company staffs and the records of the company.

Further data is being collected from the company's website, which provides brief understanding of the products, their features and functions and some data is being collected from the standard

- **Data Collection Tools:**

Questionnaires

This method was followed to take customer feedback and calculate customer satisfaction index.

- **Sampling plan:**

The sample units of the project report are the walk-in account holders (customers) in HDFC Bank Ltd. The sample size is 100 individuals. The survey is done in a bank with walk-in customers and outside the bank during field visit.

Data analysis:
- What kind of account do you maintain in this (HDFC) bank?

Accounts Maintained	No. of customers
Saving A/C	50
Current A/C	25
Youth A/C	15
Priority A/C	10
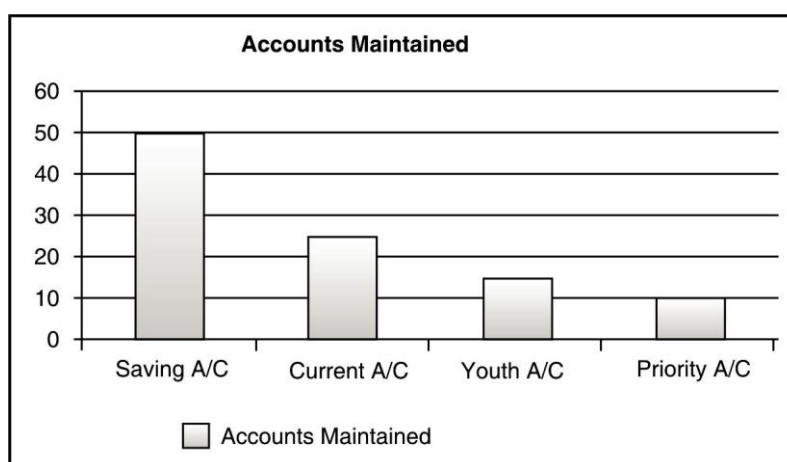
Fig: 1:

Interpretation:

From the above data it indicates that around 50 customers have maintain savings a/c, 25 have current a/c,15 have youth a/c and rest 10 are priority customers.

Table 2 : State a reason for using saving / current Account Services offered by HDFC Bank Ltd?

| Reasons for using account	Percentage of customer
Near to home	25%
Convenient to do transactions	15%
Brand name of the bank	45%
Services of the bank is attractive	10%
Other reason	5%

Fig: 2

Reason for using Account
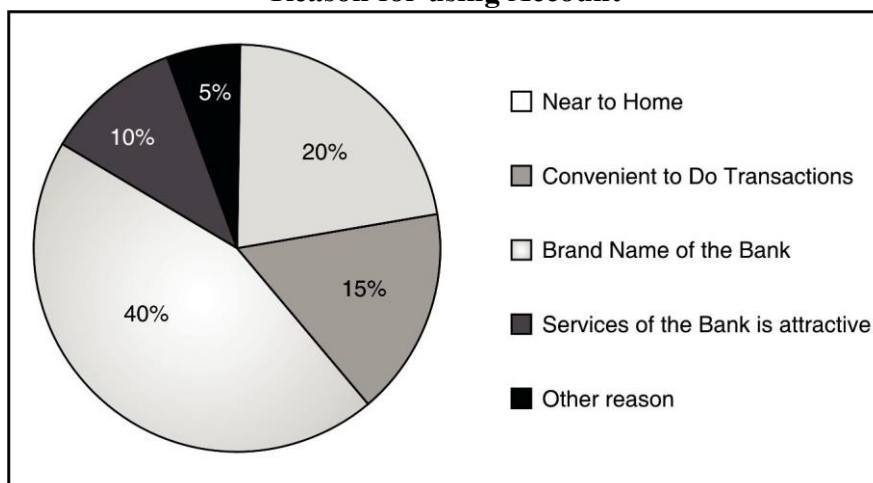
Interpretation:

The above table and pie chart indicates that around 25%customers have their a/c in HDFC Bank Ltd because it is near to their home, other 15%feels that its convenient to do transactions, 45%customers have their a/c because of bank's brand name and rest 5% have other reason.

The main reason behind using an account in HDFC Bank Ltd is of its brand name in the market and the loyalty made by the bank towards its customers.

Table 3 : Do you feel that procedure to open an account with the bank was difficult?

Difficult Procedure	
Yes	30%
No	70%

Fig: 3

Difficult Procedure
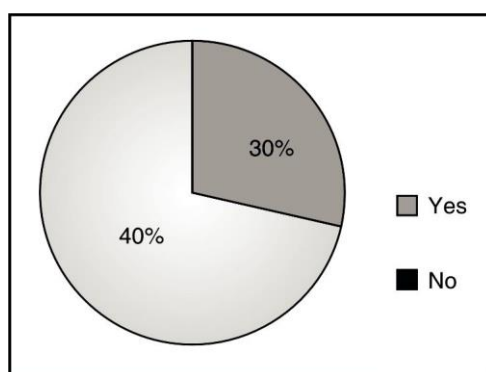
Interpretation:

Here from the figure we can conclude that Most of the people i.e. 70% didn't find any difficulty while opening an account while the rest 30% find it difficult to some extent.

**Table: 4 Which of the following facilities is given more importance to you at the bank?**

Facilities Given	Importance
Loan facility	25%
O/D facility	30%
ATM facility	40%
Locker facility	5%

Fig: 4

Facilities given by bank
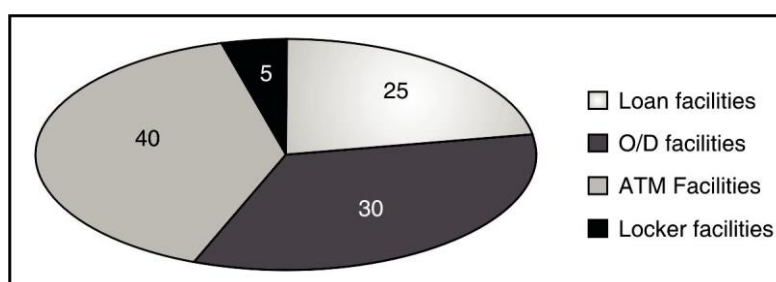
Interpretation:

It has been observed that around 40% customers thinks that ATM facilities of the bank has more important to the customers,25% thinks about Loan facilities,30% thinks for the overdraft facility and 5% thinks its locker facilities. Thus, HDFC Bank Ltd has largest ATM network among private banks in India, so most people like its services.

Table: 5. How do you rate the charges for non maintenance of minimum balance in Saving Account of HDFC Bank Ltd?

Charges	Percentage
Low	10%
Medium	60%
High	30%

**Fig: 5**

Charges for non maintenance of minimum balance
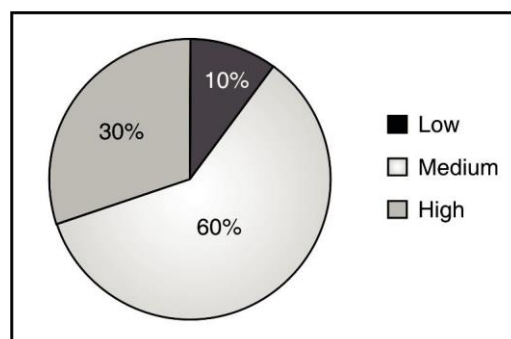
Interpretation:

It has been observed that around 30% people thinks that the charges for maintaining minimum balance is high in HDFC Bank Ltd,60% thinks its average and 10 % thinks its low.

Table: 6 How do you rate the Value added services like mobile banking, net banking, customer support, etc.?

Rating of VAS	Service rating
Good	60%
Average`	30%
Poor	10%

Fig: 6

Value added services
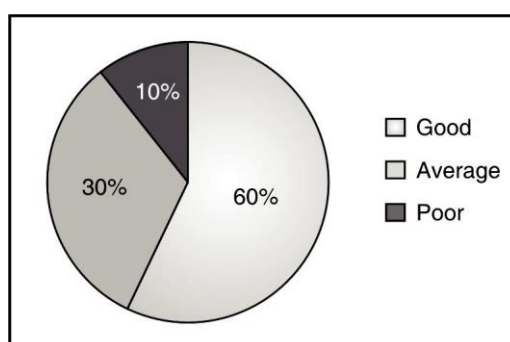
Interpretation:

The above data indicates that value added services provided by HDFC Bank Ltd is good as 60% of the people agrees ,30% average and 10% poor, so it can be said that HDFC Bank Ltd provides good value added services.
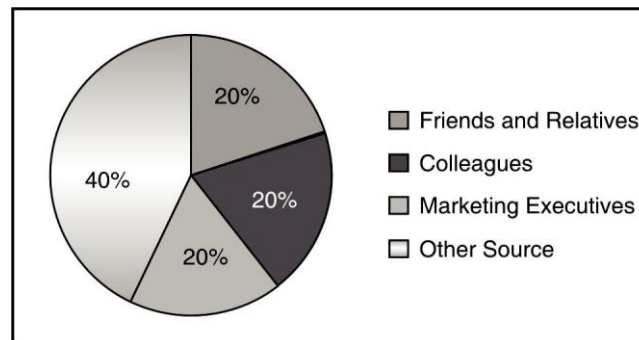
Table: 7 From which source did you know about saving / Current Account of HDFC Bank Ltd?

Sources	Percentage of customers
Friends and relatives	20%
Colleagues	20%
Marketing executives	20%
Other sources	40%

**Fig: 7**

Sources to get to know about savings account

Interpretation:

It has been observed that 60% of the people get to know about saving a/c in HDFC Bank Ltd is through friends & relatives, colleagues and marketing people and other 40% get to know from other sources.

Table: 8 Customer feedbacks on the basis of different attributes of salesperson of HDFC Bank Ltd.

Feedback	Delighted	Satisfied	Neutral	Dissatisfied
Approachability	20	15	11	3
Bank knowledge	22	18	7	3
Responsiveness	18	23	7	2
Speed of service	16	15	12	7
Availability	28	14	4	4
Solution/Insight selling	23	13	9	5

Fig: 8
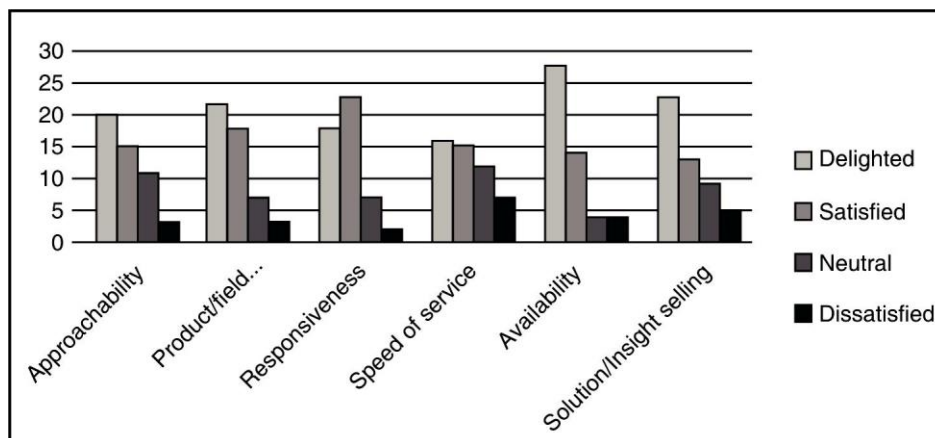
Interpretation:

The above table indicates that most of the customer is delighted with the following attributes of the salesperson i.e.:

- Approachability
- Bank knowledge
- Speed of service
- Availability & Solution/Insight selling
- Responsiveness of employees/salesperson should be improved so that customer doesn't have to wait and find a better solution.

Table: 9 What do you feel about overall service quality of your bank?

Service quality	Percentage of customer
Excellent	30%
Good	40%
Average	20%
Poor	10%

Fig: 9

Overall service quality of the Bank
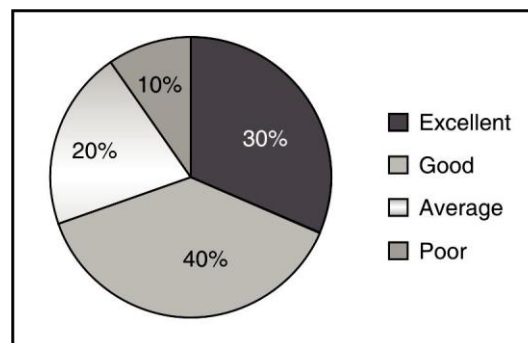
Interpretation:

From the above pie chart we conclude that 40% of the people think good service quality of HDFC Bank Ltd, 30% thinks excellent, 20% thinks average and 10% thinks poor service quality.

Conclusion

- As per the survey, minimum quarterly balance for savings a/c should be reduced in order to increase the no. of customers, so that potential growth of the bank would be more from increase in no. of savings a/c.
- Charges for non-maintenance of average quarterly balance can be reduced to sustain existing and to allow more new customers to open an account in bank. So that many customers can switch their a/c in bank which would result in increase in a/c
- In front of a customer, a salesperson should be confident and have deep knowledge of his product that will be offered, it would impact the salesperson skills on the potential growth of the bank.

- Different skills of the salesperson like Approachability, responsiveness, availability are satisfactory for the customers and can be improved more to make customer delightful.
- While working in HDFC Bank Ltd I found that this bank has developed manifold in short period of time due to facilities and services provided to their customer.

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Distributed Computing Solution for Data Intensive Data Mining Applications

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***ABSTRACT** :*

The information age has brought us in front of a huge data deluge. At the same time, data analytics is becoming more complex and computing resource intensive. Data Mining is one such extremely resource intensive and complex operation. Distributed Computing seems to be the only solution.

MapReduce provides a higher level of abstraction to leverage cluster infrastructure through a high level programming language but it can be applied only to scientific applications which satisfy the composable property. This property does not hold for majority of data mining algorithms and thus, there are limited applications of MapReduce in data mining.

The paper proposes development of a high-level domain (data mining) specific programming language which could be considered as a hybrid implementation of MPI with OpenMP and Intel TBB to leverage an underlying cluster infrastructure thereby exploiting both multi-core and multi-node parallelism to enhance the performance of various data mining algorithms.

The Paper also presents various tools that can be used for performance analysis and benchmarking on the infrastructure.

***Keywords:** MapReduce, Message Passing Interface (MPI), OpenMP (Open Multi Processing), TBB (Intel Thread Building Blocks)*

Introduction

The objective of the paper is to present the work done to achieve parallelism in cluster computing applied to the data mining algorithms.

The paper depicts the mechanism of setting up of the cluster, usage of K – means algorithm on the cluster exploiting the computational performance on frameworks supporting various parallel programming languages that include OpenMPI, OpenMP, Intel TBB, etc.

The paper also details the results of profiling carried out using the profiling tools like Vampir, Trace profiler etc

1.   Proposed Cluster Setup

A typical cluster was set on 3 machines with the following configuration (a) Two machines with 4GB Ram with Intel Core 2 Duo Processors and (b) One machine with 1 GB Ram with Intel Core 2 Duo Processor. One of the machines acted as the master and the remaining two were treated as slaves. Three alternatives namely (a) Debian with Kerrighed (b) Pelican HPC and (c) Ubuntu Beowulf Cluster for cluster setup were analyzed. The parallel programming was done on OpenMPI (Open source implementation of MPI) which was installed on all three machines in order to exploit the parallelism in computing while running the Data Mining algorithms. As a result of Analysis, Beowulf Cluster [1] [2] which is a collection of privately networked computers

which can be used for parallel computations was finalized to setup the cluster. It consists of commodity hardware running open source software such as Linux or a BSD, often coupled with PVM (Parallel Virtual Machine) or MPI (Message Passing Interface). A standard set up was done which consisted of one master node to control a number of slave nodes. The slave nodes were typically headless and generally all accessed the same files from a server.

2.   Parallel Programming

After a detailed study and Analysis of various parallel programming frameworks namely:

(a)   MPI (Open MPI) which is a language-independent high performance, scalable and portable communications protocol supporting both point-to-point and collective communication.

(b)   OpenMP (Open Multi-Processing [4] which is an application programming interface (API) that supports multi-platform shared memory multiprocessing programming in C, C++, and Fortran, on most processor architectures and operating systems, including Linux, Unix, AIX, Solaris, OS X, and Microsoft Windows platforms **and**

(c)   Intel TBB (Intel Threading Building Blocks which is a a C++ template library developed by Intel Corporation for writing software programs that take advantage of multi-core processors)

The Paper proposes the usage of parallel K means algorithm for implementation of Data Mining Application. This algorithm has been modified to our needs and used for experiments and analysis.

The code developed is self adaptable to run for any number of dimensional data. It uses Euclidean distance to calculate distance between two points. This code can take input data in text as well as binary format.

Apart from that various versions of the code have been developed using various parallel programming languages (mentioned earlier) independently. One version for MPI, one version for OpenMP, one version for Intel-TBB and another version was for hybridized MPI + OpenMP was developed. All the versions were tested and analyzed separately. The subsequent sections details out the hybridized version's implementation and profiling (analysis)

3.   Parallel hybrid Implementation

A mixed mode code was written in Open MPI- Open MP mode. Hybrid programming was done in order to leverage the machines of the cluster as well as the multiple cores of each machine of the cluster. Open MPI is used to communicate between the nodes of the cluster, while Open MP handles thread level operations within the same machine [2],[3],[4].

Hybrid part was incorporated in the 'k means' function which handles the core computations. The hybrid code was compared with serial and Open MPI code and was found to scale up pretty well compared to both.

3.1   Details of hybrid code

The initial reading of points from the file was carried out with pure Open MPI. From the earlier analysis of serial k-means code we could isolate the hot spots in the code which consumed most of the execution time. The computation part was found as the bottle neck in serial k-means code.

The computation part which involves distance calculation and computation of mean was done in hybrid mode where multiple threads run within each process. The distance of each data point from the seeds are computed and the points are assigned to the nearest. This was done concurrently by the processes created by Open MPI in the multiple nodes.

In the hybrid mode multiple threads were made to run within the Open MPI processes where the threads execute parallel on the multiple cores of the nodes.

3.2   Steps in hybrid mode K-means

(i)   The master process reads the input file and divides the file into equal chunks among the processes. Example: If the input file has 1000 rows and there are 4 processes, each receives a chunk of 250 lines.

(ii)   Each process receives the respective input chunk of data through MPI_ Send

(iii)   The first set of points from the input file is chosen as the initial cluster centres or the seeds by the master process. Its broadcasted to the slaves

(iv)   The distance of each point to the seeds is calculated and points are assigned to the nearest seed. Each process will compute the distance calculation for its chunk of data points. Multiple threads run within each process. In a dual core machine two threads are active at a time. Hence distance of two data points from the seeds are calculated at a time.

(v)   The data points are assigned to the nearest cluster. The process is repeated until convergence.

4.   Profiling

This section briefly describes the profiling that has been done in order to analyze the performance gain achieved by parallelizing the hybrid code. The subsection proposes various profile tools that can be used to profile the performance of the developed parallel code

4.1   Profiling Tools

Various profiling options were available. They are described below.

1.   Time stamp based profiling - simple capture of CPU time stamp before and after the function to be profiled and then difference is taken and reported as time spent.

2.   Using linux default C profiler (gprof) - Linux provide a very good C profiler which outputs lots of information about a serial code like time spent in each function, function call tree and number of function calls made.

3.   Vampir [6] provides an easy to use analysis framework which enables developers to quickly display program behaviour at any level of detail. It converts performance data obtained from a program into different performance views. Also, it supports navigation and zooming within these displays.

4.   PGPROF (Graphical Performance Profiler) [7] is a powerful and simple-to-use interactive postmortem statistical analyzer for MPI process-parallel and OpenMP thread-parallel programs as well as programs incorporating PGI Accelerator directives and CUDA Fortran.

4.2 Profiling Results

The program has been executed for with various variants. Firstly separate implementations have been made for OpenMPI, OpenMP and Hybrid Version (OpenMPI + OpenMP). Then each of them have been profiled for datasets varying from 1 lac to 10 million data points along with variation in dimensions ranging from 4 to 20. The result of profiling the OpenMPI code has been presented below.

4.2.1 Profiling OpenMPI code

The OpenMPI code was profiled using Vampir Trace. The K-means algorithm has been written in a parallel version to run on MPI. This has been profiled in its execution. Profiling has been done for the datasets of 1 lac, 1 million and 10 million respectively. At the same time the dimensions were also varying between 4, 8 and 12. The numbers of clusters have been kept as 4 in all 3 cases. The results of profiling have been shown below.

**Table 1: Profiling results of K-means (MPI version)**

No. of points	No. of dimensions	Totaltime	mpi_read	mpi_kmeans	MPI_init	MPI_Bcast	MPI_Varrier	MPI_Allreduce
1lac	4	0.681	0.117	0.449	0.05521	0.000357093	0.000302706	0.144
1lac	8	0.811	0.29	0.47	0.049021	0.0003843	0.000281957	0.288
1 lac	12	1.058	0.359	0.493	0.05098	0.000379184	0.000307962	0.443
1 m	4	1.784	0.999	0.375	0.057037	0.0003334904	0.000296352	1.366
1 m	8	4.715	2.671	0.384	0.59802	0.000344106	0.00030055	3.718
1 m	12	6.774	3.943	0.421	0.053716	0.000363992	0.000298881	5.892
10 m	4	15.293	12.09	0.406	0.055108	0.000323375	0.000301523	14.725
10 m	8	29.0714	25.768	0.412	0.051535	0.000365094	0.000298305	28.446
10 m	12	42.542	40.87	0.735	0.077187	0.000445577	0.000305919	41.489

In Table 1 Total Time denotes the total time for execution including the computation and the I/O time. "mpi_read" represents the time taken for I/O as part of reading the data points into the main memory. "mpi_kmeans" represents the execution or computation time. "MPI_init" indicates the time taken to initialize, "MPI_Bcast" denotes the time take to broadcast the messages and "MPI_Allreduce" denotes the total reduction time at the master node after each iteration and at the end of the whole execution. The unit of measurement of time was in seconds.

5. Observations

5.1 General

An observation that can be made here is that the I/O is happening in parallel. The slaves are not waiting until the data is completely transferred from master to all slaves. That's where parallelism is exploited giving performance gain over the sequential version of the program. Another important observation that can be made here is that the I/O time is the bottleneck. The I/O time is much more than the computation time. The results have been graphically represented below.
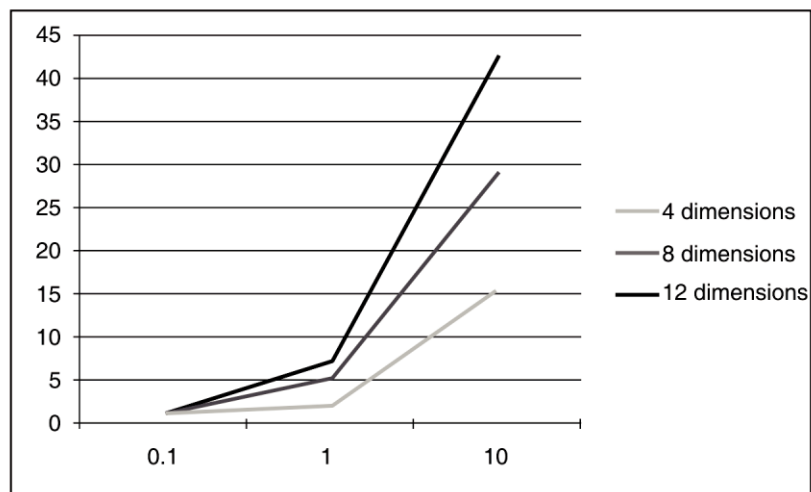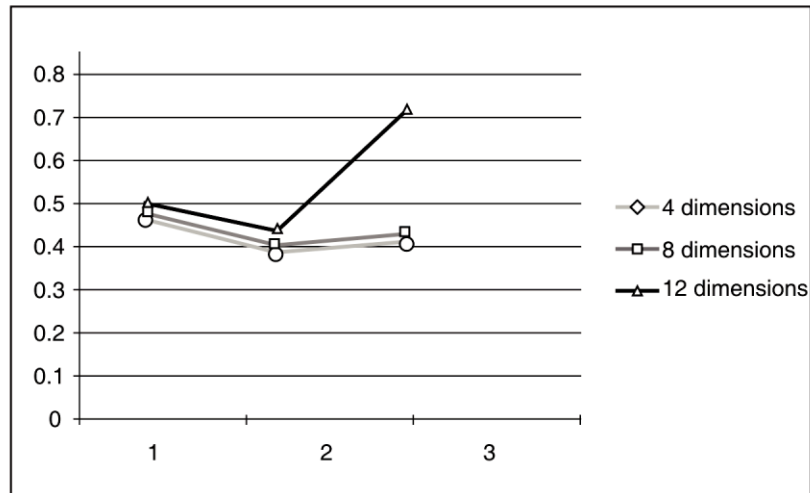
Fig. 3: Plot of Total Execution time vs. size of the data set (million) with varied dimensions. (MPI version)
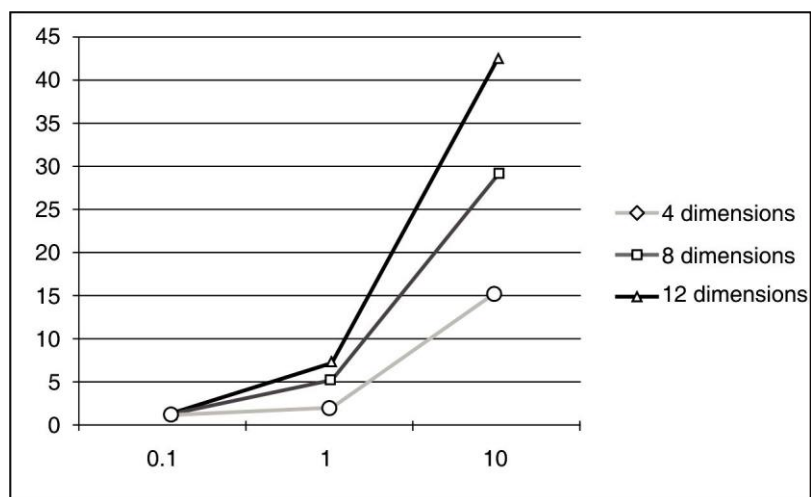
Fig 4: Plot of Total I/O time vs. size of the data set (million) with varied dimensions. (MPI version)

Fig 5: Plot of Total Computation time vs size of the data set (million) with varied dimensions

5.2 Regarding Hybrid Code

The hybrid code showed ample gain in computation time as compared to the serial and pure Open MPI code. The distance calculation part which was identified as the bottle neck in serial code could be highly reduced in the mixed mode programming. The hybrid code was compared with the results of pure Open MPI, and there was good scale up with respect to the computation time. The thread creation overhead was delaying the execution of hybrid in many cases; it was found out that I/O was a bottle neck in the parallel code.
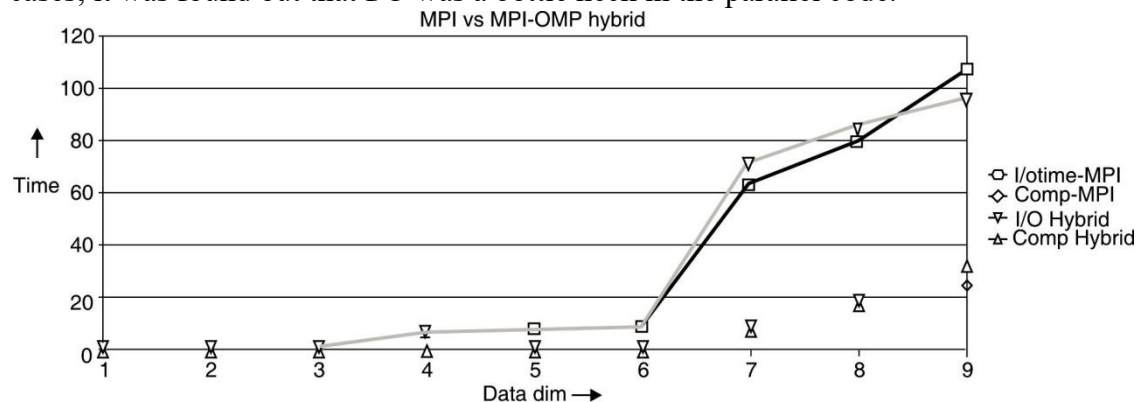
Fig 6: Comparison of hybrid code with MPI code

5.3 Proposed strategies to improve I/O time

In order to improve the I/O timing the data files were converted to binary mode and the entire file could be read in just a single run File_read command. This was found to reduce the I/O time to a great extent.

6. Conclusion

The work presented in this paper establishes the superiority in running the parallel programs over the sequential ones exploiting the process level parallelism.

A few recommendations that can establish a better performance of the cluster are as follows:

Usage of a Distributed file system would help in achieving data parallelism. Also it would be possible to segregate the roles of master and slave with better clarity.

Also the *Beowulf cluster* needs to be changed to a High performance cluster such as *Pelican HPC* and then conduct the experiments.

Decide on efficient and accurate profiler for MPI and OpenMP code which can help in comparing and bench-marking the results with Hadoop. Vampir and PGPROF continue to remain as viable options.

7.   Future Work

PGI Cluster Development Kit can be used to build the cluster. This provides features for profiling, debugging parallel programs of both OpenMPI and OpenMP. This can help to dig out the parallelism benefits more efficiently and give better performance results.

Increase the number of nodes in the cluster. Hybrid code as well as Hadoop is supposed to scale up well with more number of machines as per recommendations.

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[6]   http://www.vampir.eu/

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A Study on Web based Marketing with reference to Osumare Marketing Solutions

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ABSTRACT:

Websites plays a vital role in Global Business. Osumare marketing solutions aims to be global leader in website designing and web application development. Through website you can publicize your business, services or products to millions of potential customers. Having a web site can increase your sales. You can update your web site with your latest news or prices much easier and cheaper than print based media. A web site can save you lots of money in communication and administration costs. You can link your web site with other advertising campaigns therefore creating brand awareness. Your business can advertise and publicize on internet 24 hours a day, 365 days of the year. Your business now has extra outlet for taking orders. Web sites are easier and cheaper to change/update, than conventional print based media.

This Research paper aims at finding and understanding advantages of using websites for business to grow. Primary data has been collected through questionnaire by contacting small and medium scale business concerns. Their opinions and suggestions have been recorded and have been analysed. The major objectives of this Research Paper are to find and understand the awareness of Web Based marketing in Pune city and clients interest in marketing through websites.

Key Words: Web Based Marketing, Promotion and Branding, Profit Maximisation.

Introduction

Research is an art of scientific investigation. It is a movement from known to unknown. Curiosity is an essential natural feeling of every human being. Whenever the unknown facts confront us, we try to find meaning and causes of that fact. This feeling of human being is the mother of methodology of whatever the unknown, is called as research methodology. Research methodology gathers new knowledge or data from primary sources.

Websites plays a vital role in Global Business. Osumare marketing solutions aims to be global leader in website designing and web application development. Through website you can publicize your business, services or products to millions of potential customers. Having a web site can increase your sales. You can update your web site with your latest news or prices much easier and cheaper than print based media. A web site can save you lots of money in communication 1and administration costs. You can link your web site with other advertising campaigns therefore creating brand awareness. Your business can advertise and publicize on internet 24 hours a day, 365 days of the year. Your business now has extra outlet for taking orders. Web sites are easier and cheaper to change/update, than conventional print based media. Content Management System can set-up so that you can update any section of your

web site, whenever you want as often as you want. Web sites make it easier for customer to do business with you. These customers can be global or local. You can compete with other companies in your market area. You can now compete with other companies in your market area. You can now place your web site address on your business card to enhance your image. You can use your website to network with other companies and build better business relationships, locally and around the world.

Osumare marketing solution is a Pune based company. The company also extended its braches to Nagpur and currently osumare is opening one more branch in Mumbai.

Objectives of Research

- To know the awareness of web based marketing in selected business units in PCMC.
- To know and understand clients interest in marketing through websites.
- To understand reasons and benefits of building websites for business.

Scope of the Research

You can publicize your business, services or products to millions of potential customers. Having a website can increase your sales. You can update your latest news or prices much easier and cheaper than print based media. A website can save you a lot of money in communication and administration costs. You can link your website with other advertising campaigns therefore creating brand awareness. Your business can advertise and publicize on the internet 24 hours a day, 365 days of the year.

Limitations of the Research

- The survey conducted is limited to a certain area only i.e., the geographical area was limited to a certain extent (limited to the Pimpri-Chinchwad city only).
- The sample selected for the survey may not represent the exact universe.
- Some of the responses were collected over on the phone and through e-mail and for which exact feelings or responses was not gathered.

Introduction of the company

- **OSUMARE** – Our name itself represents a 'Rainbow' that stands for vibrant ideas popping out of the human brain!

Osumare Marketing Solutions (OMS) is a core marketing company dedicated in addressing your marketing needs so that you can optimize your marketing goals and attain maximum profit. They are passionate about marketing and intend to introduce to unique, beak-through and creative marketing solutions. OMS has abundant professionally-trained energetic marketing teams supported by fully-equipped resources to counter-attack challenges posed by your competitors.

Theoretical Framework

Today internet is not the home ground of an elite few, but the domain of the masses. Apart from being a vast repository of information, internet is also a best and excellent media for global exposure. The internet is a group of worldwide information highway and resources which enabling the world to become truly an information society. The internet is a shared global computing network.

A website is a collection of documents known as WebPages (or pages for short that contain information: images, words digital media, and the like. The main page in a website is called homepage, and the other pages of websites are called subpages. These are connected by hyperlink, which are spots on a page (usually text or images) that, when clicked, take the user to different location. This can be another subpage, another location on the same page, or another website altogether.

Reasons to have web based marketing

- Assurance of customers hits.
- Highly cost-effective compared to other mediums of marketing.
- Brings customers to you instead of you investing resources to approach customers.
- Direct full payment to Merchants.
- Global presence.
- Helps you to build a Brand.
- Every response is tracked and measured.
- Lowest customer's acquisition cost.
- Business availability to customers 24 x 7.

Benefits of websites

1. **Increase Awareness Of Produts/Services:** A website provides the opportunity to publish the who, what, where, when and why of your business in a powerful and effective manner. How many potential customers might be saved if they could learn a little more about you, your company, your product, etc., without having to phone or taking the time to meet in person? A website makes it easy for customer to learn more about your business at their own pace.

2. **Expands Market Place:** A website can expand your reach to a market that may have been difficult or expensive to reach through traditional advertising. Increasingly, people search the Web rather than the Yellow Pages when looking for a service or a product. You'd be amazed how much shopping occurs on the World Wide Web overnight! With an e-commerce site you can even make sales when your offices are closed. Currently over 75% of the people in the US access the Internet, up from over 40% at the end of 1999.

3. **Increases Hours of Operation :** Not only will your website be there 24 hours a day, 365 days a year with the possibility of reaching millions of people every day, but now your customers are able to contact you outside of your normal business hours. Your website is working for you while you are at leisure or asleep, and is not dependent on your having a PC or leaving your PC switched ON.

4. **Marketing Tool:** Replace or Compliment Existing Sales and Marketing Channel: It's a very cost method for promoting your business. By advertising your website, in addition to your product or services, you give potential customers the opportunity to learn far more about your product or services than you could ever place in an ad. Advertising experts agree the Internet will become an increasingly popular advertising medium, with anticipated spending eclipsing $15 billion and have an 8% increased share of all advertising spending by 2005.

Reduce Costs/ Improve Efficiency:

(i)   Reduce publishing cost: One of the largest expenses a business can incur is designing, printing, and delivering marketing materials. Websites are quicker, easier and more cost-effective to update than print based media. You can keep your website more current, more affordable than any other media can. With a website, you can instantly publish that same information: new product announcements, employment opportunities, contact information, coupons, almost anything, without material or delivery costs. People can learn more about you instantly just by visiting your website.

(ii)   Reduce marketing costs:Buying advertising space whether it's a newspaper ad, billboard or radio spots, can be expensive. In addition the burden of the hours spent trying to figure out the perfect words to say in a limited space.

(iii)   Reduce communication cost: A website can do far more than sell products. You can have pictures, details and prices of your products/ services, the very latest company information, hours of operation and maps indicating the location of your company's outlet on your website. It can supply your staff, suppliers and business partners with important and timely information.

Methodology

The sample size taken was of 100 and sample area was Pimpri-Chinchwad city. The Primary information was collected through Questionnaire and secondary sources of information were collected through reports shared by the company and discussions with the Marketing staff of the company. Research Journals and web content has also been used for collecting secondary data.

Presentation, Analysis and Interpretation of data

1) What is your Business type?

|	
Optician	11
Restaurant	08
Spa	06
Gym	08
Dentist	11
Clothing	09
Saloons	08
Skin care	08
Classes	09
Furniture	07
Hotels	07
Beauty parlours	08

Business type
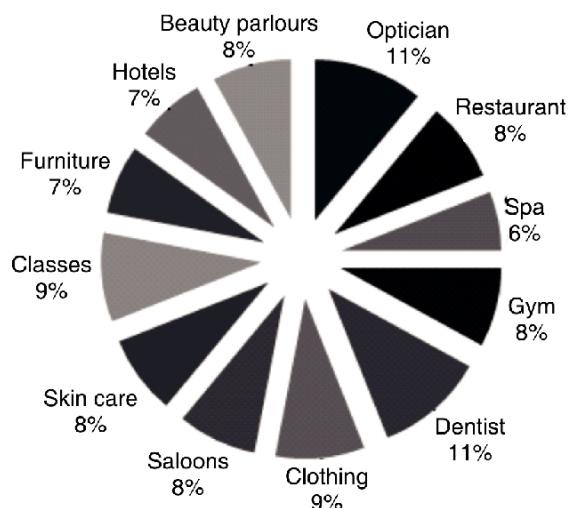
Interpretation

We can see in above pie-chart the different types of business that can use this platform. These businesses are mostly small scales, which are looking ahead in the business and web based Marketing provide them the platform to grow their business.
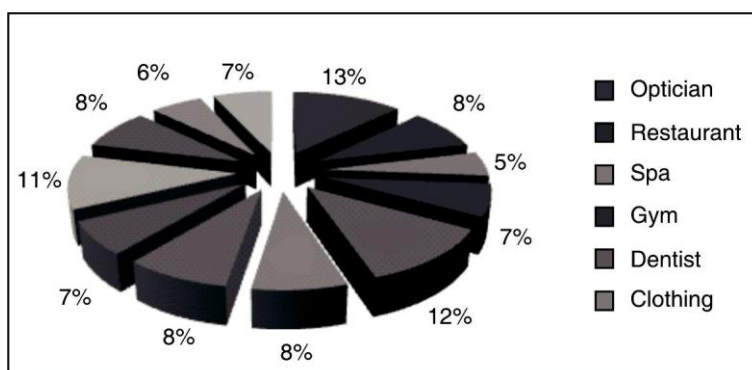
2)   Are you satisfied with profit of your business?

Response	No. of Respondent	Percentage
Yes	71	71%
No	29	29%

Satisfied
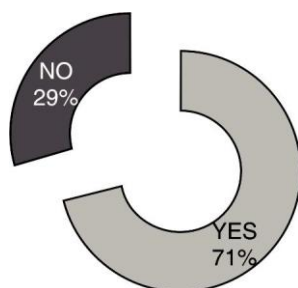
Business Name

Interpretation

As you can see 71% people are satisfied with their profits in business but still there are 29% people who are not happy with their profits in business. Our job is to find out reasons and make them satisfy with their profits.

3)   Are you doing marketing for your business?

Response	No. Of Respondent	Percentage
Yes	66	66%
No	34	34%

Marketing of Business
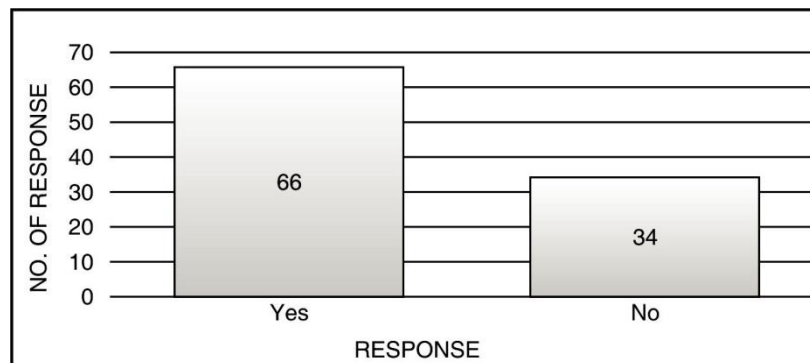
Interpretation

As we can see from the graph that 66% respondents are doing marketing for their business and rest of 34% respondents think that there is no need for marketing of their business. Our targets were those 66% respondent who think that there is need for marketing of their product in the market to expand their business so we targeted those 66% respondents.

4)   If yes, which marketing media do you use?

| Response	No. of Respondent	Percentage
Advertisement	26	40%
Sales Promotion	20	30%
Public Relation	10	15%
Direct Marketing	10	15%

Sales
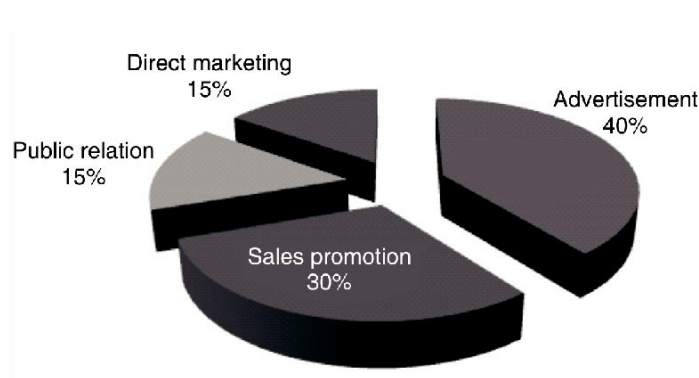
Interpretation

66 respondents were doing marketing of their product through various media. For example, 26 respondents use advertisement for promoting their product, 20 respondents use sales promotion techniques, 10 respondents use public relation to increase their sales and 10 respondents were busy with direct marketing.

5)   Are you satisfied with the results of your marketing?

| Response	No. of Respondent	Percentage
Yes	32	48.48%
No	34	51.51%

Results of marketing
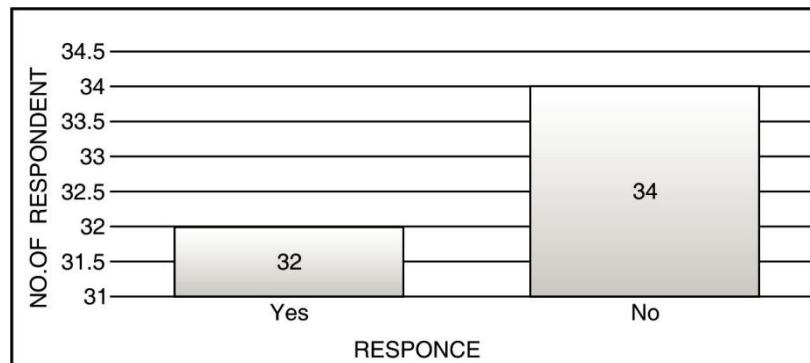
Interpretation

As we can clearly see in the graphs that 34 respondents were not happy with their marketing techniques. They wanted some other media to play the role. These 34 respondents were not getting sound feedback from their promotion and marketing techniques. The sale was increasing but not matching to their expectations.

6)   Do you know about E-Marketing?

| Response	No. of Respondent	Percentage
Yes	51	77.27%
No	15	22.73%

About E-marketing
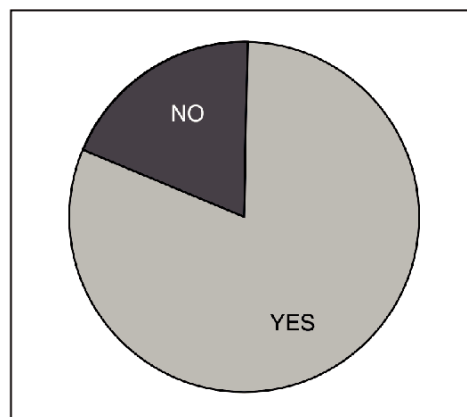
Interpretation

When we asked them whether they know about e-marketing or not, 51 respondents said yes, they know about e-marketing but there are still 15 respondents who don't know anything about it and its benefits.

7)   Do you want to increase/ expand your business using e-marketing?

| Response	No. of Respondent	Percentage
Yes	59	89%
No	07	11%

Use of marketing
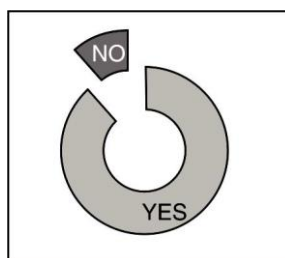
Interpretation

59 respondents were interested in expanding their business through e-marketing but the rest 07 were not interested because they don't have the complete knowledge about computer and internet.

8)   Are you interested in marketing through websites?

Response	No. of Respondent	Percentage
Yes	50	75.75%
No	16	24.25%

Marketing through websites
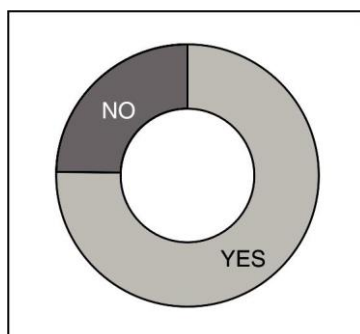
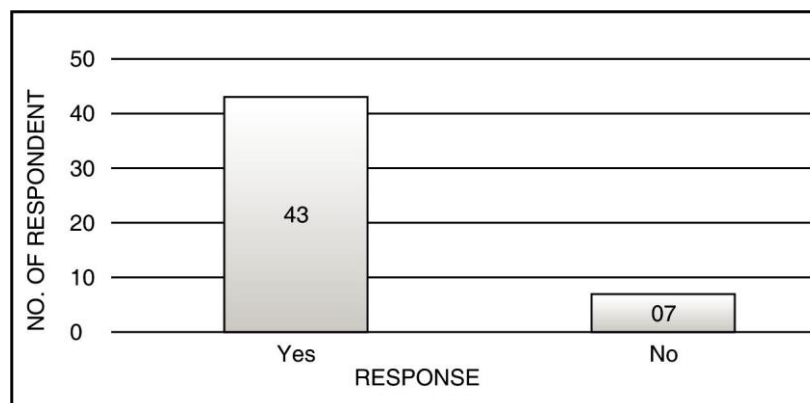**Interpretation**

After describing the importance of e-marketing 50 respondents were interested in marketing through website and another 16 are yet to decide whether they are interested or want to give some time to their existing marketing and promotional techniques. With the help of above data we can target only those 50 respondents, who are interested in marketing through website.

9)   Do you want to decrease your marketing cost using e-marketing?

| Response	No.of Respondent	Percentage
Yes	43	86%
No	07	13%

Decrease marketing cost

Interpretation

    43 out of 50 respondents, who are interested in marketing through website, wanted to decrease their marketing cost using e-marketing but 07 respondents still wanted to trust their own marketing procedure.

10)   Do you know the importance of websites?

| Response	No. of Respondent	Percentage
Yes	36	83.27%
No	07	16.73%

Importance of websites
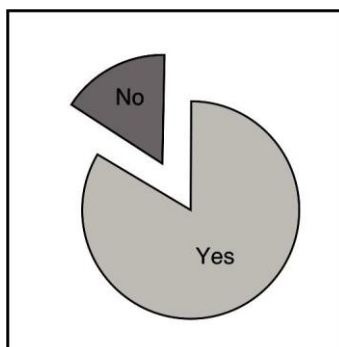
Interpretation

    We can clearly understand from the graph that only 36 respondents know the importance of websites and 07 respondents don't. 36 respondents were also busy in using computer and internet in their business. They have sound knowledge about computer and internet.

11) Do you have a website?

| Response	No. of Respondent	Percentage
YES	31	72.10%
NO	12	27.90%

Website
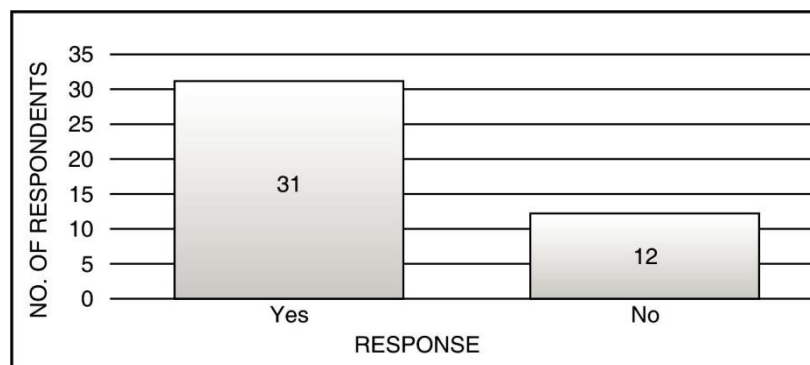
Interpretation

31 Businesses have their own website and the rest 12 don't have their own websites. They don't use website for marketing of their product. They don't have marketing portal of their own.

12)   Do you want to make a website?

| Response	No.of Respondent	Percentage
Yes	4	33.34%
No	6	50%
Not Now	2	16.66%

Make a website
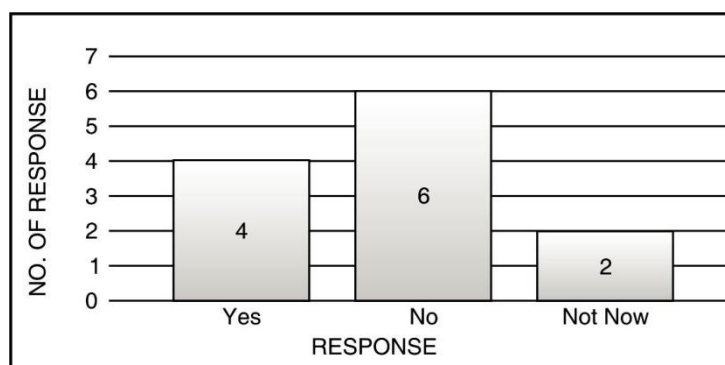
Interpretation

Out of 12 respondents, who don't have their own websites, only 04 wanted to make their own website when asked and 06 respondents refused to have one of their own. While 02 respondents not yet decided to have their own website.

13)   What is your budget for website?

| Response	No. of Respondent	Percentage
4000-6000	2	50%
6000-8000	1	25%
8000-10000	0	00%
Above 10000	1	25%

Budget for website
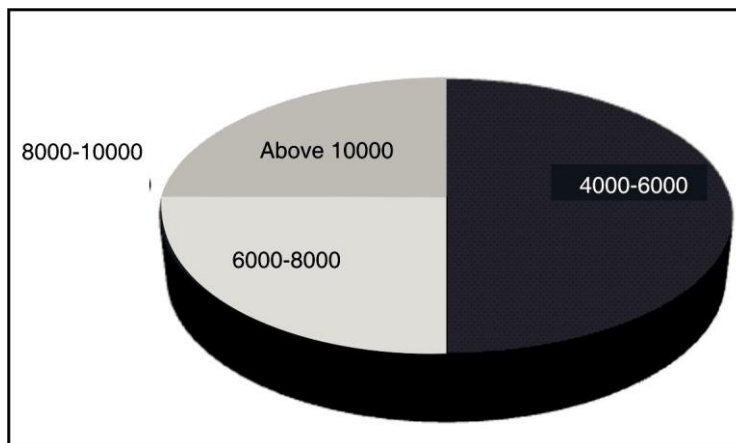
Interpretation

Out of the agreed 4 respondents only 2 respondents had their budget between 4,000 and 6,000, while only 1 respondent had between 6,000 and 8,000. The remaining respondent admitted to spend above 10,000 but no one has their budget between 8,000 and 10,000.

4) Would you like to make a web site through osumare marketing solutions?

Response	No. of Respondent	Percentage
Yes	2	50%
No	1	25%
Not Now	1	25%

Make a website though osumare marketing solutions
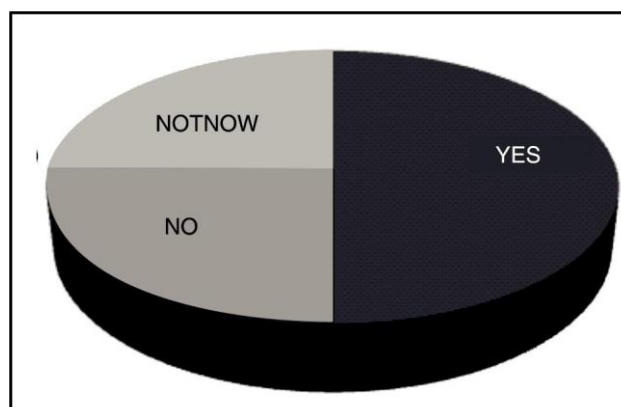
Interpretation

Only 2 respondents, out of 4 respondents, were ready to make their website through Osumare marketing solutions, while only 1 of them refused to make his website through Osumare marketing solutions and the remaining 1 respondent had not yet decided to make through which source.

Findings

- Different types of businesses are interested in making websites for their business to grow.
- Many entrepreneurs are not satisfied with the marketing strategies they are currently using.
- Different business use different media for marketing of their business. For ex. Advertisement, sales promotion, public relation, direct marketing.
- More than half of the business owners are not satisfied with the results of their marketing.
- Many of the buniness people know about the concept of e-marketing.
- Many of them want to increase their business through e-marketing.
- People are interested in marketing of their product or services through websites.
- Many entrepreneur are interested in decreasing the cost of marketing through websites
- Many of the business have their own websites but who don't have their websites are in small numbers and of small scale.
- Still many businesses are looking to make a website for their business because they want to survive in the market and only way of surviving is growth.

Suggestions for Company (OMS)

- Company should look beyond the geographical area of Pune and Pimpri-Chinchwad.
- It should target metro cities like Mumbai (which is very near to Pune)
- They should provide good quality of services with lower cost.
- OMS should target small-scale industry as they don't have websites for their business.
- Company should also target new business openings.
- They should spread awareness for e-marketing.

Conclusion

The osumare marketing solution has huge market potential in the market. The company has to concentrate on new growing industries. In Pune Company have advantage due to its brand image in its esteemed clients. Most of the companies have object to bring new customers.

Pune is fast growing with high growth in hotels, restaurants, education institutes. This has resulted in a tremendous growth in the potential market for the company. This is good time to launch the product in a city like Pune.

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Others

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