

Vol No. III

Issue No. 06

June 2015

ISSN: 2347 5587

CKPIM BUSINESS REVIEW



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Changing Dynamic of Consumer Behavior of Indian Customers

Prof. (Dr.) Rashmi Gujrati*

Abstract

In any business organization, changing consumer behaviour is a big challenge in sustainable growth of the business. In developing country like India, there is need to formulate and successfully implement strategies related to consumer behaviour because there are fewer resources to meet the basic requirements of the business. Changing consumer behaviour is an complication in the growth of business because it leads to heavy losses due to old-fashioned stock of the organization. Consumer behaviour is complex and very often not considered rational. A further challenge is that consumer personalities differ across borders and also between and within regions. Taste, behaviour and preference of consumers cannot be ignored because consumers are the „Kings“ of market. Consumer behaviour is a complex, dynamic, multidimensional process, and all marketing decisions are based on assumptions about consumer behaviour. Therefore, marketing strategies related to consumer behaviour are made to beat cut throat competition in global context. In modern times, prediction of consumer behaviour is much essential for prosperity of the business. Its prediction and strategy formulation is a challenge for the management of any business organization. Only those organizations which formulate and implement consumer oriented marketing strategies, can survive in global competitive era. The way Indian consumers are spending their money on various items has changed in recent years. With the ever-increasing penetration of internet and social media, the purchasing behavior of Indian consumers has changed dramatically. Urbanization is taking place in India at a dramatic pace and is influencing the life style and buying behavior of the consumers. The present study is based on the perceptions, buying behavior and satisfaction of the consumers in Indian market. The Indian consumers are noted for the high degree of value orientation. India is a lucrative market even though the per capita income in India is low and it remains a huge market, even for costly products. Consumer behavior is complex and very often not considered rational. The recent trends which are found in the Indian market are celebrity influence, online shopping, freebies and popularity of eco-friendly products.

Keywords: *Consumer behaviour, Business growth, Global competition, marketing strategy, Urbanization, perceptions, eco-friendly.*

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Introduction

In present scenario, the study of consumer behaviour has become essential. Consumers are the kings of markets. Without consumers no business organization can run. All the activities of the business concerns end with consumers and consumer satisfaction. Customer behavior study is based on consumer buying behaviour, with the customer playing the three distinct roles of user, payer and buyer. Research has shown that consumer behaviour is difficult to predict, even for experts in the field. The study of Consumer Behavior is quite complex, because of many variables involved and their tendency to interact with & influence each other. These variables are divided into three major sections that have been identified as the most important general influences on Consumer Behaviour. Consumer behaviour is the study of when, why, how, and where people do or do not buy a product. It blends elements from psychology, sociology, and groups. According to Edward, —It studies characteristics of individual consumers such as demographics and behavioural variables in an attempt to understand people's wants. It also tries to assess influences on the consumer from groups such as family, friends, reference groups, and society ingener al. Customer behaviour study is based on consumer buying behaviour, with the customer playing the three distinct roles of user, payer and buyer. Research has shown that consumer behaviour is difficult to predict, even for experts in the field. Relationship marketing is an influential asset for customer behaviour analysis as it has a keen interest in the re-discovery of the true meaning of marketing through the reaffirmation of the importance of the customer or buyer. A greater importance is also placed on consumer retention, customer relationship with management, and personalization. Social functions can be categorized into social choice and welfare functions.

Objectives of the Study

The main objectives of the present study are:

1. To discuss the various methods of measuring consumer behaviour
2. To discuss the factors of the growth of business
3. To analyze the impact of changing consumer behaviour on growth of business

Behavioural change theories are not universally accepted. Criticisms include the theories emphases on individual behaviour and a general disregard for the influence of environmental factors on behaviour. In addition, as some theories were formulated as guides to understanding behaviour while others were designed as frameworks for behavioural

interventions, the theories' purposes are not consistent. Such criticism illuminates the strengths and weaknesses of the theories, showing that there is room for further research into behavioural change theories.

To develop a valid and reliable measure of motivations and costs associated with online information search and purchase behaviour;

To provide a systematic and exhaustive review of online consumer behaviour research;

To test the ability of the measure to identify the impact that specific motivations and costs have on apparel search and purchase decisions among Internet shoppers worldwide;

To identify important constructs that are specific to the context of online purchasing;

To propose an integrated framework that enhances our understanding of the underlying driving factors of online consumer behaviour;

To evaluate the potential of the Internet as an efficient and effective medium to disseminate information to enhance brand/product awareness, evaluations, and purchase intentions in the global marketplace;

Consumer behavior

Consumer behavior is a significant theory for marketers who intend to improve their marketing strategies. For understanding the consumer behavior marketer try to know how consumer feels, how they think. Consumer behavior plays a vital role in the success of a product. marketers largely depend upon consumer position of behavior. There are several dynamics of consumer behavior, some cultural issues, family values, decision making process of consumer, factors which affected consumer behavior Consumer also have special consideration on cultural and special occasions where marketers seems to highlight their product in special manner along with they offer free gifts and limited time scheme so consumer prefer to buy them. Consumer behavior can change in different periods of time, for example if they like to take tea or fresh juices in the evening so marketers feel better to show such type of advertisement in this specific period. Media has been playing specific role for changing the consumer behavior but some time immature marketing for some diet products or some time marketers seems to provide easy way to obtained credit at flexible terms for consumers without having any precautions. For understanding the consumer behavior we need to understand the reason where consumer prefer to buy comfortably and which factors are attractive for consumer for buying a product.

1-Consumer Buying Process

Consumer buying process also influenced consumer to buy a certain item, we can divide consumer buying process in various phases, awareness of needs and some time desire to buy a product because of some external motivation. Some time consumer gets information from their own mind and sometime they feel to get external information from friends, relatives etc. purchase decision with some alternatives includes some choices, several packages are highly appreciated. If Mode of payment is relaxed to consumer they prefer to buy it.

Pre Purchase & Post Purchase Behavior

Consumer behavior may be different before purchase a product and after purchase or hiring services so mature marketers has to focus both the behaviors in their strategy Marketers want to know about consumer behavior? Marketers often used some different techniques to know the opinion of consumer about their product or service. Some time they go for taking surveys from general people and further surveys are also in the form of mail, consumer feels easy to make a conversation on phone rather then face to face interview, because consumer may be reluctant to discuss all things from interviewer in face to face meetings.

Personal interview can be really helpful but its so costly but if company can manage it so then it can be so interesting and effective as well. Interviewer can elaborate all the things and then he can take better from consumer. Online surveys can also effective irrespect of this thing that all the people will not have

2-Consumer Buying Behavior:

A. Model of consumer behavior

Consumers make many buying decisions every day. Most large companies research consume buying decisions in great detail to answer questions about what consumers buy, where they buy, how and how much they buy, when they buy, and why they buy. Marketers can study actual consumer purchases to find out what they buy, where, and how much. But learning about the whys of consumer buying behavior is not so easy--the answers are often locked deep within the consumer's head. The central question for marketers is: How do consumers respond to various marketing efforts the company might use?

The company that really understands how consumers will respond to different product features, prices, and advertising appeals has a great advantage over its competitors. The starting point is the stimulus-response model of buyer behavior

B-Model of consumer behavior

Marketing stimuli consist of the four Ps: product, price, place, and promotion. Other stimuli include major forces and events in the buyer's environment: economic, technological, political, and cultural. All these inputs enter the buyer's black box, where they are turned into a set of observable buyer responses: product choice, brand choice, dealer choice, purchase timing, and purchase amount. The marketer wants to understand how the stimuli are changed into responses inside the consumer's black box, which has two parts. First, the buyer's characteristics influence how he or she perceives and reacts to the stimuli. Second, the buyer's decision process itself affects the buyer's behavior. This chapter looks first at buyer characteristics as they affect buying behavior, and then discusses the buyer decision process. Consumer purchases are influenced strongly by cultural, social, personal, and psychological characteristics, as shown in Figure For the most part, marketers cannot control such factors, but they must take them into account access.

3-Factors affecting consumer behavior:

Markets have to be understood before marketing strategies can be developed. People using consumer Markets buy goods and services for personal consumption. Consumers vary tremendously in age, income, education, tastes, and other factors. Consumer behavior is influenced by the buyer's characteristics and by the buyer's decision process. Buyer characteristics include four major factors: cultural, social, personal, and psychological. We can say that following factors can influence the Buying decision of the buyer:

In generally a lot of factors affecting consumer behavior like cultural trends , values, perceptions , social , education level, wealth, region of consumer either they belong from African American or asian American or other regions, economic conditions. Different people take things in different manner, ideas from different point of view and have different opinions, different views about it.

1-Psychological Factor.

There are four important psychological factors affecting the consumer buying behavior. These are: perception, motivation, learning, beliefs and attitudes.

Motivation –

Motivation is a willing to achieve a certain goal, motivation could be effected because of consumer financial circumstances. The level of motivation also affects the buying behavior of customers. Every person has different needs such as physiological needs, biological needs,

social needs etc. The nature of the needs is that, some of them are most pressing while others are least pressing. Therefore a need becomes a motive when it is more pressing to direct the person to seek satisfaction.

Perception –

What perception consumers have about a certain product Selecting, organizing and interpreting information in a way to produce a meaningful experience of the world is called perception. There are three different perceptual processes which are selective attention, selective distortion and selective retention. In case of selective attention, marketers try to attract the customer attention. Whereas, in case of selective distortion, customers try to interpret the information in a way that will support what the customers already believe. Similarly, in case of selective retention, marketers try to retain information that supports their beliefs.

Beliefs and Attitudes

Customer possesses specific belief and attitude towards various products. Since such beliefs and attitudes make up brand image and affect consumer buying behavior therefore marketers are interested in them. Marketers can change the beliefs and attitudes of customers by launching special campaigns in this regard.

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Knowledge & Education Level –

Every consumer takes decision according to their knowledge and education level so consumer behavior can change if they feel new information about a product. So knowledge and education is an important factor for consumer to buy a product or hiring service

Attitude - consumer attitude suggest how they are motivated towards a product-

Life Style – How consumer give value of their life and what way life they spending. Lifestyle of customers is another import factor affecting the consumer buying behavior. Lifestyle refers to the way a person lives in a society and is expressed by the things in his/her surroundings. It is determined by customer interests, opinions, activities etc and shapes his whole pattern of acting and interacting in the world.

Group Membership – another external influence factors, often consumer belong to many other groups which may effect consumer decision making Reference Groups

Reference groups have potential in forming a person attitude or behavior. The impact of reference groups varies across products and brands. For example if the product is visible such as dress, shoes, car etc then the influence of reference groups will be high. Reference groups also include opinion leader (a person who influences other because of his special skill, knowledge or other characteristics).

2-Economic Factor - Economic factor is a significant factor in consumer behavior, a lot of consumer can suffer because of poor economic conditions. Consumer economic situation has great influence on his buying behavior. If the income and savings of a customer is high then he will purchase more expensive products. On the other hand, a person with low income and savings will purchase inexpensive products

3. Cultural Factors – culture is an external influence, how we live and what we consume. Cultural factors exert the broadest and deepest influence on consumer behavior. The marketer needs to understand the role played by the buyer's culture, subculture, and social class.

I. Culture

Culture is the most basic cause of a person's wants and behavior. Human behavior is largely learned. Growing up in a society, a child learns basic values, perceptions, wants, and behaviors from the family and other important institutions. A person normally learns or is exposed to the following values: achievement and success, activity and involvement, efficiency and practicality, progress, material comfort, individualism, freedom, humanitarianism, youthfulness, and fitness and health. Every group or society has a culture, and cultural influences on buying behavior may vary greatly from country to country. Failure to adjust to these differences can result in ineffective marketing or embarrassing mistakes. For example, business representatives of a U.S. community trying to market itself in Taiwan found this out the hard way. Seeking more foreign trade, they arrived in Taiwan bearing gifts of green baseball caps. It turned out that the trip was scheduled a month before Taiwan elections, and that green was the color of the political opposition party. Worse yet, the visitors learned after the fact that according to Taiwan culture, a man wears green to signify that his wife has been unfaithful. The head of the community delegation later noted, "I don't know whatever happened to those green hats, but the trip gave us an understanding of the

extreme differences in our cultures." International marketers must understand the culture in each international market and adapt their marketing strategies accordingly.

II. Subculture

Each culture contains smaller subcultures or groups of people with shared value systems based on common life experiences and situations. Subcultures include nationalities, religions, racial groups, and geographic regions. Many subcultures make up important market segments, and marketers often design products and marketing programs tailored to their needs. Here are examples of four such important subculture groups.

III. Social Class

Almost every society has some form of social class structure. Social Classes are society's relatively permanent and ordered divisions whose members share similar values, interests, and behaviors. Social class is not determined by a single factor, such as income, but is measured as a combination of occupation, income, education, wealth, and other variables. In some social systems, members of different classes are reared for certain roles and cannot change their social positions. Marketers are interested in social class because people within a given social class tend to exhibit similar buying behavior. Social classes show distinct product and brand preferences in areas such as clothing, home furnishings, leisure activity, and automobiles.

4 -Sociological factor - A lot of sociological factor could effect consumer behavior like Family life, age, education level, good and bad sociological influences. A consumer's behavior also is influenced by social factors, such as the consumer's small groups, family, and social roles and status.

I. Groups

Many small groups influence a person's behavior. Groups that have a direct influence and to which a person belongs are called membership groups. In contrast, reference groups serve as direct (face-to-face) or indirect points of comparison or reference in forming a person's attitudes or behavior. Reference groups to which they do not belong often influence people. Marketers try to identify the reference groups of their target markets. Reference groups expose a person to new behaviors and lifestyles, influence the person's attitudes and self-concept, and create pressures to conform that may affect the person's product and brand

choices. The importance of group influence varies across products and brands. It tends to be strongest when the product is visible to others whom the buyer respects. Manufacturers of products and brands subjected to strong group influence must figure out how to reach opinion leaders—people within a reference group who, because of special skills, knowledge, personality, or other characteristics, exert influence on others. Many marketers try to identify opinion leaders for their products and direct marketing efforts toward them. In other cases, advertisements can simulate opinion leadership, thereby reducing the need for consumers to seek advice from others. The importance of group influence varies across products and brands. It tends to be strongest when the product is visible to others whom the buyer respects. Purchases of products that are bought and used privately are not much affected by group influences because neither the product nor the brand will be noticed by others.

II. Family

Family members can strongly influence buyer behavior. The family is the most important consumer buying organization in society, and it has been researched extensively. Marketers are interested in the roles and influence of the husband, wife, and children on the purchase of different products and services. Husband-wife involvement varies widely by product category and by stage in the buying process. Buying roles change with evolving consumer lifestyles. Such changes suggest that marketers who've typically sold their products to only women or only men are now courting the opposite sex. For example, with research revealing that women now account for nearly half of all hardware store purchases, home improvement retailers such as Home.

The Sustainable Growth of the Business

Consumer taste is also changing as fast as the technology changes. In today's world technology changes are taking place rapidly. The change in technology changes the taste of consumers. To cater to the need of a rapidly changing consumer trends, a firm has to constantly understand the latest consumer trends and tastes. Consumer behaviour provides invaluable clues and guidelines to marketers on new technological frontiers which they should explore. With the change of technology and design customer moves their demand to new product, Old one is refused by them. For example, change in technology in mobile phones has shifted the demand of customer from simple mobile phone to mobile phone of new technology.

Customer behaviour can affect the sustainable growth of business in following manners:

- a) If the behaviour of the consumers changes time to time, the new production or services would be needed to meet the demands of the consumers. If a businessman or manufacturer changes its business product, it would lead to high cost of production.
- b) If the cost of production is the major focus of the business, none of the other activities would more attention. Ultimately, quality of the work, design, packaging and distribution, would get suffered.
- c) Business organization will not compete with competitors. Because if the organization considers only cost, other parameters are suffered and predetermined goals of the business cannot be achieved.
- d) Business organization gets success only when all the business activities (internal environment) go smoothly.
If there is unrest in the internal environment of the organization regarding the change, business cannot get success.
- e) Need to acquire heavy capital funds to cope with change in consumer behaviour.
- f) Requirement of new machinery and recent technology.
- g) Trained Human Resource capital is needed to face cut throat competitors.

All these requirements demand an outstanding performance which is a great challenge in reality.

Suggestions

- The business organization must be associated with high degree research work for finding the taste, behaviour, preferences in uncertain situations
- Total Quality Management (TQM) should be applied by business concern to improve the quality of production and services so that changing environment can not affect the demand of customers and consumers can sticky with the particular business brand.
- Regular innovations should be the integral part of the business. Top level management should give attention to innovations and new techniques and new methods of the production and encourage subordinates for discover „new“ things. With the help of innovation cost of production might be reduced and quality improved. „Old rule of thumb“ must be replaced with new ideas and discoveries.

Factors Responsible for Sustainable Business Growth

- Capital
- Raw material according to the demand of customers
- Machinery of new technology
- New innovative methods
- Trained and perfect Human Resource

Capital

Capital is most important resource of the business. It can be considered as lifeblood of the business. No business can run without capital. Not only is its existence essential but its adequacy should be ensured also. Besides the supplies and materials that go into the manufacturing process, other "hard" assets are needed, such as equipment, buildings and trucks. These assets require capital. It varies according to the type of business. In a manufacturing setting, it includes the machinery used to build the products, warehouses and the building that houses the operation. In a service business, it could include computers, desks and telephone equipment.

Human Resource

No business is completely automated; humans are involved in producing any business' product or service. Labour is often one of the largest expenses of a business and managing human capital appropriately and efficiently is one of the hallmarks of a successful business. In the words of Bansal, it can be stated as Human capital does not directly affect the business but it works indirectly which is very important for business. Customers and clients see the employees in a business as a reflection of that company. The way that the human resources of a company interact with the customer base has a large impact on customer longevity and loyalty.

Helpful Resources

The building and equipment required to run a business need to be located somewhere. Resource capital encompasses the physical space a company occupies, as well as other non manmade resources such as water and air. Manufacturing operations often use more resource capital than service businesses because the manufacturing process requires more space for production, warehousing and trading.

Intellectual Capital (Human Resource)

A business is far more than the sum of its physical parts. It takes entrepreneurial spirit experience, creativity and knowhow to make a business successful. These components are collectively called intellectual capital. Also included are rights, patents and trademarks; everything that you can't touch or see but is often the reason a business grows and succeeds. Sometimes, these "assets" of a business are not captured on a traditional financial statement a value is indeterminable.

Common Features of Consumer Behaviour

- a) Other people's behaviour matters
- b) Habits are important
- c) People are motivated to 'do the right thing'
- d) People's self expectations influence how they behave
- e) People are loss-averse
- f) People are bad at computation
- g) People need to feel involved and effective to make a change

Parameters which Affect the Consumer Behaviour

Consumer behaviour refers to the selection, purchase and consumption of goods and services for the satisfaction of their wants. There are different processes involved in the consumer behaviour. Initially the consumer tries to find what commodities he would like to consume, then he selects only those commodities that promise greater utility. After selecting the commodities, the consumer makes an estimate of the available money which he can spend. Lastly, the consumer analyses the prevailing prices of commodities and takes the decision about the commodities he should consume. Meanwhile, there are various other factors influencing the purchases of consumer such as social, cultural, personal and psychological. The explanation of these factors is given below.

Changing consumer behaviour in developed and emerging markets

In a 2013 report by Accenture, (a global consulting and research leader in consumers trends, technology and out sourcing) a survey of 10,000 consumers worldwide highlighted some interesting disparities between those in developed countries (Germany, Japan, the United Kingdom and the United States) and those in emerging markets (Brazil, China, India, Indonesia, South Africa and Turkey). Pace of change in consumer behaviour in those

emerging markets is far greater than in developed markets. Consumers are increasingly “connected” – often online, interacting with companies and other consumers to research and purchase products, share advice, and praise or criticize a business. Nearly three-quarters (73 percent) of the consumers surveyed said they use the Internet to research or purchase products or services more than they did three years ago. Consumers are also increasingly using social media as a tool in the purchasing process.

- Consumers are increasingly “demanding” – seeking products and services customized to meet their specific needs. Approximately two-thirds of consumers surveyed said that it is important to be able to buy what they want when they want it (68 percent) and to be able to customize the product or service to be exactly what they want (63 percent).
- Consumers are increasingly “conscientious” – seeking sustainable goods and services, they are focused on where and how their products are made and on doing business with companies that make a positive social and/or environmental impact. Half (51 percent) of consumers surveyed said they consider the environmental impact of the product or manufacturer before purchasing a product more often than they did three years ago.

Emerging-market consumers are becoming more sensitive to the wider impacts of consumption and adjusting their behaviour to be more considerate of others.

In emerging markets, consumers are communal, conscientious, individual and social

In developed-markets consumers—connected, resourceful, conscientious.

Although the pace of change in developed markets may be slower than in emerging economies, consumers in developed countries are not standing still. The role of technology in facilitating connected consumption is burgeoning quickly. Nearly two-thirds (65 percent) of developed-market consumers are using the Internet more to research products and services than they were three years ago. Consumers in developed markets have become more resourceful, with 27 percent choosing to repair or refurbish more frequently than three years ago, and 25 percent reselling or exchanging goods more often. Localism is acute: 35 percent of developed-market consumers buy locally sourced or locally made products more often than three years ago.

How E Commerce Is Changing Consumer Buying Behaviour.

In Electronic Commerce, online purchasing is the process consumers go through when they decide to shop on the internet. Therefore, the internet has developed to a highly competitive market, where the competition over the consumer is fierce. In order to have an impact on and

retain consumers, in a competitive market, Constantinides (2004) stated that the first step is to identify certain influencing aspects when purchasing online, these can be regarded as factors. There are still significant differences between offline and online consumer behaviour that warrant a distinguishing conceptualization. For example, Vijayasathy (2001) integrated the web specific factors (online shopping aid) into the theory of reasoned action (TRA) to better explain consumer online shopping behaviour. Song and Zahedi (2001) built on the model of the theory of planned behaviour (TPB) and examined the effects of website design on the adoption of Internet shopping.

Donal Rogan (2007) explains the relationship between consumer behaviour and marketing strategy and states that strategy is about increasing the probability and frequency of buyer behaviour. Requirements for succeeding in doing this are to know the consumer and understand the consumer's needs and wants.

Chisnall (1995) points out that human needs and motives are inextricably linked and that the relationship between them is so very close that it becomes difficult to identify the precise difference which may characterize them. Buyers' characteristics are important theories from Kotler and Armstrong (2007) and it explains the way that the consumer interprets and receives stimuli from advertisements. The decisions of consumers are influenced by a number of individual characteristics that are linked to the consumer's specific needs. (Kotler & Armstrong, 2007).

Conclusion

Consumer behavior is complex and very often not considered rational. A further challenge will be consumer personalities which differ across borders and also between and within regions. The vulnerable consumer, who does not always have access to the same number of choices as the average consumer, also needs to be taken into account. From the market perspective, people of India comprise different segments of consumers, based on class, status, and income. An important and recent development in India's consumerism is the emergence of the rural market and market for eco-friendly products for several consumer goods. Three-fourths of India's population lives in rural areas, and contribute one-third of the national income so it should not be avoided. India is a lucrative market even though the per capita income in India is low and it remains a huge market, even for costly products. The retailers should spend on online marketing during recession. They should also indulge in cost cutting, reach their customers, target markets, build long term relationships, available at all hours, low cost for inventory, and increase sales promotion schemes. Lastly, creating value along with

delivering delight to the customer is what is most important. We live in a digital age and thus need to keep up with new trends in the social media. The Internet has become the first medium in history to allow for complex interaction between networks of people via Facebook and YouTube, amongst many more. In a constantly changing society where citizens are more proactive and have better access to information, and where new norms are created over time, many challenges evolve that we need to keep up with for understanding our citizens.

Summary

Consumer behaviour is complex and very often not considered rational. A further challenge is that consumer personalities differ across borders and also between and within regions. The vulnerable consumer, who does not always have access to the same number of choices as the average consumer, also needs to be taken into account. Influencing consumer behaviour is in fact about targeting the right people with the right message.

In any business organization, changing consumer behaviour is a big challenge in sustainable growth of the business.

In developing country like India, there is need to formulate and successfully implement strategies related to consumer behaviour because there are fewer resources to meet the basic requirements of the business.

Changing consumer behaviour is an obstacle in the growth of business because it leads to heavy losses due to obsolete stock of the organization. Taste, behaviour and preference of consumers cannot be ignored because consumers are the „Kings“ of market. Consumer behaviour is a complex, dynamic, multidimensional process, and all marketing decisions are based on assumptions about consumer behaviour. Therefore, marketing strategies related to consumer behaviour are made to beat cut throat competition in global context. In modern times, prediction of consumer behaviour is much essential for prosperity of the business. Its prediction and strategy formulation is a challenge for the management of any business organization. Only those organizations which formulate and implement consumer oriented marketing strategies, can survive in global competitive era. We live in a digital age and thus need to keep up with new trends in the social media. The Internet has become the first medium in history to allow for complex interaction between networks of people. In a constantly changing society where citizens are more proactive and have better access to information, and where new norms are created over time, many challenges evolve that we need to keep up with in order to truly understanding our citizens. Best practice could be

learned as to how success can be built around a brand. The challenge of changing consumer behaviour can be met through high degree of research efforts, serious hard work related to knowing the behaviour of consumers, making sensitive analysis of change of consumer behaviour and action of competitors.

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