Vilasini Jadhav and Monica Khanna 11
A Demographic Study of Online Buying Behavior among College Students in Mumbai, India

Pradeep Kumar, Sasadhar Bera and Shibashish Chakraborty 35
An Examination of the Association between Service Convenience Flexibility in Healthcare Delivery Systems and Patient Satisfaction

Rahul Mulay and Vandana Tandon Khanna 55
A Study on the Relationship between the Voice of Customer with the Cost of Quality in Processes of Professional Higher Education Institutions

Bula Hannah Orwa, Edward Tiagha and Muruku Waiguchu 73
An Assessment of the Influence of Technology and Innovation on Performance of Women Small Scale Entrepreneurs (SSEs) in Nairobi, Kenya

Hemangi Bhalerao and Kiran Sharma 88
The Impact of Emotional Intelligence on Customer Satisfaction and Repeat Buying Behavior among Young Consumers: An Assessment of the Moderating Role of Dental Health Consciousness

Hardeep Singh and Sanjog Singh Ahuja 109
Improving FMCG Distribution in Peripheral Areas of Emerging Smart Cities: The Case of Gurgaon (Gurugram), India

Mohan B Rao and S N V Sivakumar 122
Value Marketing Strategy for After Sales Service of Select White Goods Using the Value Gap Model: An Assessment of Consumers in Delhi and Mumbai, India

Research Note
Hory Sankar Mukerjee and U Devi Prasad 142
Definitions of Project Success in Implementation of Customer Relationship Management (CRM) Information Technology (IT) Solutions: Perspectives of Consultants from India

Book Reviews 158
A Demographic Study
of Online Buying Behavior among College Students in Mumbai, India†

Vilasini Jadhav* and Monica Khanna**

In context to online retail market where customization is the key, information on demographics plays a crucial role to the online retail marketers in order to design customer centric marketing strategies. Hence, the main purpose of this research study was to empirically examine the impact of the demographic characteristics of college students on their attitude towards online buying behavior, in Mumbai. Ten demographic characteristics are included in this study namely: gender, education, age-group, residential location, monthly household income, self-monthly expenses, ownership of computer, having an internet connection, ownership of credit card, and ownership of debit card. Convenience sampling is used to administer the questionnaire in two college campuses in Mumbai which results in final 381 complete questionnaires from college students. Independent samples t-test and one-way ANOVA were used to test hypotheses. Findings also revealed that the demographic variable ownership of debit card has a significant difference towards online shopping.

Key Words: Buying Behavior, College Students, Demographics, Mumbai, Online Purchase
An Examination of the Association between Service Convenience Flexibility in Healthcare Delivery Systems and Patient Satisfaction†

Pradeep Kumar*, Sasadhar Bera** and Shibashish Chakraborty***

Healthcare organizations are increasingly faced with improvement in service provision and developing strategies to provide convenient services to the patients. Flexibility considered as a competitive capability is used by healthcare organizations in order to respond to fluctuating patient demands. In this paper, service convenience flexibility is proposed as a new dimension of flexibility in the healthcare context. Several aspects of service convenience flexibility in healthcare context are explored and critically examined. An exploratory study is carried out in a public healthcare system to investigate the capability of service convenience from a flexibility perspective. Different strategies for services convenience flexibility are suggested. Furthermore, the impact of service convenience flexibility on patient satisfaction is also identified.

Key Words: Convenience, Flexibility, Healthcare, Patient satisfaction, Variability
A Study on the Relationship between the Voice of Customer with the Cost of Quality in Processes of Professional Higher Education Institutions†

Rahul Mulay* and Vandana Tandon Khanna**

Voice of Customer (VoC) is derived from the words used by a customer to describe their expectations. Generally, customer expectations are vague and generic in nature. Quality Function Deployment (QFD) is a widely used technique for translating the voice (need) of the customer into product specifications and the production process. The estimate to the cost of quality leads to identification of improvement areas. Reduction in the cost of quality has direct bearing on the profitability of the academic process. This study delves into finding the relationship between the VoC and the corresponding Costs of Quality (CoQ) in the Operations of an academic institution. Most of the literature focuses on Total Quality Management (TQM) and the CoQ. However there is research gap in terms of the relationship between VoC and CoQ in the processes of professional higher education. Propositions for further study in this regard have been made.

Key Words: Cost of Quality (CoQ), Professional Higher Education, Quality Function Deployment (QFD), Total Quality Management (TQM), Voice of Customer (VoC)
An Assessment of the Influence of Technology and Innovation on Performance of Women Small Scale Entrepreneurs (SSEs) in Nairobi, Kenya†

Bula Hannah Orwa*, Edward Tiagha** and Muruku Waiguchu***

Small Scale Entrepreneurs (SSEs) play a significant role in Kenya’s Economy. Technology is fast growing and its usage has been embraced by most businesses to turn them around. It is imperative to study the contribution of Technology and Innovation (T&I) on the performance of women-run SSEs in Kenya. Women engage a lot in SSEs to earn their livelihoods as they contribute immensely to the country’s economy. The objective of this research study was to establish the effect of technology and innovation by women entrepreneurs on the performance of SSEs in urban Kenya. This research study was carried out on a random sample from SSEs in the city council wards in Nairobi East. Performance was the dependent variable, while T&I were the independent variables as the baseline factors controlled the relationships. Descriptive research design was used to explain the effect of the independent variables on the dependent variables. Findings indicated that there was a positive and significant relationship between technology and innovation and performance of women SSEs in urban Kenya.

Key Words: Human capital, Mobile telephony, Small Scale Enterprises, Technology and Innovation, Women entrepreneurs
The healthcare industry in India is experiencing unparalleled growth and is estimated to grow up to 75% by 2020. This study endeavors to explore the role of Emotional Intelligence (EI) on customer satisfaction, perception of right choice and repeat buying behavior with dental health consciousness as a moderating variable. Prior studies have explored customer satisfaction and repeat buying behavior but none are in terms of EI and dental health consciousness. The sample comprised of 262 management students. The study employed convenient sampling technique and survey method for data collection. Data was analyzed using quantitative methods. Results indicated that the relationship between EI and perception of right choice and repeat buying behavior was moderated by the variable dental health consciousness. It suggests that emotionally resilient and dental health conscious customers are more prone to indulge in repeat buying behavior. The paper concludes with managerial implications.

**Key Words:** Customer Satisfaction, Dental Health Consciousness, Emotional Intelligence, India
This research paper aims at identifying and describing the improvements in the distribution models followed by FMCG Companies in peripheral areas of Indian smart cities. These mid-sized geographies are believed to be the epicenters of ever-growing consumer demand. Classification of Indian cities by multiple sources was studied. The concept of product life cycle was used to classify cities. This classification helped to realize why emerging markets in smart cities are drawing attention of FMCG companies. Through secondary research, field work and observational research, possible improvements in distribution of products to the unorganized retail outlets were arrived at. The authors have also looked at best practices followed by all the leading FMCG companies in India and have made recommendations to adopt the most efficient models. Best practices followed by all the leading FMCG companies in India were studied and recommendations are made to adopt the most efficient models. The innovations enumerated can help increase the shelf off-take and optimize distribution in FMCG sector. Additionally, an FMCG distribution centric classification of Indian cities is proposed.

**Key Words:** Channel partner, Fast Moving Consumer Goods (FMCG), Shelf off-take, Smart cities, Territory planning
Value Marketing Strategy for After Sales Service of Select White Goods Using the Value Gap Model: An Assessment of Consumers in Delhi and Mumbai, India†

Mohan B Rao* and S N V Sivakumar**

In today’s rapidly changing market place, impact of excellent after sales service has never been more important earlier years than now. Customers consider after sales service as a collective organizational responsibility rather than merely a functional activity. After sales service is a key differentiator as it generates profit and also can impact the product service mix. In today’s services’ dominated economies, organizations are moving from a product based to a customer based focus towards a solution provider. Among four objectives set for study of after sales service, one of the purpose was to study perception of 690 consumers at Mumbai and Delhi, their experience of and expectations from the after sales service for select white goods like refrigerators, washing machines and microwave ovens, and to model and measure gap between consumer expectations and experience of after sales service and draw suitable inferences. For refrigerator after sales services there is an impending need to improve on availability of spare parts and competence of technicians. However for washing machines there is an impending need to improve on call centre services only. On the contrary, microwave oven users feel more than satisfied as they are between just met and exceeding expectation. Value marketing strategy is developed for each of the white goods, based on these and other inferences. It is required that the product must work as claimed by the manufacturer followed by good service and delivering on time. Value approach to marketing is nothing but creating, communicating, and delivering value to customer who sets the expectations.

Key Words: After-sales-service, Customer expectation, Strategy gap, Time-based strategy, Value marketing
Definitions of Project Success in Implementation of Customer Relationship Management (CRM) Information Technology (IT) Solutions: Perspectives of Consultants from India†

Hory Sankar Mukerjee* and U Devi Prasad**

Organizations implementing technology face two options: either to build a solution from scratch or buy a packaged solution available. While the latter is more popular option, it is not easy. It needs the help from Information Technology (IT) consultants, who would be integrating the existing IT landscape to the new solution. Implementation of IT solutions in the critical area of Customer Relationship Management (CRM) is a time consuming, costly and complex affair. While the IT consultants would drive this process, the inherent risk of failure remains, and their perception of success in this area is therefore critical. The risks of failure are high in projects and even higher in technology projects. The success factor lies in an infinite space and reasons for failures could be many. Since the role played by the IT consultants are critical, their perspective of looking at success is important, which has been an untouched area in IT/project management literature. This research note summarizes the major dimensions and outcomes of a study carried out on 105 project managers of CRM IT projects in India. The IT firms they worked for were globally established (in excess of 100,000 employees) and had an average of US$5 bn in revenues. Findings reveal that there has been a sea change in the perception of success, with customer and team satisfaction being accorded a high priority. Respondents also acknowledged the need for an enlarged project scope and the role played by a motivated team in the success of a project.

Key Words: Customer Relationship Management (CRM), India, Information Technology (IT), Project Success