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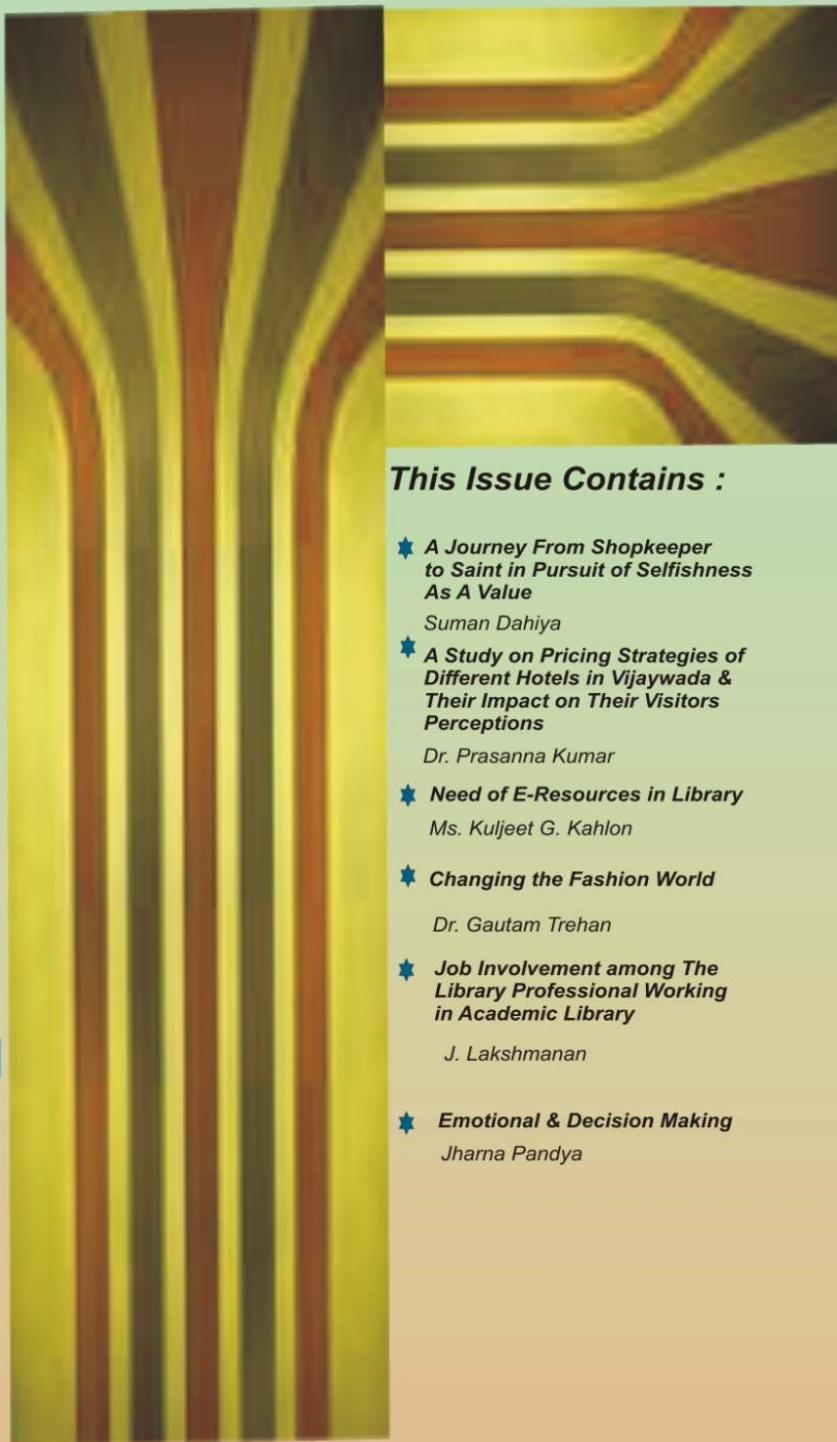
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Jharna Pandya

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**THE GUIDE:
A JOURNEY FROM SHOPKEEPER TO SAINT IN PURSUIT OF
SELFISHNESS AS A VALUE**

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ABSTRACT

Consciousness of Raju's character is materialistically determined. All his journey from shopkeeper to saint highlights his pursuance of selfishness as a value. Raju's life shows that the way people act and think is determined in the final analysis by the way they get their living and foundation of any society is its economic system.

KEYWORDS: consciousness, base, superstructure, materialistic.

INTRODUCTION:

Guide is the story of a man whose apparently whimsical nature of interfering in the affairs of others lands him in an awkward situation. Raju, the protagonist, is a man who deceives society by passing for a spiritual man. It is the spicy tale of the village people who take an ex-prisoner for a saint. It is a farce on a swami whose mind hovers on bonda while preaching the Bhagwad Geeta. It shows that

materialistic needs of a person are stronger than spiritual needs.

Raju seems to be a man in pursuit of selfishness and self-gratification. His view of the world is very superficial in so far as he cares only for a glamorous position.

While interpreting this novel, The Guide, from Marxist perspective, it becomes clear from the life of the protagonist, Raju that, "life is not determined by consciousness but

consciousness by life” (Marx, German Ideology 47-51). Consciousness of Raju’s character is materialistically determined.

We will interpret the novel *The Guide* by considering Marx’s famous proposition of a determining base and a determined superstructure. We can begin from a proposition that social being determines consciousness. Marx himself has put such determination in man’s own activities. The base is the real existence of man. The base is the real relations of production corresponding to a particular stage of development. It marks Marx’s emphasis on productive activities, in particular relations, constituting the foundation of all other activities. According to Raymond Williams in *Culture and Materialism*:

When we talk of ‘the base’, we are talking of a process not a state.... And, ironically, we have to revalue ‘the base’ away from the notion of a fixed economic or technological abstraction, and towards the specific activities of man in real social and economic relationships, containing fundamental contradictions and variations and always in a state of dynamic process. (34)

Raju’s life shows that the way people act and think is determined in the final analysis by the way they get their living, the foundation of any society is its economic system and therefore economic change is the driving force of history. Raju’s character proves the Marxian concept that the consciousness of a person is determined by the society. Change in the social status of a person is directly responsible for change in his attitude, ideas, and opinions, social and personal relations in the society.

Raju is a man who deceives society by passing for a spiritual man. He is carried away by his deception until a point comes when it is difficult to undo the enormous life. At the end, he finds it more and more difficult to tear off the mask until he finds that the mask has become his face. Raju drifts into the role of sadhu willy-nilly. But once he finds himself cast in the role of an ascetic, he attempts to perform the act with gusto, partly for the sake of self-preservation, partly because it suits his personality wonderfully.

Raju, the son of a petty bourgeois who has built a house and a shop away from the city. For sometimes, Raju also, like his father, caters to the demands of travellers. The first phase of life of Raju provides hints for the emerging

personality for railway Raju. His dominant trait is his capacity to rise to any occasion with and amazing flexibility. Raju's early life suggests a mould in cast for a person who can adapt himself to his surroundings. He not only plays the given role to perfection but to the point identifying him with the role. The smooth progression from the hut- shop to the railway stall forestalls the next promotion as railway Raju, the tourist guide. It is true that Raju is not a hero in the true sense, but "a kind of anti-hero, Narayan's common man with potential for the uncommon" (Narsimhaiah 158).

The modernization and industrialization is explicit in arrival of Lorries and railways have not only made an indelible imprint on the character of town but have also brought about a fast change in the life of Raju. The Guide presents Malgudi in the process of continuous modernization. Malgudi is advancing towards a modern township. The installation of railway station and setting up of Albert Mission College have accentuated the growth and development of the town by giving a new mode of conveyance and offering new motives for the arrival of outsiders and strangers.

Marx views such development as responsible for the increase in capital. Malgudi is undergoing such developmental process which helps in the expansion of its market: "This market has given an immense development to commerce, to navigation, to communication by land" (Marx, Communist Manifesto 14). Installation of railway station will help in increase of capital in Malgudi: "This development has, in its turn, reacted on the extension of industry, and in proportion as industry, commerce, navigation, railways extended, in the same proportion the bourgeoisie developed, increased its capital..." (Marx, Communist Manifesto 4).

The Railway Station in Malgudi has transformed the entire social life of Malgudi by creating new problems and opportunities. After his father's death, Raju neglects shop keeping vocation. Consequently, he stuffs his shop at the station with old and discarded magazines and books and takes to a desultory reading in his leisure. He learns much from these magazines about the new world around him.

Raju's association with the older ways of life, which his father had followed for a whole life time with ease and equanimity, are little by little left

behind. Here at this point, we can observe the effect of bourgeoisie on the rural people. Installation of railway immensely facilitated the means of communication. Raju's decision to change his vocation from a shop-keeper to railway guide is stimulated by installation of railway. Bourgeois culture is bringing change in the attitude of rural people towards their ways of earning a livelihood. Raju is also swayed by the charms of bourgeois culture: "The bourgeoisie has subjected the country to the rule to towns. It has created enormous cities, has greatly increased the urban population as compared to the rural, and has thus rescued a considerable part of the population from the idiocy of rural life" (Marx, Communist Manifesto 9).

He becomes an unconventional youth equipped with modern thinking and sensibility. He finds his mother's point of view intolerable. The clash of ideologies ultimately leads to the alienation of the mother and son. This is the period when Raju, in search of his personal ambition, tries his energy in worldly pursuit such as fame, money and love. In pursuit of these, he overlooks his duties towards his mother, and flouts all traditional decency and norms of behavior. Raju has neglected his family in pursuit of

his ambition. It is clear here that: "the bourgeoisie has torn away from the family its sentimental veil..." (Marx, Communist Manifesto 6). It is apparent that when Raju thinks of changing his profession, there is a gradual change in his thinking, attitude also. He feels that: "only a change in material conditions of existence, in economical relations, could be of any advantage" to him (Marx, Communist Manifesto 53).

This change in Raju's profession as well as attitude towards old ways of life proves that: "within the old society, the elements of new one have been created, and that the dissolution of the old ideas keeps even pace with the dissolution of the old conditions of existence" (Marx, Communist Manifesto 37).

As a guide, Raju learns new unconventional tricks of the trade. He is very tactful and cautious while dealing with enlightened customers. He calculates everything in terms of money. He fixes the visiting sites for his different customers in accordance with the size of their purse. Engrossed in pursuit of his worldly ambitions, Raju behaves like a young man whose likes and dislikes, interests and aptitude are all materialistic. He despises all that stands for the old and traditional way of life. He learns his trade while practicing it. His life as a tourist- guide is

governed by his inordinate passion for money. For achieving this, he discards family honour, motherly affection, friendly counsels and goodwill in society. Society, for him, is nothing to be respected or dreaded. He treats it merely a store house of opportunities.

Raju is the very antithesis of his mother and maternal uncle. While the mother and uncle are helpless to overcome their love of tradition, Raju throws to the winds the considerations of caste, tradition and proper conduct. Raju is a tourist guide to Marco, the man with enormous capacity to trust, which Raju uses to achieve his own desired end. Raju's second role as an entrepreneur also came upon him quite by accident. Once he had tried to win Rosie away from her husband, but failed in his attempt, and had settled down again to his old ways of life. He would have got over his disappointment if Rosie herself had not reappeared in his life.

Raju for the sake of Rosie, discards a whole set of people, the society. He picks up quarrel with railway men. He keeps at bay his mother and maternal uncle, who ask him to save family's honour. Raju is true neither to society whose values he defies nor to Rosie whom he exploits for his personal gains. His every move smacks of cunningness and selfishness.

For self- aggrandizement, he stakes all good sense and morality. He breaks Marco's trust, commits adultery with Rosie, and abuses her youthful passion and her art for his own selfish motives. He commits forgery, betrays friendship, violates social values and contaminates sanctity of wed-lock.

His selfishness reaches its heights with the arrival of Marco and Rosie. Marco and Rosie, the husband and wife, are also unconventional characters. They are cases of extreme type. While Marco is wholeheartedly and single-mindedly devoted to scholastic pursuits, Rosie has wholly dedicated herself to dancing. To her, life means passion for dance. Marco marries Rosie for a highly unconventional reason, the humanitarian consideration. Rosie was the daughter of a devdasi, dedicated to temple gods. An extra ordinary scholar like Marco alone can choose her to be his life- partner. Although they are married, but they lack the warmth and love which is essential to make husband and wife a congenial couple. Rosie's dancing and Marco's archaeological work initially seems to be diametrically opposed. Both her sexuality and her ambition to be a professional classical dancer seem to be at odds with Marco's absorption in what Raju sees a sterile past: "Dead and decaying things

seemed to loosen his tongue and fire his imagination, rather than things that lived and moved and swing their limbs” (Narayan 71).

The arrival of Rosie and her ill-matched husband Marco changes the complexion of Raju’s life. He is deeply infatuated by the beauty of Rosie. It does not take long time for them to become intimates. He supports Rosie’s passion for dance whole heartedly and soon ingratiates himself with her.

Emotionally starved Rosie fall an easy prey to the shrewd and crafty designs of Raju. The existing emotional incompatibility of ideas between Marco and Rosie further widens, and their relationship almost comes to a breaking point. This further paves the way for Raju’s hold on Rosie. Marco leaves her. Raju takes Rosie to his house and arranges for her training as a good dancer, as he shrewdly marked the potentialities of star dancer in her. His clandestine love affair goes along. His mother, relatives and other people discouraged him in this new venture and advised him to concentrate on his ancestral job. But he turns a deaf ear to their sane counsels and his determination for a new life with Rosie is further steeled. As a result, his business suffers a sharp decline, and he

is thrown into heavy debts and litigations.

But the dashing young man does not lose courage and sticks firmly to his plan. Rosie is educated but she is a woman who feels she has stigma attached to her because of her caste back ground. She comes from a family traditionally dedicated to the temples as dancers and is consequently viewed as a public woman.

Realizing the popularity of Bharatnatyam and latent potentialities of Rosie’s talent, Raju considers her gold mine. He carves out the career of a public dancer for Rosie. Her successful performances bring him a large fortune. This “illegitimate loafer” becomes a popular and wealthy man (Narayan 165), who has rightly discovered in Rosie a “gold mine” (Narayan 162).

He has changed his profession and has undergone a series of revolution in the mode of production. Similarly, Raju’s change from a tourist guide to an impresario canvassing for a fixture of Rosie’s dance programs shows that: “modern bourgeoisie is itself the product of long course of development, of a series of revolution in the modes of production and exchange” (Marx, Communist Manifesto 4). This fact has been already shown in chapter VI.

His becoming wealthy man proves the Marxian idea that: “the essential condition for the existence, and for the sway of bourgeois class, is the formation and augmentation of capital” (Marx, Communist Manifesto 24).

His phenomenal affluence intoxicates him, and lust for more and more money grips him. Raju finds himself acting as Rosie’s business manager and publicity agent without making any conscious plan. His change of profession from shop-keeper to tourist-guide and from tourist-guide to Rosie’s business manager can be interpreted from Marxian perspective as in The Communist Manifesto :

The bourgeoisie cannot exist without constantly revolutionizing the instruments of production and thereby the relations of production and with them the whole relations of society....Constant revolutionizing of production, uninterrupted disturbance of all social conditions, everlasting uncertainty and agitation distinguish the bourgeois epoch from all earlier ones. (7)

Rosie more or less willed him into accepting this role. Once cast in a part, it is Raju’s nature to perform it with relish and perfection, and hence he excelled as an impresario and manager. Raju picks up the enough jargon about

dancing to pass for a connoisseur of Bharatnatyam when actually his knowledge of this art goes no deeper than his knowledge of the relics around Malgudi.

At this stage, Raju disregards society with a gesture of arrogance and treats it “with the scantiest attention” (Narayan, 167). He falls a prey to gambling and drinking. He does all this for the appeasement of his lust and rapacity. In his later life, he feigns sainthood and exploits the immaculate faith of the villagers to earn for him easy bread. He is an example of “motives, explanations and performances against existing ideals” (Holmstrom 68).

Raju’s entire life is a series of improvisations. His quick adjustment to the part of tourist-guide, business-manager and sadhu falls in line with similar improvisations done throughout his life. Living for the moment, and postponing the crisis indefinitely, these seem to be the principles that guide his actions.

As a business-manager for Rosie, his phenomenal affluence intoxicates him and his lust for more and more money makes him possessive and jealous. Money is squandered recklessly in gambling, drinking and outward-show. Rosie leaves Marco for Raju. Raju becomes the impresario behind her

enormously successful public performances. He says: "I was puffed with the thought of how I had made her..., he says, "there was no limit to my self-congratulations" (Narayan 161).

Raju considers himself master of Rosie, the dancer. Now his relation with Rosie is interpreted by him through his "egoistical calculations" (Marx, Communist Manifesto 6). For Raju, money is the only bond between him and Rosie. His relation with Rosie can be observed as: "The bourgeoisie, wherever it has got the upper hand... has left remaining no other bond between man and man than naked self-interest, than callous cash-payment" (Marx, Communist Manifesto 5-6). Raju's enhancement in social status changes his attitude towards Rosie. It can be seen as: "The bourgeoisie has torn away from the family its sentimental veil, and has reduced the family relation to a mere money relation" (Marx, Communist Manifesto 6). The evils of money are shown through the life of Raju. Change in social status and attitude drives him to leave his mother's house. Later on Raju reacts sharply over the suggestion given by his lawyer to give a nominal amount in the form of rent. Raju shifts to another house he feels somewhat

satisfied with the locality. The shift in the economic status of Raju is implied in the shift to the larger house.

At this particular juncture, Raju feels proud of his achievements in managing all the affairs very efficiently. Gradually, the life style changes with the progression of material prosperity. Now Raju can see and realize everything in reality in respect of material prosperity. His life-pattern keeps on changing day-by-day. He starts enjoying everything in life.

Raju, who is busy in managing the affairs of the company, starts behaving like a wealthy man, all kinds of people are always there in and out of his house. Thus, Raju remains busy throughout in all these arrangements. It is even more interesting that Raju has divided all the visitors into three or four grades. He entertains them not alike but in different ways. He is found in a different role while entertaining the higher grade of visitors. The attitude of Raju changed gradually as he earned more and more money from the dancing show of the company. The elements of comforts and luxuries creep into life of the protagonist who was previously unaware of these things. He wants to enjoy every moment with full precaution and sufficient comforts. It is fact that Raju has taken so much trouble

not in the interest of visitors but to earn more and more money and thereby to adopt a comfortably good life.

Rosie reaches the climax of her popularity in a very short span of time. She is becoming day-by-day a rare artist for the people. Definitely her popularity provides a sort of momentum in her practice. Visitors come always with a hope that they might get a glimpse of her passing in or out of the house. The monetary gain for Raju is rather more important than Rosie's appreciation. Contrary to this, Rosie has less liking for money than fame. She wants to earn name and fame. So, wide popularity for Rosie is more important than anything else.

R.K. Narayan has a dig at the social as well as political life of the country. The rich, though immoral in their private life, become influential in the society, and their show of social services get undue importance as we find in case of Raju himself. His own remarks are enough to sum up the social scene. Raju says: "Well, the prohibition law was not for a man of my influence. I had managed to get a medical certificate to say that I needed alcohol for my welfare" (Narayan 196). We can observe the similarity between Raju and Margayya because, in Marxian terms: "to be capitalist is to have not only a

purely personal but social status in production" (Marx, Communist Manifesto 28).

At this stage, we can observe Raju as a man who is adapting to the new ideas, attitude which are generated due to his higher social status. Raju **explains his social status as:**

Through my intimacy with all sorts of people, I know what was going behind the scenes, in the government, at the market, at Delhi, on the racecourse, and who was going to be who in the coming week, I could get train reservation at a moment's notice, relieve a man summoned to jury work, re-instate a dismissed official-all of which seemed to me important social services, an influence worth buying at the current market price. (Narayan 196)

The rules and government laws enacted from time to time are meant only for the have-nots; the rich remain entirely untouched. Raju's attainment of power due to his higher social status proves Marxian notion that: "each step in the development of bourgeoisie was accompanied by a corresponding political advance of that class" (Marx, Communist Manifesto 4-5).

But Raju's relation with Rosie is neither sanctified nor legalized. Whether it is Raju's all-consuming physical passion for Rosie or the gnawing sexual

jealousy or the fear of displacement from the position where in he is reining supreme that proves his undoing is a controversial matter. That Raju is not an ideal householder is an accepted fact, What we observe that his relationship with Rosie is not what it ought to be and definitely not what Rosie expected it to be. Drunk with money and power, Raju loses contact with Rosie's heart. Later on he realizes that it was his love for money that landed him in trouble.

Poor Rosie puts her heart and soul in the job, but Raju, in his pursuit for fabulous wealth, lacks feeling for her hard work. In case of Raju, money "has resolved personal worth into exchange value..." (Marx, Communist Manifesto 6).

It is her eternal craving for passionate life which makes her leave her husband and then reject the materialistic Raju. Now, she feels tired of life and soon begins to realize her folly. Rosie to her utter disappointment understands that Raju is no better than Marco. If Marco sneered at her art, Raju tries to exploit it to his best advantage. But it is too late for her; ambition puts her in such a miserable predicament. Raju's meanness is exposed when he forges Rosie's, signature for misappropriating jewelry. This action of Raju gives a

great emotional set back and jolt to Rosie, who has hitherto looked on Raju as her mentor and savior. The discovery of the crime lands him into prison. Raju himself is responsible for his own downfall. Again, it is Rosie who comes to his rescue. She worked hard day and night to raise funds to meet the exorbitant cost of the services of an outstanding lawyer.

After his release from jail, a new phase in Raju's life begins. He has nowhere to go, and decides to keep himself away both from Rosie and his mother. His aimless wandering brings him to village Mangla which becomes the scene of his activities. Luckily, a foolish rustic meets him and takes him for a holy man. The transition from Rosie's business manager to guru is rather the outcome of a compelling and inescapable situation but not of voluntary option.

Raju's decision to stay at Mangla is more of a necessity to him than a choice. Asceticism is thrust upon him. He accepts because it suits his present condition. He fits into the mold as if it were cast for him and begins to play it with such real fervour and enthusiasm that at times he wonders at his own capacity to rise to the occasion.

Very hesitatingly, Velan piles on courage to put his problem before the sacred man.

As he is worried on account of his sister's refusal to marry the man arranged by him, he humbly seeks the help of the pontificate who gives an evasive reply: "If you show me a person without problem then I'll show you the perfect world" (Narayan 71). However he consoles him by asking him to bring his sister so that he could personally speak to her. Out of reverence, he prostrates before him. Velan is much impressed when Raju rejects his gesture, saying: "God alone is entitled to such a prostration. He will destroy us if we attempt to usurp his rights" (Narayan 16).

Raju feels in him the thrill of becoming a holy man. Velan's problem is somehow solved through the change in his sister's mind. Raju is hailed as a miracle man, who has solved Velan's problem. The news spreads like a wild fire, and an endless stream of visitors to the holy man becomes the new order. He is delighted to see his popularity among the ignorant villagers who respect him as a sacred man. Thus a regular supply of food is assured. Raju has drowned the most heavenly ecstasies of religious fervor in his materialistic advancements. Here selfish Raju thinks that for real appearance of saint growing beard will add to his spiritual status:

Raju soon realized that his spiritual status would be enhanced if he grew a beard and long hair to fall on his nape. A clean shaven, close-haired saint was an anomaly. He bore the various stages of his make-up with fortitude, not minding the prickly phase he had to pass through a well authenticated beard cover his face and come down his chest. (Narayan 47)

In case of Raju, as a spiritual guide, Marxian concept is again proved that consciousness of a man is determined by his position in society. Raju as a business manager was thinking of grabbing more and more money while Raju as a spiritual guide is thinking about how he can appear before rustic people as real saint. In role of saint, we find Raju again revolutionizing the instruments of production, and thereby, relations of production, and with them the whole relations of society. As the bourgeoisie resorts to falsehood to flatten its capital, so the sainthood is based on mystifying reality.

The act that confirms Raju's career as a sadhu is his establishment of night school in the temple. The school becomes nucleus around which the village people gather every evening to listen to Raju's discourses and storytelling. These evening sessions grow in popularity until Raju becomes a public figure.

Even the final episode of fasting originates in a similarly insignificant and casual manner. During the prolonged drought the nerves of the village people are tense, and some minor quarrel flares up into a riot. This news upsets Raju, but not because he is genuinely concerned about the welfare of the village people, but because he is afraid that a disturbance might attract public notice to the village, and if newspaper reporters and policemen arrive there, Raju's identity might be disclosed. It is purely selfish reason that makes him announce that if people go on doing such foolish acts, he would not eat. The young man, to whom this message is given, gives a completely different version of the message that the swami will not eat until it rains. The others believe him because only a few days ago Raju told them of a saint who brought the rains down by his fast.

Hereafter begins a series of misunderstandings that narrow down his path of escape. Here the picture of superstitious village people is given for whom religion and saints are the only solution for their problems. For them "religion is the sigh of the oppressed creature, the heart of heartless world... it is the opium of the people" (Marx, On Religion 39)

The narration by Raju of the story of his sinful life, which he thinks will lower him in the eyes of Velan and procure him a deliverance from the fatal penance, is considered by his disciple as a matter of special favour shown to him by his holy master. Again he is led to perform a penance which he has himself casually suggested in one of his spiritual talks as a panacea against draught; he now regrets having given them the idea.

Raju had nearly convinced himself of his own exalted status. But this was a familiar feeling of Raju. He had always been in the habit of surprising himself with his own excellent performance years ago when he was launching Rosie on her career as a dancer. He was impressed by his own oratory: "Heaven knows where I had found all this eloquence. I delivered such a lecture on the importance of our culture and the place of the dance in it that they simply had to accept what I said" (Narayan 161). Raju exploits the emotions of religious villagers, which in Marx's terms: "In one word, for exploitation, veiled by religious and political illusions, it has substituted naked and shameless, direct, brutal exploitation" (Marx, Communist Manifesto 6).

Now, Raju is caught in the coils of his own self-deception. He is aware that he

could not make a living out of hard work. When he finds that food is coming to him unasked, he adjusts himself to the inner sanctum of the shrine and begins to play the saint. The role Velan has given him as “he had not trained himself to make a living out of hard work. Food was coming to him unasked now. If he went away somewhere else certainly nobody was going to take the trouble to bring him food in return for just waiting for it” (Narayan 33).

But now Raju has no way to escape. In excess of zeal, his disciples stop bringing him all food. This has an ironic side to it, because food had been the just link that had connected Raju with the inhabitants of Mangla village. He had accepted the role of a saint because it gave him unconditional and free supply of food. Fresh out of jail, Raju had appreciated the value of this, and at first when they used to leave food for him.

But the very stage that he was afraid of was duly reached. People gathered round Raju for darshan, and brought him their reverence but not food. He could not help himself. Raju, for the first time, confronts a situation in which he does not know how to act as: “something was happening on a different level over which he had no control or

choice and where a philosophical attitude made no difference” (Narayan 83-84). Here, through entrapped Raju, we find: “...a man is at last compelled to face with sober senses his real conditions of life, and his relations with his kind” (Marx, Communist Manifesto 7).

And it is at this point that the penance of purification through fasting was thrust upon him. Raju now realizes that he has worked himself into a position from which he cannot come out: “He now saw the enormity of his own creation. He had created a giant with his puny self” (Narayan 99).

Raju is called upon by the community to undergo an act of vicarious suffering to purify the sins of others. It was a dangerous task and even Raju who has so far always lived for the moment, improvising and acting the part that is convenient, senses the destructive risk of the situation. During the early days of the fast, in desperate attempts to escape, Raju contemplates running away from the whole show.

R.K. Narayan clearly depicts the selfishness of Raju, while discussing on the Bhagavad Gita to his audience one evening, Raju has a sudden craving to try frying the bonda out himself because he is now equipped with a charcoal- stove and a frying pan. Raju

thinks that what can be more musical than well-kneaded dough dropping into boiling oil. He has already made it (the bonda) appear like a spiritual need something of man's inner discipline to keep his soul in shape and his understanding with the heavens in order.

Irony of the situation is that at the height of his popularity and prestige as a mahatma with people thronging the temple to have his darshan comes the swami's craving for bonda.

Raju is forced to undertake the fast unto death much against his will. Raju dies a ruined man, not because he wanted to die, but circumstances so conspire that the only alternative before him is to become an unwilling martyr.

At every stage of his life- shop keeper, tourist guide, business manager and saint, Raju remains true to himself. He always tries to secure himself and his existence whether it is done by fooling tourists or Rosie or villagers.

All incidents of his life depict his pursuance of selfishness as a value. His journey from shopkeeper to spiritual saint highlights the Marxian notion that ideas, views and conceptions or man's consciousness changes with change in the conditions of his material existence.

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**A STUDY ON PRICING STRATEGIES OF DIFFERENT HOTELS IN
VIJAYAWADA AND THEIR IMPACT ON THEIR VISITORS
PERCEPTIONS**

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ABSTRACT:

During my stay at a Hotel in Vijayawada I observed that they are successfully implementing various strategies for various services being provided. A pricing strategy takes into account segments, ability to pay, market conditions, competitor actions, trade margins and input costs, amongst others. This study is conducted with an eye on medium range hotels to above average hotels and the process involved preparing questionnaires and collecting the information and identifying the factors as well as recording the information about the hotels and to identify of commonly used pricing strategies in marketing from the point of view of marketing manager while taking decisions about the prices. In Vijayawada city the hotel industries are known to provide the quality services with reasonable prices and in altering pricing strategies according to seasons. In this study we identified the hotels and surveyed the prices and recorded the various points either interview method or questionnaire method. This study helps in analyzing hospitality market and will be helpful to new entrants in Vijayawada.

KEY WORDS: PRICING, STRATEGIES, HOTEL, COST, SERVICE, VALUE

INTRODUCTION

This study mainly focused on how to manage the prices and which factors are affecting pricing decisions in hotel industries like internal factors and external factors. In this narrow context price is the amount of charged for a hotel services. The main objective of the project is pricing decisions and which strategies are applied in the hotel industries to identifying the different pricing methods like cost based pricing, value based pricing, competition based pricing demand based pricing etc and how to take the decisions in hotel industry about pricing of the products and services. The data collection is based on the primary data to collecting the data through questionnaire.

Pricing objectives

Pricing objectives provide directions for action. "To have them is to know what is expected and how the efficiency of the operations is to be measured". The quantitative objectives can be measured easily and contain those that are related to the firm's benefits, sales, market share and cost. On the other hand, the qualitative objectives are less quantifiable goals

such as the relationship with customers, competitors, distributors, and the long-term survival of the firm and the achievement of social goals. Pricing decisions are very important, but they are complicated as well. These are objectives that a manager should try to achieve them. He should maximize investor objectives, contribute to brand integrity, satisfy heterogeneous guests, minimize the effect of product perish ability and incur minimal administrative costs. From the hotel marketer's point of view, the correct hotel price represents what the consumer is willing to pay for the value of the bundle of products and services offered. From the hotel guest's perspective, hotel room price represents what the guest must sacrifice to obtain the value of the bundle of services offered. It is important to understand the fact that a hotel guest is the focal point for hotel pricing decisions. The effects of hotel room price changes more direct, and consumers use price as a key signal for overall service quality. The effectiveness of hotel room pricing depends on how well managers

understand consumers' responses to price changes. Faced with the consumers' increased price sensitivity, hospitality businesses have been forced to respond. Service firms have made considerable progress in establishing price strategies that have improved the bottom line while maintaining consumers' good will (Lewis & Shoemaker, 1997).

REVIEW OF LITERATURE

The aim of this review is to provide insight to the research area and issues related to the research scope and main questions. First, we discuss types of pricing strategy based on constructs that effect on price of the company. Second, we classify them into groups and review the literature about each classified group. Finally we come up with the research conceptual framework that explained the purpose model that I decide to work on.

In this study reviewing about the various related articles of this study and understanding about the various concepts of pricing strategies and the hotel managers are considering the different pricing strategies and methods are how to applying the various differential concepts of pricing

strategies. And I have read out the 5 articles under this research they are

1. The effect of time on hotel pricing strategy Author: Raya, Josep Maria(2010)
2. Managing hotels in the downturn: Smart revenue growth through pricing optimization Author: Stephan A. Butscher
3. An Institutional Explanation and Model of the Factors Influencing Room Rate Pricing Decisions in the Irish Hotel Industry Authors: - Ruth b., T. Mattimoe
4. Macroeconomic Effects Of A Vat Reduction In The Italian Hotels & Restaurants Industry Authors: M Manente - 2010
5. Evaluation of the price-value perception of customers in Swiss hotels Authors: Kate varini, Ralph Engelmann

And also I have referred in various marketing books in this topic and observing the various pricing strategies impact on pricing decisions in hotel industries in Vijayawada.

OBJECTIVES OF THE STUDY:

1. Explore the environmental characteristics that influence pricing.
2. To review pricing methods and pricing policies in the hotel industry.
3. To know if hotels respond to changes in environment through pricing.
4. Study the perceptions and satisfaction levels of Visitors at Hotels in Vijayawada.

SCOPE OF STUDY:

The Paper attempts to examine empirically the potential relationship between pricing strategies and environmental characteristics. Though, a lot of importance is attached to competitive issues when setting prices, organizations need to treat the concept of pricing in a more “holistic” approach, where apart from competition; emphasis will also be laid on other environmentally related characteristics. The Paper is organized as follows: first, a comprehensive review of the existing literature on pricing strategies and environmental variables is presented. Second, the research methodology used is

provided. Third, the data analysis and the inference of results are presented, while, finally, the conclusions along with the basic implications of the main findings of the study and the directions for future research are presented.

RESEARCH METHODOLOGY

Research design

The study is based on both primary data and secondary data. The primary data for customer perceptions was collected through structured questionnaire for which samples of 110 respondents were selected for this study. The collected samples using convenient sampling method was validated and took it for further analysis. Secondary data is also been collected from database sites and articles. The collected data were analyzed with the suitable tools like Chi – Square tools with the following assumptions were made on the onset of the project. The pricing methods used and strategies were noted from Managers at Hotels in Vijayawada.

Schedule method for Hotel Managers as well as Customer Survey and questionnaires method

We approached various managers of Hotels and collected information on their strategies through Schedules and

noted their observations and are thankful to them for spending their valuable time for the same. Survey method is used for collecting data from Hotel Visitors. We requested all respondents to fill in the questionnaire, by self after explaining the various aspects mentioned in it. It contained both open and closed ended questions in a structured format very easy to understand on the first look. A convenient sample (non – probability sampling method) of 110 customers was collected for the current study in which respondent of the study was request to complete the questionnaire on voluntary basis. Frequencies and cross tabulation have been calculated for the responses of the respondents. Chi – Square test analysis was conducted on the data of part II in questionnaire.

Sampling Technique

A convenient sample (non – probability sampling method) of 110 consumers was shared up for the current study in which respondent of the study was request to complete the questionnaire on voluntary basis.

Sample Size

The Size of the sample taken in this study is 110.

Data Usage:

For analysis and interpretation, only primary data is used. However for conclusion and recommendations both primary and the secondary data along with the verbal knowledge and information although obtained from respondents, though they are outside the parameters of questionnaire were also included. The data collected from these sources were analyzed using various tools like percentage analysis, chi-square test, cross table analysis method.

Research Instrument:

The data is collected by well developed, structured five point Likert Scale is considered. All of the questionnaires were distributed among the respondents in the defined areas. The data is collected in a period of 5 days and the responses were fed into the Statistical Package for Social Science (SPSS) version 20.0 of IBM for analysis and evaluation. The questionnaire has been classified into two parts such as part I and part II. Part I explains the awareness about the advertisements and the part two describes the recent purchase the customers had done with the help of the advertisements they have seen.

Here the Likert scale has been considered which consists of 5 point scale where 5 as strongly disagree and 1 as strongly agrees. For the analysis of the responses, under the five point Likert Scale, it is defined as

- Excellent
- Very Good
- Good
- Fair
- Poor

Tools:

Frequencies and cross tabulation have been calculated for the responses of the respondents. Chi – Square test analysis was conducted on the data of part II in questionnaire.

DATA ANALYSIS AND INTERPRETATION

Table 6.1 General Profile of the Respondents

SEX	Male
	72
EDUCATION	DIPLOMA
	43
INCOME	<15,000
	29
HOW MANY HOTELS DO YOU KNOW IN VIJAYAWADA?	ONE
	35
HOW MANY TIMES YOU CHECKED INTO THE SAME HOTEL?	ONE
	39
IF YOU RETURN TO THIS LOCATION, WOULD YOU CHOOSE TO VISIT US AGAIN	YES
	63

Interpretation:

From the above table, we infer that 72 of the total respondents are male and 38 are female. Based on Education 43 are Diploma Holders, 34 are Graduates and 33 are Post-Graduates. On the basis of Income 29 earn less than 15000, 33 earn 15000 to 30000, and the rest earn more than 30000. When asked how many hotels they know in Vijayawada, 35 told that it is one, 30 told two, 27 know three and the rest 18 more than three. On the question as how many times they visited the same hotel, 39 told it as one time, 43 did it two times, 17 did three times, and 11 did more than three times.

Table 6.2 Respondents views about SOLAR ENERGY

PARAMETER	Excellent	Very Good	Good	Fair	Poor
PLEASANT GREETING AND HELP BY DOORMAN	34	31	20	25	0
SERVICE AT THE TIME OF CHECK-IN	35	41	34	0	0
RESPONSE TO QUERIES AT FRONT DESK	36	22	23	29	0
RESERVATION GIVEN IN ORDER WITHOUT FAVOURITISM	31	32	19	16	12
BELL PERSON PROMPT AT ROOM AFTER THE CALL	31	30	30	7	0
INFORMATION PROVIDED ABOUT HOTEL FACILITIES	37	33	26	8	6
HOUSEKEEPING SERVICE TIMELY AND EFFICIENT	38	31	20	11	10
QUALITY OF THE ROOM AMENITIES PACKAGE (SHAMPOO, SOAPS, ETC.)	31	26	33	20	0
SPECIAL SERVICES-WAKE-UP CALLS, BABYSITTERS, ETC.	39	25	12	11	23
COURTESY AND HELPFULNESS OF THE PERSON WHO TOOK YOUR ROOM SERVICE ORDER	27	44	23	9	7
PROMPT "ROOM SERVICE" DELIVERY	42	16	24	15	13
QUALITY OF FOOD-SNACK OR MEAL	37	24	32	6	11
SERVICE AT THE TIME OF CHECK-OUT	38	23	31	4	14

Figure 6.3

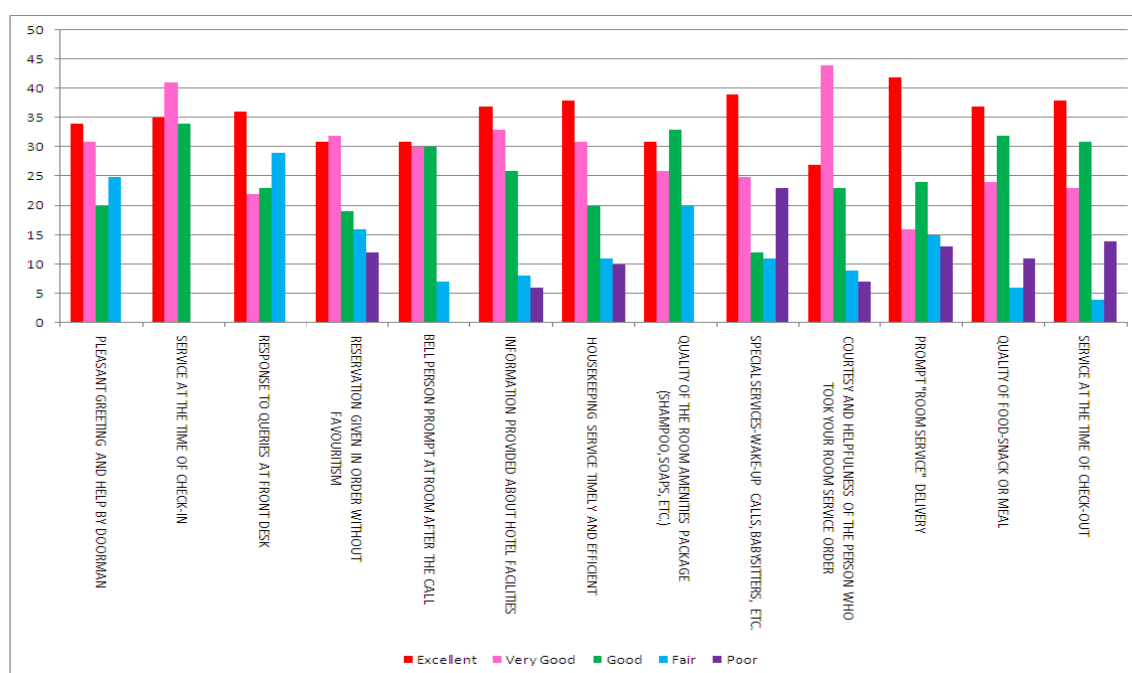


Table 6.4 Respondents choice of most important reason on why he selected the particular HOTEL

Most important reason on why Visitor selected the HOTEL	
I wanted to try something new	3
Hotel facilities are very good	12
I saw advertising for the hotel	3
I like the environment	7
The courtesy and friendliness of the employees	4
My travel agent recommended the hotel	1
I prefer staying at a new hotel	2
When I stay in town, I almost always stay at this hotel	7
This was the only major hotel available	6
Special Events that are held at the hotel	2
My organization chose the hotel	4
Recommended by a friend/relative	7
Room rate/package price	47
I like the accessibility of a theme park	2
I like the location	2
I like the entertainment	1

6.5 Chi-Square Test

6.5.1. Is There a Relation between GENDER OF THE RESPONDENT and RESPONSE AT THE HELPDESK?

Table - 6.5

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
GENDER * RESPONSE AT THE HELPDESK	110	100.0%	0	.0%	110	100.0%

Table - 6.6

GENDER * RESPONSE AT THE HELPDESK Crosstabulation						
Count						
		RESPONSE AT THE HELPDESK				Total
		Excellent	Very Good	Good	Fair	
GENDER	MALE	22	14	14	22	72
	FEMALE	14	8	9	7	38
Total		36	22	23	29	110

CHI-SQUARE:

Table - 6.7

Frequencies			
GENDER			
	Observed N	Expected N	Residual
MALE	72	55	17
FEMALE	38	55	-17
Total	110		

RESPONSE AT THE HELPDESK			
	Observed N	Expected N	Residual
Excellent	36	27.5	8.5
Very Good	22	27.5	-5.5
Good	23	27.5	-4.5
Fair	29	27.5	1.5
Total	110		

Table - 6.8

Test Statistics		
	GENDER	RESPONSE AT THE HELPDESK
Chi-Square	10.509a	4.545b
df	1	3
Asymp. Sig.	0.001	0.208
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 55.0.		
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 27.5.		

6.5.2. Is There a Relation between INCOME OF VISITOR and NUMBER OF HOTELS KNOWN TO HIM?

Table - 6.9

INCOME OF VISITOR* NUMBER OF HOTELS KNOWN TO HIM Crosstabulation						
Count						
		NUMBER OF HOTELS KNOWN TO HIM				Total
		ONE	TWO	THREE	>THREE	
INCOME OF VISITOR	<15,000	9	8	6	6	29
	15,001-30,000	12	10	5	6	33
	>30,000	14	12	16	6	48
Total		35	30	27	18	110

Frequencies			
INCOME OF VISITOR			
	Observed N	Expected N	Residual
<15,000	29	36.7	-7.7
15,001-30,000	33	36.7	-3.7
>30,000	48	36.7	11.3
Total	110		

NUMBER OF HOTELS KNOWN TO HIM			
	Observed N	Expected N	Residual
ONE	35	27.5	7.5
TWO	30	27.5	2.5
THREE	27	27.5	-0.5
>THREE	18	27.5	-9.5
Total	110		

CHI-SQUARE:

Table – 7.0

Test Statistics			
	INCOME OF VISITOR	NUMBER OF HOTELS KNOWN TO HIM	
Chi-Square	5.473a	5.564b	
df	2	3	
Asymp. Sig.	0.065	0.135	
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 36.7.			
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 27.5.			

6.5.3. Is There a Relation between EDUCATION OF THE RESPONDENT and PLEASANT GREETING BY DOORMAN?

Table – 7.1

EDUCATION * PLEASANT GREETING BY DOORMAN Crosstabulation						
Count						
		PLEASANT GREETING BY DOORMAN				Total
		Excellent	Very Good	Good	Fair	
EDUCATION	DIPLOMA	10	16	5	12	43
	GRADUATION	12	8	7	7	34
	PG	12	7	8	6	33
Total		34	31	20	25	110

CHI-SQUARE:

Frequencies			
EDUCATION			
	Observed N	Expected N	Residual
DIPLOMA	43	36.7	6.3
GRADUATION	34	36.7	-2.7
PG	33	36.7	-3.7
Total	110		
PLEASANT GREETING BY DOORMAN			
	Observed N	Expected N	Residual
Excellent	34	27.5	6.5
Very Good	31	27.5	3.5
Good	20	27.5	-7.5
Fair	25	27.5	-2.5
Total	110		

Table – 7.2

Test Statistics			
	EDUCATION	PLEASANT GREETING BY DOORMAN	
Chi-Square	1.655a	4.255b	
df	2	3	
Asymp. Sig.	0.437	0.235	
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 36.7.			
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 27.5.			

6.5.4. Is There a Relation between ROOM AMENETIES PACKAGE and REPEAT VISITS?

Table – 7.3

ROOM AMENITIES PACKAGE * REPEAT VISITS Crosstabulation				
Count				
		REPEAT VISITS		Total
		YES	NO	
ROOM AMENITIES PACKAGE	Excellent	19	12	31
	Very Good	18	8	26
	Good	15	18	33
	Fair	11	9	20
Total		63	47	110

CHI-SQUARE:

Frequencies			
ROOM AMENITIES PACKAGE			
	Observed N	Expected N	Residual
Excellent	31	27.5	3.5
Very Good	26	27.5	-1.5
Good	33	27.5	5.5
Fair	20	27.5	-7.5
Total	110		

REPEAT VISITS			
	Observed N	Expected N	Residual
YES	63	55	8
NO	47	55	-8
Total	110		

Table – 7.4

Test Statistics		
	ROOM AMENITIES PACKAGE	REPEAT VISITS
Chi-Square	3.673a	2.327b
df	3	1
Asymp. Sig.	0.299	0.127
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 27.5.		
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 55.0.		

OBSERVATIONS**Pricing Strategies**

Managers at Hotels are able to assess the demand and supply aspects as well as the economic factors like inflation and consumer surplus as well as the spending capacity of the people when coming to pricing. They are offering discounts to Corporate Customers as they feel that there will be repeat visitors from them. Most Hotels are ensuring that they are comprehensively assessing the prices of competitors. They are doing various exercises to evaluate the factors that are influencing Hospitality market such as changes in weather, lead times in booking and dates coming on holidays. They are having multiple rate structure and ensuring that there is no overlap of services at different prices. They are also providing refundable as well as non-refundable options and clearly providing information on the same. They are able to justify the rate structure for differing room types and amenities provided. They are able to adjust the rates based on strategies of their competitors. They are employing graduate who completed Graduation in Hotel Management for efficient service. They are measuring the Price Sensitivity of Demand which is a measure of change in demand relative to a change in price.

New Hotels are using Competitive pricing strategies while older ones are going for cost and Value based pricing strategies. Hotels in Vijayawada are good when it comes to applying restrictions on length-of-stay as well as balancing the pricing appropriately. They are good when coming to pricing the facilities in Off-Season and Peak Seasons and on dates when it is a holiday. They always consider price and value equation and have good basics in knowing the value of the services different provided. They are following the best practices and are willing to learn good things from competitors. They are using historical data for rate optimization of room types, information about competitor pricing, occupancy rates in various seasons and availability of the room capacity.

They consider the factors impacting the average daily rate when it comes to changing the mix of bookings. They study the influence on perceptions of customers about the value of services while changing the prices of each of them. Hotels are making sure that there is no inferior pricing as customers may feel that there is some inferior

quality in the services provided there They are making sure that there is less time for check-in and check-out and are giving free Wi-Fi, gym, Television to attract customers.

Some Hotels are maintaining websites for booking the services and some are tying with tour operators for maintain lead over competitors. They are bundling their services to maximize utilization levels. At times they are even using the Auto drivers to tell the customers about the good service levels. They make sure that good parking space is available for all visitor vehicles. Also they are employing separate people for laundry services at the hotel itself. Most Visitors are considering the price aspect and also food and cleanliness over the Entertainment Aspect. Most Hotels feel that improper pricing will have a deep impact on perceptions of Visitors.

From **Table - 6.8**, we infer that there is a significant relation between **GENDER OF THE RESPONDENT and RESPONSE AT THE HELPDESK.**

From **Table – 7.0**, we infer that there is a significant relation between **INCOME OF VISITOR and NUMBER OF HOTELS KNOWN TO HIM**

From **Table – 7.2**, we infer that there is a significant relation between **EDUCATION OF THE RESPONDENT and PLEASANT GREETING BY DOORMAN.**

From **Table – 7.4**, we infer that there is a significant relation between **ROOM AMENETIES PACKAGE and REPEAT VISITS.**

SUGGESTIONS

Smart and well planned pricing strategies are the need of the day whether it is for selling products, services or subscriptions and it is the determining factor for having success in today's marketplace.

1. While checking in at the hotel Visitors want no less treatment in reserving the rooms. So it should be done on First come-First Serve basis.
2. Similarity in pricing sometimes will cost you your Sales-In a study conducted at Yale, in cases where items of similarity are priced identically, consumers replied that they are much less likely to buy product or a service one over the other than

in the case where their prices are told to be even slightly different. Here the pricing of rooms and services in Hotels should clearly differentiate and should not create similarity as customers may get confused between their choices.

3. Hotel Visitors mainly focus on the ambience, cleanliness at every corner so that aspect should be given good consideration.
4. Anchoring Prices of different products- Anchoring is a tendency observed in humans where they tend to heavily rely on initial pieces of the information provided to them while taking various decisions. How can we best sell an Rs 2,000 piece of Jewelry? Is it best to place it next a Rs. 20,000 pieces or a Rs. 500 piece? The case here is the human bias when Rs.2, 000 piece will seem to be a best bargain next to much expensive one, and it will appear as a super-premium one when the same is placed next to a Rs. 500 piece. The Pricing should place deluxe rooms next to suites so that customers are having the best bargain while making choices.
5. Every person whether at his home or Hotel will always go for tasty, healthy and delicious food .So a good chef who can cook varieties of dishes should be employed.
6. Weber's Law-In his various studies and Observations Weber proved that just a small noticeable variation between different stimuli in the minds of customers caused a substantial effect proportional to the magnitude of the stimuli. Sometimes while discounting rooms and services the figures should cause the customer feel that it is a best value addition to them.
7. Customers always demand prompt service and the Hotels should have good manpower to do it.
8. Reduce the steps that make Sale a lengthy Process- According to experts, the psychology of human's in general is to spend till it hurts. Studies at Carnegie Mellon University (CMU) have shown various ways that help a business to decrease the number of pain points involved in the process of purchase which in turn increased the retention and post-purchase satisfaction. While checking in Hotel management should able to provide customers a clear idea of the pricing and services on offer as well as provide various payment options to them in order to have repeat customers.

9. Generally Tourists and visitors will try paying using Credit and Debit Cards. So facilities for accessing them should be provided.
10. Try Old Classical Pricing- Pricing services such that the MRP end with 9 is one of the oldest pricing methods and different studies showed how much it really worked well and in some cases these products outsold much lower priced products that are similar. It is good to price the products and services at hotels with MRP ending with the number 9 so that customers have a psychological satisfaction.
11. Customers need a good parking space in case they have their own vehicles.
12. Emphasis of Customers will be on Time Spent rather than Money saved- In a Research published by Jennifer Aaker at Stanford University's, she concluded that prices when reasonable had created a huge difference in turnout and also established the fact that consumers have the tendency in recalling the positive memories about the product rather than the money they saved on it. So Hotels should ensure that customers recall the service rather than the price saved there.
13. Do not Do Price Comparison without Reasons- The prime focus of Hotels should emphasize why prices are cheaper, not just that they are. At times to ask consumers to make a comparison about the price of your product to that of a competitor can cause the prospect of their losing trust in you.

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NEED OF E-RESOURCES IN LIBRARY

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ABSTRACT

The Electronic library is purely based on computer and communication technologies. The terminology like computer based learning; web-based learning, virtual class room etc. are also used synonymous with e-learning. It is the delivery via all electronic media through internet, intranet, extranets, Television broadcast, CD ROM documents etc. It plays global communication roll in education and E-publishing. E-learning and E publishing poses lot of issues in the transformation of libraries from the conventional medium to ICT based digital libraries and web based services. The management system, learning environment, user services and information literacy programme etc of the libraries need to be totally changed to effectively address this issue.

KEYWORDS:

INTRODUCTION

In ancient days, the libraries were considered as storehouse of books and other reading materials whereas the librarians were considered merely as the custodians of these documents. With the passage of time and rapid advancements in the electronic information technology, the new means of communication have altered the way in which information is handled, stored and

Exchanged across the world. This advancements have transformed libraries from a mere static's storehouse of documents to a dynamite powerhouse of information, serving all professional and nonprofessionals in utilizing useful and need based collection of documents. The medium of information storage has changed from clay tablets, palm leaves, papyrus to papers and now to electronic and optical media. This has brought a revolution change in the way libraries adapt and function, shifting from print to electronic dissemination centre. All these desired the library professionals to switch over from traditional library system to digital library concept. The Digital Library in a broad sense is a computerized system that allows users

to obtain a coherent means of access to an organized, electronically stored repository of information and data. The term Digital Library may be used to describe any of the following.

- Organized collection of multimedia and other types of resources ;
- Resources are available in computer process able from;
- The function of acquisition, storage, preservation, retrieval is carried out through the use of digital technology;
- Access to the entire collection is globally available directly or indirectly across a network;
- Support users in dealing with information objects;
- Helps in the organization and presentation of the above objects via electronic/digital means etc; and
- Online educational portal.

NEED OF E-RESOURCES

- Easy to understand
- Shifting of the environment
- Multiple function of same information

- Information explosion
- Distance learning
- To procure online publication

ADVANTAGES OF E-RESOURCES

- No physical boundary
- Round the clock availability
- Multiple accesses
- Information retrieval
- Preservation and conservation
- Storage and Space
- Networking
- Cost

DISADVANTAGES OF E-RESOURCES

- Copyright
- Speed of access
- Initial cost is high
- Band width
- Efficiency
- Environment
- Preservation

BARRIERS IN ADOPTION TO E-RESOURCES

- Technology obsolescence(Hardware and Software)
- Trained Manpower
- User education and training
- Security against hacking and sabotage
- Attitude of library professionals and interest levels- interest in adoption has been limited
- IPR is not being given due importance
- Lack of indigenous, efficient and effective library software
- Free maturity-digital libraries are in an early stage of development
- Funding-limited funds have been made available for adoption and
- Complexity-digital libraries are highly complex and therefore are hard to evaluate.

ROLE OF THE LIBRARIAN

In the time of the digital Era and E-Resources every librarian should develop the following basic knowledge and skills to provide the best services to his users.

KNOWLEDGE & SKILLS:-

Teleological facilities and resources (computer, online catalogues, websites, LANs file servers etc.) Knowledge resources (books, journals, i.e. resources, Internet, Financial resources (Budget) Human resources (Skills for manpower training)

COMPETENCIES THAT REQUIRED TO POSSESS IN LIS PROFESSIONAL

Acceptance of change, Knowledge of user interaction with knowledge resources, Knowledge of user interaction with knowledge resources, Provide quality service,. Be adoptive, flexible and resistant,. Be resourceful, Posses excellent communication skills, constantly update personal knowledge base by keeping in touch with the latest development, Create awareness among the users, make them accept the changes, Be an information management strategist, etc.

TECHNICAL KNOWLEDGE REQUIRED:

Operating systems - Windows, UNIX, LINUX, Word processing, Graphics, Spread sheet & Presentations, Database Management Systems including the skills in Bibliographic Database Management Systems,

General purpose programming, Networking, Web page Development and Content Management, Information Retrieval software for online, CD-ROM and Internet, Library software packages, acquaintances with Digital Library Tools.

SOME OTHER ROLES ARE AS:-

- To provide intellectual access to information in any format
- To evaluate available sources of information
- To organize and structure information
- To ensure the preservation of information and
- To provide specialized staff to offer instruction and assistance in interpreting resources and access to resources

With the advancements in electronic technology, it becomes very difficult for an individual

to get the required information without wasting their time. It's the information managers, who

have to make the required information available to the individual without wasting his/her time. In the present scenario, the information professionals

have to keep in mind the following points to keep pace with the modern trends, which are taking place due to advancement of technology, if they want to survive:

- Continuous updating
- To have a bird's eye view about the developments
- Developing strong professional terms in their respective libraries
- Arranging continuous education and training programs for users and staffs
- Accept the challenges being imposed due to advancement of technology and
- Arrange lectures/training programs from time to time

CONCLUSION

The digital library concept is growing at a fast pace. Emerging technology of digital libraries is an offshoot of information revolution which can drastically improve the efficiency and effectiveness of management of physical and financial resources of libraries, the information managers/librarians have to equip themselves with the capabilities to link with global trends for the ultimate

benefits of information seekers. The professionals can join the revolutionized technological race without sacrificing their conception of traditional libraries. The information providers have to keep themselves abreast with the latest trends if they desire to survive in the present world.

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CHANGING THE FASHION WORLD

A ZARA CASE STUDY

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ABSTRACT

The fast-fashion business model, polished by Spanish fashion label Zara, is the most social and most successful long term business model, according to Emiliano Duch, Lead Specialist in Global Trade and Competitiveness Global Practice at the World Bank Group. Zara's collections are based on the most recent fashion trends, which are designed and manufactured quickly and cheaply to allow the mainstream consumers to take advantage of current clothing styles at lower prices.

KEYWORD: Porter's Five Forces model

Introduction

- Zara's competitive advantage is the fact that they are "fresh".
- They have a fast production and distribution strategy that allows them to offer the latest fashions in less than two weeks.
- Also, with them being able to produce and distribute new fashions in a short amount of time, it allows Zara to change over 75% of the merchandise on display every 3 or 4 weeks. This increases the frequency of customer visits to approx 17 times a year.

- Zara's factories are based in Europe, so new designs can get into stores in as little as two weeks. Other retailers are faced with the disadvantage of having their products shipped from China and facing a lag time of more than two months.
- Considering the fact that Zara will not order new merchandise after a line is sold out, it forces customers to purchase the product right away and not wait for discounts.

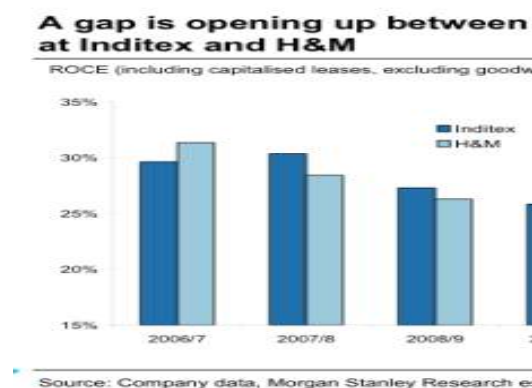
Females, always wish to dress fashionably and what they are wearing is important to them.

They understand that if they don't purchase the product when they see it, they may never get the opportunity to again.

This also works to the advantage for many customers that want to wear only exclusive dresses made just for them.

With the limited stock, there will not be as many people wearing the product if they only carry a small amount of inventory.

THE MARKET:



According to the report in Economic Times, Zara, with an annual turnover of Rs 405 crore, clocked a sales growth six times more than India's largest apparel brand Louis Philippe and a tad

higher than the largest department chain Shoppers Stop.

- And in March 2013, Inditex Trent, the joint venture between

Zara and Tata Group, reported high double digit growth of 56 percent in same-store sales in a market where most retailers struggled for a single digit like-to-like growth due to a slowdown in consumer spending in inspirational goods, the report added.

- Zara in India churns out more than 11,000 designs in a season and that helps it stay relevant to customers.
- Currently it is present in 86 countries with a network of 1,751 stores.
- 2009 Inditex revenue sales results revealing a 9% rise in sales to euro 11 billion.
- In year 2011, it opened 365 to 425 stores.
- In total Inditex have 4359 stores worldwide and in 76 markets.
- 1608 Zara store world wide.
- 80% of group revenue in inditex.
- 26% shares are floated in the market the major chunk is still with Ortega and the flotation was a spectacular success.
- Investors rushed to buy the shares, pushing the share price 22 percent higher on the first day of trade to \$9.3 billion.
- Fashion retailers spend on average 3.5% of revenue on advertising their products, while Zara's parent company Inditex spends just 0.3%.
- As of late last year, Zara had 350 shops in Europe, 18 in the Middle East, 52 in the Americas and five in Asia.



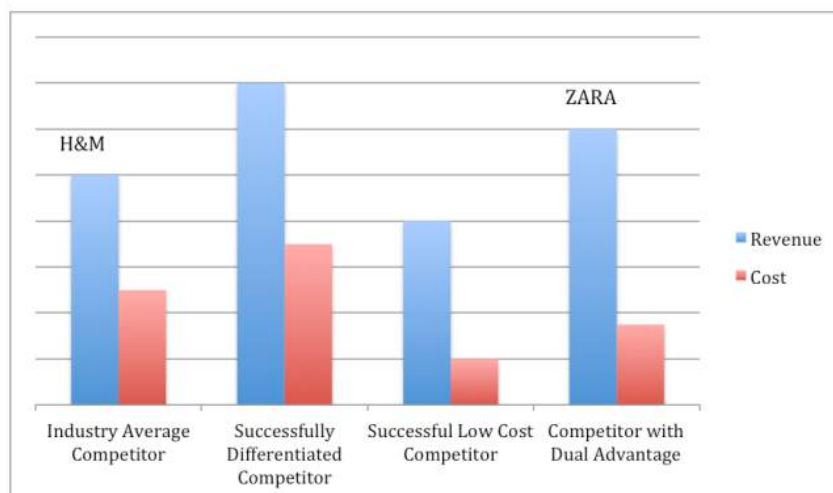
The changing external environment

KEY EXTERNAL FACTORS	Weights 0.0 to 1.0	Rating 1 to 4	Weighted Score
<i>OPPORTUNITIES</i>			
1. Increasing middle class in Asia	0.10	3	0.3
2. Opportunity to build distribution centers in developing countries to lower costs	0.05	1	0.05
3. New designers for better designs	0.10	3	0.3
4. Rising environmental issues	0.05	4	0.2
5. International Recognition	0.20	4	0.8
<i>THREATS</i>			
1. Fierce Competition	0.2	4	0.8
2. Lawsuit related to sweatshops	0.05	2	0.1
3. Possible imitation of goods	0.05	2	0.1
4. Dilution of Brand Equity	0.2	4	0.8 +
TOTAL	1.00		3.45

maintains low cost manufacturing and distribution networks (goes from concept to store in 15 days on average, 10 to 12 times faster than closest rivals, H&M and GAP respectively with a 17.4 factor-advantage over advertising costs).

- [1] H&M takes 3 to 5 months from creation to delivery: $5 \times 30 / 15 = 10$ factor advantage. GAP data given in case.
- [2] Industry average: 3.5% of revenue spent in advertising. Inditex spends 0.3%, 67% of this cost attributed to Zara. $3.5\% / (0.3\% \times 67) = 17.4$ factor advantage.

Competitive position & strategy



The strategic choices Zara has made and the competitive levers afforded to it by way of implementing these strategies is documented in the table below (the color-coded activities are mutually reinforcing):

Data gathering	Design	Manufacturing and Logistics	Stores	Intangibles
<ul style="list-style-type: none"> Developed working model for demand forecasting and trend analysis Store managers gather feedback from visiting customers using PDAs and feed it back to POS terminals Developed garment ranking system that helps Zara forecast demand 	<ul style="list-style-type: none"> Creates only demand-driven fashion designs, eliminating guess-work Keeps concept creation strictly in-house; 7.5 times more designs are created for market compared to closest competitor³ Promotes a learning culture that keeps employees focused on responding to trends, seeking and incorporating feedback, and cross-pollinating experience via rotation 	<ul style="list-style-type: none"> Clear competitive advantage using vertical integration (owns distribution and manufacturing), use of technology (to speed up complex tasks resulting in lower cycle time and fewer errors) Highly nimble operation: 50% of fabric is manufactured undyed that enables Zara to respond to mid-season demand fluctuations Local cooperatives operating without contracts 	<ul style="list-style-type: none"> Newer items packed on BLACK hangers, older items moved to WOODEN hangers invites easy identification for customers who are willing to pay the price premium Generates production efficiencies in stores by eliminating packing & moving of new garments for gains of 37.5% of prime selling time⁵ Garments are strictly inventory controlled using limited production runs. 	<ul style="list-style-type: none"> Customer loyalty: the average Zara customer visits the store 5.6 times more than the competitor's store⁷ Data-driven in-store operations, staff allocations based on forecasted sales volume help Zara save 2% on variable and direct labor costs⁸

[3] H&M creates 2000 to 4000 designs per year compared to 30000 designs by Zara at La Coruna, 'The Cube'.

[4] 1/8th of dollar volume is contracted out to Turkey and Asia.

[5] Zara gains up to 3 hours of prime selling time over competitors, assuming an 8 hour window that translates to a 5/8=37.5% advantage vs. competitors.

[6] Avg. industry markdown is 50% (=markdowns/net-sales), therefore about 50% of garments are NOT sold at full price. Zara sells 85% of its products at full price, and therefore generates maximum margins on 35% more of its products than competitors do.

[7] Customer visits: Zara is 17 times versus 3 times a competitor.

[8] The case mentions 2% of work hours, which would- for hourly employees, it is assumed- translate to 2% on variable and direct labor costs

Potential for conflicted choices

1. Manufacturing in-house: There is inherently some risk in producing 40% of total fabric and 60% of merchandise in-house at La Coruna. Zara is exposed to demand fluctuations, supply-side distortions

like oil price hikes that could derail the carefully syndicated and orchestrated logistics. However, Zara manages to stay ahead by using forecasting techniques, and incorporating customer feedback into creating those forecasts.

2. Ironing clothes in advances, paying extra to pack them in hangers imposes some cost to Zara, and is a sunk cost if the garments are not sold. However, Zara controls for this outcome by limiting production and cycling through inventory every 2 weeks or so.

Competitors:

- Elevated number of competitors
- The barriers to get out of the industry are low in distribution and high in manufacture.
- The storage costs are low as clothes have a long life time before getting damaged.
- There is no a diversification level in terms of quality of products, reason why the

customer's choice is based on price and brand recognition.

- There might be diseconomies of scale for the possibility of
- The growth rate is low, it is a mature industry

quick changes in the consumer's habits and trends

- High manufacture costs and raw material in the local market.

- **Substitutes:**

- No substitutes, it is considered a basic necessity to be dressed.

New Entrants:

- The local market (Spain) is not saturated.
- No distribution barriers to entrance because it only consists on low costs of renting a shop, no administrative restrictions, low initial capital to start.
- Reduced reaction possibilities in front of new entrants.
- In production, there are barriers for the existence of economies of scale. The initial capital is high

Customer's Bargaining Power:

Numerous customers, not well organized to defend their interests.

Low purchase volume per customer.

- When it is about distribution, the customer is the final consumer, though there is no risk of back integration.
- The other way down to production.
- In distribution, there is no risk of not paying because they are paid off at very moment of the purchase.

- Because of changes on the lifestyle, demographic changes, cultural changes or technological changes, the demand can easily vary.

populous countries with growing GDP, but also because people in Asian countries have the taste which Zara offers for its clothing.

Supplier's Negotiation Power:

- There are too much suppliers, no negotiation power.
- The nature of the products allow to storage them long time, unless the trends conditions.
- Big stores and supermarkets are relevant customers to Suppliers, because of the amount of purchases in each order.

2. Moreover, people in Asian countries, especially the teenagers and young adults are usually western oriented. Meaning, they like to follow the trends that the western culture currently has and adapt those trends in their country. One of those trends is definitely apparel.

3. Zara's rating for this factor is 3, which indicates that the response is above average because Zara is expanding aggressively in these emerging markets of Asia (India, China, and Indonesia). They are also the first mover in these countries. Therefore, we conclude that they have higher response rate.

The Opportunities of ZARA:

1. Increasing Middle Class in Asia weighs as 0.10 with a rating of 3; it is categorized as highly-rated since it is an important factor. Not only because Asia is a booming continent in which there are

4. Opportunity to Build Distribution Centers in

Developing Countries to Lower Costs weighs only 0.05 because even though it sounds interesting in order to cut costs of distributing the finished products, but there are problems that may occur such as infrastructure problems in developing countries which might actually hamper the company's super efficient supply and value chain. That is also the reason why we put Zara's response as 1 or poor, because they are not interested in this option.

5. New Designers for better design weighs a 0.10 with a rating of 3; this is very important since they are based on fast-fashion which they need to change products every 2 weeks. Therefore, excellent team of designers is crucial in this business.
6. Since Zara just cooperated with a lot of new designers, consequently their response is categorized as above average.

7. Rising Environmental Issues weighs a 0.05 with a rating of 4 or superior.
8. They are keen to have a good reputation of being an eco-friendly company, they even set their mission regarding this issue, but too bad that sometimes the consumers do not care about the eco-friendly issue, especially consumers in Asian-emerging markets like India, Indonesia, and China. They simply want exclusive and trendy clothes.
9. International Recognition weighs a 0.20 with a rating of 4 or superior response; undoubtedly this factor is the most important for Zara's opportunities because it is the key to successful expansion. In case of Zara, it is widely-known across the globe with good reputation in most of the countries. Therefore, it is a winning point for Zara to have such brand image in the eyes of global consumers.

The Threats of Zara:

1. Fierce Competition weighs a 0.20 with a rating of 4; one of the biggest threats because of new and affordable products from different stores such as H&M, Forever 21, and Uniqlo may harm Zara in terms of consumers' loyalty.
2. The analysis from Five-Forces also gives us some details about how this fierce Competition can affect Zara. However, somehow, regardless the amount of advertising investments Zara made, this brand can still enjoy remarkable growth across the globe. Allegedly it is the supply chain that makes it the winner. Therefore, we conclude that the response rate is superior.
3. Lawsuit related to Sweatshops weighs a 0.05 with a rating of 2; this threat is not much of a threat because the cases were not highly publicized, and also because the company has created a commitment to stop the practice of sweatshops in every factory; in every country where they produce their products.
4. Possible imitation of goods weighs a 0.05 with a rating of 2; there is a risk of Zara's products being copied, either by their competitor (the designs) or by irresponsible people that practice counterfeiting. However, since Zara is targeting the middle-upper class, therefore, it is not much of concern. Moreover, Zara's consumers are popularly known as loyal consumers to the brand.
5. Dilution of Brand Equity weighs a 0.2 with a rating of 4; this is also an important threat because it can decrease in its brand value in customer eyes. Therefore, Zara's implement their best strategies to increase the brand equity. Probably more significantly to their European consumers through the eco-friendly company campaign which is

highly noticed and precedence by European consumers.

indicates a strong response from Zara towards the opportunities and anticipation of threats.

Based on the EFE Matrix result, we see that Zara has a score of 3.45 which

THE PORTERS FIVE FORCES MODEL:

Barriers to Entry	Substitutes	Buyer Power	Supplier Power	Rivalry
HIGH	Moderate	Moderate	LOW	HIGH
<ul style="list-style-type: none"> High fixed cost business requires economies of scale for sustained profitability High SG&A (advertising, in-store promotions, etc) costs: up to 3.5% of revenue Concept to Store takes 6 months to a year: long sales cycle Brand equity valuable to consumers 	<ul style="list-style-type: none"> Buyer propensity to substitute is high with several competitors to choose from: H&M, GAP, Armani and Banana Republic. Low buyer switching costs and easily substitutable (a customer could walk into the neighboring Banana Republic store instead) Zara has gained substantial customer loyalty: 17 visits per year vs. 3 visits to competitors' stores Copying of styles quite prevalent in industry can attract the consumer who does not mind lower quality but 'similar' looking apparel. 	<ul style="list-style-type: none"> Trendy fashion wear is appealing to regular consumers and they would not shop lower quality apparel or accessories Apparel consumers have lots of choices when it comes to trendy clothing and accessories but price can be a factor. 	<ul style="list-style-type: none"> Contract based cloth production and stitching functions readily available Low price of fabric Local cooperatives work without contracts or labor unions 	<ul style="list-style-type: none"> High exit barriers due to high fixed and SG&A costs and excess inventory: lots of cash tied up in out-of-fashion inventory High advertising expenses: 3.5% of revenue indicative of intense competition

Competitive Profile Matrix

Critical Success Factors	Weight	Zara		H&M		Uniqlo	
		Rating	Score	Rating	Score	Rating	Score
Target foreign market selection	0.15	4	0.6	3	0.45	2	0.3
Enter marketing strategy	0.05	2	0.1	2	0.1	4	0.2
Timing of entry	0.05	2	0.1	2	0.1	4	0.2
Recognition of brand	0.12	4	0.48	3	0.36	3	0.36
Customers knowledge	0.1	4	0.4	3	0.3	3	0.3
Marketing support in global market	0.06	1	0.06	4	0.24	4	0.24
Location selection	0.04	3	0.12	2	0.08	3	0.12

Design collection	0.12	3	0.36	3	0.36	2	0.24
Employee	0.05	2	0.1	2	0.1	2	0.1
Price policy	0.1	3	0.3	4	0.4	4	0.4
Sales promotion	0.05	1	0.05	4	0.2	4	0.2
Organization and control business	0.11	4	0.44	2	0.22	3	0.33
TOTAL	1		3.11		2.91		2.99

Target Foreign Market Selection:

One of the most important factors in determining success in this highly competitive industry which force its players to have massive expansion strategy.

That is why the weight is 15%. Comparing to its other 2competitors, Zara has the highest score since they have been in the international market longer then H&M and Uniqlo. Zara was the first to start opening new stores in countries outside their country-of-origin's continent.

Zara expanded outside Europe firstly in 1997 to Israel (Inditex, Timeline,

2013), followed by H&M which is originated in Sweden, first opened their store outside Europe in 2001, located in New York.

Uniqlo was the last because they are a new player, established in 2005.

Enter Marketing Strategy:

How the headquarter decides the mode of entering a new market defines the company's interest towards the host country, as well as the company's capability and strategy to do international expansion.

Uniqlo takes the lead for this aspect, thanks to its advertisement and promotions which are everywhere.

They even outran H&M in Asian countries by expanding rapidly with strategy of wholly-owned subsidiary which potentially gives more concentrated strategy compared with Zara and H&M's strategies in which both used third-party to enter Asian markets. For example, Zara in Indonesia is under the management of PT Mitra Adi Perkasa.

1. Timing of Entry:

Uniqlo has the highest rating for its timing to entry because of the booming trend of East Asia in other Asian countries, like Indonesia which is currently suffering from Korean Invasion.

This perfect timing result a surge of consumers dying to shop at Uniqlo stores just out of curiosity.

2. Recognition of Brand:

- Zara takes the lead on this factor due to its powerful brand equity across the globe, including in Indonesia and other countries as well, they do not need much advertisement or promotion because they are already strong in international market.

Meanwhile, H&M and Uniqlo is catching up to Zara.

That is why the company finally realized the need to invest more on commercials. They eventually invested more than 600 million euro to improve their commercials and their logistic simultaneously.

3. Customers Knowledge:

As the first mover in the international market, Zara wins again for this factor. The first player usually gets the most advantage compared to those who lagged. Moreover, customer's knowledge is also important in order to attract new consumers. Note that customers can also become tool for promotions through the powerful word-of-mouth.

4. Marketing Support in Global Market:

Zara has no lead here since after so many years, the company seemed not care about this factor, which then ties H&M and Uniqlo's full on advertisements and marketing. Not until just recently when Inditex finally decided to improve their marketing efforts.

5. Location Selection:

H&M is behind Zara and Uniqlo since it has just opened in only two stores in Jakarta. That is just one of the examples of how H&M is lagging behind the other two in international market.

Zara, on the other hand, is opening more and more new stores in current market, in new market, and almost in every big mall, shopping streets, downtown city, all strategic locations in every countries around the world.

Meanwhile, Uniqlo is trying to catch up by opening more new stores concentrated in Asian countries like the one which has just been opened in Indonesia at Lotte Shopping Avenue.

6. Design Collection:

In apparel industry, designs are the key. In order to be successful in this industry, designers must be able to produce designs that the consumers currently like, designs that consumers will like in the future, and designs that consumers did not expect they would ever like.

Impressing the consumers and be creative is important. Zara and H&M, in this case ties while Uniqlo is behind.

Zara not only sells clothing, accessories and perfumes, but also furniture bedding, while H&M sells clothing, accessories, home perfume and makeup.

7. Employee:

None of the stores takes the lead and are tied with a rating of 2, because generally all companies evidently put their best service to attract customers considering the high level of competition.

In other words, no company outperforms the others in this matter. Moreover, in apparel industry, employees (especially the office employees) are not much of an effect more than the products itself, as a result, the weight given is only 5%.

8. Price Policy:

Price matters in apparel industry.

Moreover, since the rivalry among firms is high, therefore companies must be able to charge at competitive price.

In this aspect, H&M and Uniqlo ties on taking the lead for their more affordable products than Zara's,

especially Asian -developing countries like India, Indonesia and China.

9. Sales Promotion:

H&M and Uniqlo also ties on taking the lead for promotions and advertisement compared to Zara.

This will relate to the company's strategy in Marketing. Again, Zara has been very stingy when it comes to marketing campaigns.

10. Organization and Control

Business:

In fast-fashion industry, the business control operation is important.

Because the lead time needs to be as low as possible, therefore there is no room for defects.

Zara is in the lead for this aspect, thanks to their highly-integrated information response, by using PDA to directly inform the headquarters about what is going on in the store.

WHY IT WORKS IN INDIA

The fast-fashion business model, polished by Spanish fashion label Zara, is the most social and most successful long term business model, according to Emiliano Duch, Lead Specialist in Global Trade and Competitiveness

The report will be daily, or even hourly. Based on the result of CPM matrix, we see that Zara is still the winner among its competitors with 3.11 score.

Moreover, it also means that Zara's performance is above average.

ZARA'S KEY FACTORS OF SUCCESS

- Zara concentrates on three winning formulae to bake its fresh fashions:
- Short Lead Time = More fashionable clothes
- Lower quantities = Scarce supply
- More styles = More choice, and more chances of hitting it

Global Practice at the World Bank Group.

Traditional fashion business models first aim at creating designs, then move to manufacturing before the product reaches the store and then its client.

Zara's business model first looks at its client in its stores to see which garments they are buying and what is selling before designing their items and heading to manufacturing.

Zara's collections are based on the most recent fashion trends, which are designed and manufactured quickly and cheaply to allow the mainstream consumers to take advantage of current clothing styles at lower prices.

Zara stores are known to place orders every two weeks for new items depending on what is selling in individual stores and by keeping their range fresh, consumers are likely to pay the store visit a more often than not.

- Inditex Trent replicated, in india, a model that has worked for Zara globally, creating affordable, knocked-out versions of the latest fashions or designer wear and making them available to shoppers in double quick time.

JOB INVOLVEMENT AMONG THE LIBRARY PROFESSIONAL WORKING IN ACADEMIC LIBRARY

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ABSTRACT

In a present scenario job plays a very important role to develop any organization or institutions the basic objectives of the study was to find out the job involvement among the library professional working in Bharathidasan Applied College of Orathanadu. A comparative study. Researcher randomly selected 75 employees of different six (5) colleges and analysed the data by using J.I.Q. Job involvement questionnaire developed by Lodahl and Kejner (1965) was measured the level 1 of job involvement of library professionals. It also contains 20 items at 5 point rating scale. The major findings are the job stability of male employees of AVVM Sri Pushpam College, i.e., 66.67% and female employees of AVVM Sri Pushpam College, i.e., 50% it is higher than other college. The satisfaction level of male employees of AVVM Sri Pushpam College, i.e., and the female employees of Jamal Mohamed college, i.e., 60% which is higher than other colleges. The personally involvement level of male employees of Jamal Mohamed college, i.e., 53.85% and female employees of AVVM Sri Pushpam College, i.e., 50%. The attitude towards extra duties of male employees of Bishop HeparCollege i.e., 21.43% and the female employees of Bishop Heparcollege i.e., 50%. Which is higher than other Colleges. The priority of work life of male employees of JosephCollege, i.e., 50% and the female employees of Joseph college, i.e., 33.33%. This higher than other colleges.

INTRODUCTION

Job involvement is the term which is more related of the job satisfaction. If the employees are satisfied with their job they will closely involve their work performance. In 1960's when job satisfaction and job motivation becomes much emphasized, broader and well defined terms there emerged a new phenomenon known as job involvement. The job involvement involves two broader terms, i.e., job and involvement. Job signifies task roles inter wind with utmost responsibilities and involvement is the measurement of the importance a person develops in his heart towards a particular job. Job involvement refers to the degree to which individuals psychologically identify with their present job for highly involved employees. A comprehensive study of job involvement has gained importance in recent years because it plays an important role in providing a link between performance on hand and employees need and quality of working life the other. It is very central to the work motivation and is an important component of organizational effectiveness (Hall and Lawler 1970), (Walton 1972 and Dewhirst 1973) within a very short span of time the phenomenon of job involvement gained its importance among management supervisor and psychologist who started considering job involvement as a interior for measuring work performance of an individual or group of employees the study of job involvement as witnessed from the literature has advanced from

descriptive and theoretical stage to more theoretical and empirically explanative stage.

IMPORTANCE OF JOB INVOLVEMENT

During the process of socialization certain work value are inject into the self of the individual that remains dynamically active even the later stage in the form of employees reaction and attitude towards job religious which plays an important role in the division of society by way of bringing variations in practices of benefits stands uniform in the context of job involvement. The involvement means the activities related to the fulfilment of the work assigned to them as part of their job. In Islam honesty, sincerity and responsibility have been made the hallmark of earning a livelihood through the ways laid down by the Islam. This three honesty, sincerity and responsibility indirectly changes employees' behaviour while performing the activities of the work towards their job in an organization. In the same way all other religious of the world speaks of the importance of involvement with job and provides socio cultural aspect the influencing the behaviour of job involvement society has sets certain scale for its member to get themselves involved to the job this guidelines or norms act as the force by which people get committed and job involved.

DEFINITION OF JOB INVOLVEMENT

Job involvement is the level of psychological identification with one's job and may also be thought of as the internalization of values about the goodness of work and the importance of work to the self-worth of an individual. De Vincentis (1999) questioned the traditional interpretation and pointed out sociological and psychological approaches to the job involvement. According to Kanungo "A cognitive state of psychological identification with the job and depends on the degree to which the job is perceived to meet one's salient needs, be they intrinsic and extrinsic is termed as job involvement" Kanungo (1982). He states job involvement as a relatively stable personal characteristic and points out that men are traditionally more likely to value work than women aside from its importance to earth living, Runyon (1973). Considered job involvement as a convenient laid summarizing several characteristic that make job more important and potentially more satisfying to the individual. Patchen (1970). Job involvement as "The degree to which a person identifies psychologically with his work or the importance of his work in his total self image is considered as job involvement". Loadaha & Kejner (1965).

Relationship Between Job Involvement and Job Satisfaction

The term job involvement was used in various context and often confused with involvement job satisfaction need and intrinsic motivation but Lawler and Hall (1970) provided

theoretical and empirical ambience distinguished this termed as job involvement and Bigelow (1976) and Ahamad (1978) have confirmed that these two terms are factorially independent of each other. While job satisfaction is the combination of psychological, psychological and environmental circumstances which makes a person satisfied with his job and job involvement are the values which are imbibed in the person generating a sense of goodness and importance of the work in which he is involved and provides the basis by which a person can be socialized more properly into the organization in which he is employed. Job satisfaction when at its best levels makes job involvement a natural phenomenon that makes a person interlined in the job through values which says that involvement with job is the religious moral and social duty of human being. In 1989, Mishra has reported a significant relationship between job satisfaction and job involvement all through job stress or do not appear to represent as an important moderator variable on the job satisfaction and job involvement relationship.

METHODOLOGY

The purpose of the study is to find out the job involvement among the library professionals working in Bharathidasan Applied College of Orathanadu. For the purpose of the study, 75 questionnaires have been distributed among the library professional working in Bharathidasan applied College of Orathanadu, Bishop college, Jamal Mohamed college, AVVM Sri Pushpam College, out of 75

questionnaires, researcher has received 57. In 57 questionnaires 11 was incomplete and 46 was completed in respect of research. for the collection of data researcher used J.I.Q. job involvement questionnaires developed by Lodahl and Kejner (1965) was measured the level 1 of job involvement of library professionals. It also contains 20 items at 5 point rating scale. The data collected through questionnaires were organized quantitatively and tabulated by using statistical methods, tables and percentages.

Objectives of the study

*To find out the stability of male and female employees if, he/she not paid for the work.

* To measure the job satisfaction level of male and female employees.

* To find out the personal involvement level of male and female employees in their jobs.

* To determine the attitude avoid towards taking extra duties and responsibilities in their work

* To know the priorities in life, the most things in life are more important than work.

HYPOTHESES

Job stability of male female employees of Bharathidasan applied College of Orathanadu library will be higher than other Colleges.

- Jos satisfaction level of Bishop heper college library will be higher than other college libraries.
- Personal involvement level of Joseph College will be higher than the other college libraries.
- Attitude towards avoid taking extra duties and responsibilities taken by the AVVM SP college library will be higher than the other college library. Priorities in life most things are more important than work, the Bishop heperwill be totally agree then the other college library.

LITERTATURE REVIEW

Abutayeh, Bandar (2012). This article is to examine the effect of human resource practices on job involvement in an Arabic country namely; Jordan. Six of the major human resource practices are included in this research, namely: job analysis, selection, training, performance appraisal, compensation, and career management. Results show that all human resource practices have exhibits the highest effect whereas training has the lowest effect. Khan, tariqibbal (et.al)(2011) highlights the effect of job involvement on three types of commitments i.e. affective commitment, continuance commitment and normative commitment. Data were collected from 211 employees of 11 different

organizations and analysis revealed that job involvement has positive impact on three types of commitment. Aminulislam (2011). Studied on relationship between the big five personality dimensions and job involvement was examined with a sample of one hundred and five (105) sales/customer service of a foreign based banking/financial institution in the Northern Region of Malaysia. Hypotheses were tested by means of regression analysis. Result indicate that extroversion and agreeableness are positively related to job involvement. Allam (2007) conducted a study on bank employees and observed that personal accomplishment one of the facets of job burnout was found significant related to job involvement among the bank managers. employees of AVVM Sri Pushpam college, i.e., 33.33% and the lowest score of Bishop college, i.e., 7.14% at the same level the highest score of female employees of Bishop college% JamiaHamdard, i.e., 50% and the lowest score of AVVM Sri Pushpam college, i.e., 25%. The highest score of undecided male employees of Bharathidasan applied College of Orathanadu & AVVM Sri Pushpam college, i.e., 33.33% and the lowest score of Joseph College, i.e., 1.0% and the same level the highest score of female employees of Bharathidasan applied

College of Orathanadu, i.e., 80% and the lowest score of AVVM Sri Pushpam college, i.e., 25%. The highest score of disagree male employees of JamiaHamdard, i.e., 44.44% and the lowest score of Bharathidasan applied College of Orathanadu & Joseph College, i.e., 20% at the same level the highest score of female employees of Bishop College, i.e., 50% and the lowest score of Adaikalamatha College, i.e., 20%. The highest score of highly disagree male employees of JamiaHamdard, i.e., 33.33% and the lowest score of Bishop Heper College, i.e., 7.14% at the same level the score of female employees of Bharathidasan applied College of Orathanadu, i.e., 20%. It is clear that the fifth hypothesis Priorities in life most things are more important than work, the Bishop Heper college will be totally agree than the other college library is rejected.

CONCLUSION

The study shows that involvement is based on the satisfaction of the salary, work motivation, experience, family issues etc. In other words we can say that the job involvements were related in the context of job skills, job performance, and co-ordination with the super ordinate. While job satisfaction is the combination of psychological, psychological and environmental circumstances which makes a person

satisfied with his job and job involvement are the values which are imbibed in the person generating a sense of goodness and importance of the work in which he is involved and provides the basis by which a person can be socialized more properly in to the organization in which he is employed.

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