

**INFLUENCE OF HOLISTIC MARKETING ON
PROVIDING CUSTOMER VALUE IN JEWELLERY
INDUSTRY WITH SPECIAL FOCUS ON CUSTOMERS OF
HYDERABAD & SECUNDERABAD**

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ABSTRACT

After repeated appeals by the government & RBI Governor of that time Mr. Rajan, not to buy the gold the public continued with their purchasing for various occasions such as wedding, birthdays etc., Even it was observed many customer are moving toward branded jewellery from that of unorganized traditional buying from family goldsmiths. This aroused the interest to study what's making the customers to buy, what's motivating factor, the relation between organizations Holistic marketing orientation & customer moving towards branded jewellery. The objective of the study includes how customers view the various holistic marketing activities – Value exploration, Value Creation & Value Delivery with respect to Jewellery manufacturers. It was found that jewellery manufacturers need to strive for high accomplishment of the elements of Holistic marketing concept.

Key Words: Customer Value, Holistic Marketing, Value Exploration, Value Creation , Value Delivery

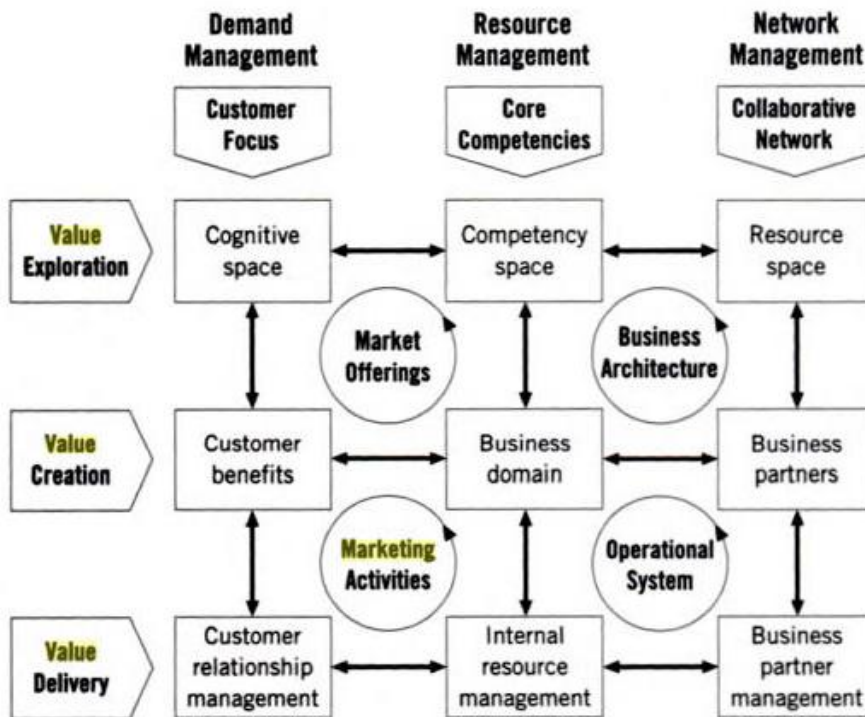
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1. HOLISTIC MARKETING

A holistic marketing orientation of organizations helps in capturing customer value. One view of holistic marketing sees it as “integrating the value exploration, value creation, and value delivery activities with the purpose of building long-term, mutually satisfying relationships and co prosperity among key stakeholders.” According to holistic marketing view, marketers succeed by managing a superior value chain that delivers a high level of product quality, service and speed. Holistic marketers achieve profitable growth by expanding customer share, building customer loyalty, and capturing customer lifetime value. Figure below, a holistic marketing framework, shows how the interaction between relevant actors and value-based activities helps to create, maintain, and renew customer value.

Fig No. 1: Holistic Marketing concept



Source: <http://www.civildserviceindia.com/subject/Management/notes/concept-of-holistic-marketing.html>

The holistic marketing framework is designed to address three key management questions:

- **Value exploration**- how can a company identify new value opportunities?

- **Value creation**- how can a company efficiently create more promising new value offerings?
- **Value delivery**-how can a company use its capabilities and infrastructure to deliver the new value offering more efficiently?

1.1. Value Exploration

Narrowing down to new value opportunities is a matter of understanding the relationships among three spaces

- Customer's cognitive space;
- Company's competence space;
- Collaborator's resource space;

The customer's cognitive space reflects existing and latent needs and includes dimensions such as the need for participation, stability, freedom, and change.¹⁸ We can describe the company's competency space in terms of breadth – broad versus focused scope of business; and depth – physical versus knowledge – based capabilities. The collaborator's resource space includes horizontal partnerships, with partners chosen for their ability to exploit related market opportunities, and vertical partnerships, with partners who can serve the firm's value creation.

1.2. Value Creation

Value-creation skills for marketers include identifying new customer benefits from the customer's view; utilizing core competencies from its business domain; and selecting and managing business partners from its collaborative networks. To create new customer benefits, marketers must understand what the customer thinks about, wants, does, and worries about and observe whom customers admire and interact with, and who influence them.

1.3. Value Delivery

Delivering value often means making substantial investments in infra-structure and capabilities. The company must become proficient at customer relationship management, internal resource management, and business partnership management. Customer relationship management enables a manufacturing firm to identify its customers, define their needs, wants and behaviors. It also enables the company to respond appropriately, coherently, and quickly to different customer

opportunities. To respond effectively, the company requires internal resource management to integrate major business processes, such as order processing, general ledger, payroll, and production, within a single family of software modules. Finally, business partnership management allows the company to handle complex relationships with its trading partners to source, process, and deliver products.

DEFINITION OF CUSTOMER VALUE

In the most competitive environment of today “Customer Focus” and “Customer Value” became beautiful terms for the organizations and industrial analysts. One and all in the market use these terms more and more; certainly, no one could argue against such a concept. But what does customer value actually mean? More essentially, what does it imply for that organization which seeks to be genuinely “customer focused” and what does it mean to understand “customer value”?

Customer value is a “customer’s perceived preference for and evaluation of those products attributes, attribute performance, and consequences arising from use that facilitate (or block) achieving the customer’s goals and purposes in use situations.”

Woodruff (1997)

2. REVIEW OF LITERATURE

Mukherjee, Arpita and Nitisha Patel (2005) stated that the Indian gems and jewellery sector offers huge potential for growth and exports and government provides various incentives for promoting exports. They reported that India is the largest consumer of the gold. Indian gems and jewellery sector is leading foreign exchange earner and employment provider

GJEPC (2008) highlighted that the current global economic meltdown has hit the Indian gems and jewellery industry. Update on the diamond industry and reduction in the value addition norms for gems and jewellery industry has also been discussed. Export and import data of gems and jewellery products have also been displayed in this newsletter.

Kala, Alok (2010) reported that gems and jewellery industry has registered a 16 per cent increase in the total gems and jewellery exports in 2009-10. The industry contributes 13 per cent to India’s total merchandise exports. The figure stated that India’s diamond share in world market witnessed an increase from 60 to 70 per cent in value terms. The USA remained India’s

largest consumer of jewellery. He stated that Indian diamond industry has now come out of recession.

3. NEED FOR THE STUDY

Consistence development in Jewellery designing, growth of Jewellery markets in terms of manufacturers, brands and customers, consistence growth in advertisements and sales promotion with sole aim of withstanding the competition collectively offer a contemporary platform/background/ focal point for the present study. The present effort at review of the past studies thus establishes an imminent need for the research topic “**CUSTOMER VALUE IN JEWELLERY INDUSTRY – INTENSITY OF CUSTOMER CONCEPTION**” (With special reference to Hyderabad and Secunderabad)

4. SCOPE OF THE STUDY

Appropriate determination of the Scope for a research of present nature certainly enhance the effectiveness of the research, identifying the scope for any study is like hitting bulls’ eye. The present study handpicks the sole factor ‘impact of holistic marketing on customer value’ is an effort to establish its influence on ‘Customer Conception Intensity Approach’ as against the convention of choosing multiple factors, In an effort to derive the best possible, relevant and applicable results for academics, industry and society. The present study purposefully restricts its scope to ‘impact of holistic marketing on customer value’ in academics of marketing, in Indian Jewellery Industry, in the cities of Hyderabad and Secunderabad.

5. RESEARCH METHODOLOGY

Statement of the Problem

The Holistic marketing concept of organizations will impact the customer value which inturn captures higher market share by coveting customer satisfaction is the order of the day for manufacturers of Jewellery industry.

Objectives of the study: To ascertain the customer conception intensity of ‘Holistic Market Orientation and Customer Value’

Hypothesis: ‘Holistic Market Orientation impacts Customer Value’ in branded jewellery does not influence Customer conception.

Sample size: The research study confirms a majority of Jewellery industry location representation for Hyderabad and Secunderabad respectively. The above studies form the base for fixing the sample size of 328 & 237 for Hyderabad & Secunderabad respectively.

Location Gender	HYDERABAD	SECUNDERABAD	Total
Male	98	70	168
Female	230	167	397
TOTAL	328	237	565

6. SOURCES OF DATA

6.1 Primary Data: Source of primary data in the present research is ‘Questionnaire’, which are offered to respondents with a request to fill the questionnaire, by marking on the scale to indicate the intensity by simply ranking on the scale.

6.2 Secondary Data: This provides the ignition required for the research, besides it also lends the direction to the research by developing meaningful relationship among various elements of secondary data, which subsequently result in formulation of appropriate hypotheses. The world wide web, print media comprising Magazines, Journals, Trade Journals, Tabloids, Publicity, Advertising and Sales Promotion material, survey reports and reference books etc falls under this category.

7. STATISTICAL TOOLS APPLIED FOR ANALYSIS

In the first stage the data collected through questionnaire offers individual weightages awarded by respondents for each element of the model in the questionnaire, the weightages are thus tabulated on the five points of the scale against classification of demographic profile, like age, sex, education, occupation, income. Further, the weightages are cumulated for each element and respondent demographic classification, providing a clear picture of total weightages for each classification of demographic profile. Statistical tools are applied to arrive at Cumulated Weighted Averages and Chi Square Test findings.

8. LIMITATIONS OF THE STUDY

In spite of the meticulous care exercised by the researcher, a study of this magnitude is prone to be affected by the following factors

- A few respondents were evasive to disclose exact details.
- There is always a chance for bias in the responses of the respondents.

Despite the above limitations, the researcher attempted to come up with his best efforts in overcoming the limitations and completing the study successfully.

9. DATA ANALYSIS & INTERPRETATION

Age	<30	31-40	41-50	51-60	CWA
Element					
Integrated Activities/Operations	3.51	3.78	3.66	3.47	3.60
Mutually Satisfying Relationship	3.49	3.64	3.23	3.68	3.51
Co Prosperity	3.48	3.64	3.29	3.15	3.39
Superior Value Chain - High Quality	3.50	3.74	3.18	3.59	3.50
Superior Value Chain - High Service	3.48	3.73	3.22	3.53	3.49
Superior Value Chain - High Speed	3.56	3.78	3.67	3.65	3.67
Customer Share	3.53	3.63	3.24	3.68	3.52
Customer Loyalty	3.49	3.63	3.28	3.74	3.53
Customer Life time Value	3.50	3.73	3.20	3.56	3.50
Average	3.50	3.70	3.33	3.56	3.52

Source – Questionnaire

CWA: Cumulative Weighted Average

Status: Table no.9.1 illustrates the opinions of the selected respondents for ‘Holistic marketing Orientation & Customer Value’ consisting of different elements viz., Integrated activities/ Operations, Mutually Satisfying Relationships, Co prosperity, Superior Value Chain - High Quality, Superior Value Chain - High Service, Superior Value Chain - High Speed, Customer Share, Customer Loyalty, Customer Life time Value, which communicate the purpose, outcome of managing Holistic Marketing orientation by the firms. An evaluation of the final columns with CWA values < 4 indicates a high acceptance for the Existence and execution of the elements as

listed in the table. The CWA values of < 4 for the bottom row further confirm very high acceptance of the same against precise age wise classification.

Interpretation: Indian jewellery market with its dynamic, competitive, discerning & demanding customers observed with a shift to branded jewellery manufacturers from traditional family jewellers. The high ranking by the sample respondents represents the Value delivered to the customers through the concept of Holistic Marketing Orientation & reinforce the importance of value creation & its delivery for branded jewellery manufacturers.

TABLE 9.2: CHI-SQUARE FOR HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE - AGE WISE				
Age Element	Chi Square computed Value	Table Value	Significance Level	Degree of Freedom
Integrated Activities/Operations	26.512	21.026	5	12
Mutually Satisfying Relationship	8.979	21.026	5	12
Co Prosperity	19.148	21.026	5	12
Superior Value Chain - High Quality	18.782	21.026	5	12
Superior Value Chain - High Service	18.359	21.026	5	12
Superior Value Chain - High Speed	23.896	21.026	5	12
Customer Share	7.712	21.026	5	12
Customer Loyalty	9.867	21.026	5	12
Customer Life time Value	16.463	21.026	5	12

Chi-square test is applied for research data to further emphasize the meaningful interpretation; the same are presented against the demographic factor of age. From the above table x^2 cal is less than x^2 table value, at 12 d o f and 5% level of significance for all elements represented except for Integrated Activities/Operations and Superior Value Chain - High Speed. Hence H_0 is accepted for all elements except for two. Thus the study reinforces no influence of all elements of Holistic marketing Orientation & Customer Value except for two.

TABLE 9.3: HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE GENDER WISE

Gender Element	Male	Female	CWA
Integrated Activities/Operations	3.79	3.77	3.78
Mutually Satisfying Relationship	3.83	3.64	3.74
Co Prosperity	3.66	3.69	3.67
Superior Value Chain - High Quality	3.54	3.70	3.62
Superior Value Chain - High Service	4.05	4.08	4.06
Superior Value Chain - High Speed	3.79	3.75	3.77
Customer Share	3.79	3.62	3.71
Customer Loyalty	3.66	3.69	3.68
Customer Life time Value	3.57	3.69	3.63
Average	3.74	3.74	3.74

Source – Questionnaire

CWA: Cumulative Weighted Average

Status: Table no. 9.3 exemplifies the opinions of the sample respondents for different elements viz., Integrated activities/Operations, Mutually Satisfying Relationships, Co prosperity, Superior Value Chain - High Quality, Superior Value Chain - High Service, Superior Value Chain - High Speed, Customer Share, Customer Loyalty, Customer Life time Value which fit into the concept of 'Holistic marketing Orientation & Customer Value'. The holistic marketing orientation addresses three key issues like identifying new value opportunities, creating promising new value offerings and utilization of capabilities and infrastructure to deliver the new value offerings more efficiently. An evaluation of the final columns with CWA values < 4 indicates a high acceptance for the prevalence and practice of the elements where as for Superior value chain - High service it is > 4 indicating a very high rating as listed in the table. The CWA values of < 4 for the bottom row further confirm very high acceptance of the same against distinct gender wise classification.

Interpretation: The Indian jewellery market with its trusted neighborhood jewellers experiencing a change with branded jewellers where the trend is driven by a number of factors such as brand consciousness, choice of design, consciousness towards hallmarking and certification of gold and diamond along with a growth in urbanization and increase in disposable income. The high ranking by the sample respondents authenticates the insistence of holistic marketing orientation by the branded jewellery manufacturers with its center being Customer value creation & delivery.

TABLE 9.4: CHI-SQUARE FOR HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE – GENDER WISE				
Element	Chi Square computed Value	Table Value	Significance Level	Degree of Freedom
Integrated Activities/Operations	14.910	9.488	5	4
Mutually Satisfying Relationship	16.274	9.488	5	4
Co Prosperity	43.366	9.488	5	4
Superior Value Chain - High Quality	45.856	9.488	5	4
Superior Value Chain - High Service	10.555	9.488	5	4
Superior Value Chain - High Speed	16.110	9.488	5	4
Customer Share	20.825	9.488	5	4
Customer Loyalty	39.113	9.488	5	4
Customer Life time Value	41.193	9.488	5	4

Chi-square test is applied for research data to further emphasize the meaningful interpretation; the same are presented against the demographic factor of gender. From the above table χ^2 cal is greater than χ^2 table value, at 4 d o f and 5% level of significance for all elements represented. Hence H_0 is rejected for all elements. Thus the study reinforces influence of all elements of Holistic marketing Orientation & Customer Value.

TABLE 9.5: HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE EDUCATION WISE
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Education Element	SSC & Inter	Graduate	Post Graduate	Professional	CWA
Integrated Activities/Operations	3.50	3.90	3.22	3.35	3.49
Mutually Satisfying Relationship	3.64	3.50	3.22	3.35	3.43
Co Prosperity	3.58	3.32	3.22	3.24	3.34
Superior Value Chain - High Quality	3.42	3.15	3.17	3.34	3.27
Superior Value Chain - High Service	3.43	3.08	3.18	3.20	3.22
Superior Value Chain - High Speed	3.57	3.53	3.17	3.48	3.44
Customer Share	3.58	3.28	3.19	3.25	3.33
Customer Loyalty	3.43	3.12	3.18	3.29	3.26
Customer Life time Value	3.44	3.02	3.23	3.22	3.23
Average	3.51	3.32	3.20	3.30	3.33

Source – Questionnaire

CWA: Cumulative Weighted Average

Status: Table no. 9.5 communicates the opinions of the chosen respondents for the concept of ‘Holistic marketing Orientation & Customer Value’ consisting of different elements viz., Integrated activities/Operations, Mutually Satisfying Relationships, Co prosperity, Superior Value Chain - High Quality, Superior Value Chain - High Service, Superior Value Chain - High Speed, Customer Share, Customer Loyalty, Customer Life time Value. An evaluation of the final columns with CWA values of < 4 indicates a high acceptance for the predominance and achievement of these elements as represented in the table. The CWA values of < 4 for the bottom row on the same line further confirm very high acceptance of the same against dissimilar income group customers.

Interpretation: Indian jewellery market is a leading foreign exchange earner, one of the fastest growing industries in the country & a significant player in the world gems and jewellery market both as a source and as a large consuming market. The Indian gems and jewellery industry is competitive in the world market due to its low cost of production and the availability of skilled labour & same is repetitive in indigenous market with numerous players of Unorganized & Organized participants ascertaining the importance of 'Holistic Marketing Orientation'. The high ranking by the sample respondents validates the insistence of holistic marketing orientation by the branded jewellery manufacturers with its center being Customer value creation & delivery.

Element	Chi Square computed Value	Table Value	Significance Level	Degree of Freedom
Integrated Activities / Operations	33.675	21.026	5	12
Mutually Satisfying Relationship	22.175	21.026	5	12
Co Prosperity	18.985	21.026	5	12
Superior Value Chain - High Quality	20.078	21.026	5	12
Superior Value Chain - High Service	28.729	21.026	5	12
Superior Value Chain - High Speed	21.759	21.026	5	12
Customer Share	20.895	21.026	5	12
Customer Loyalty	23.038	21.026	5	12
Customer Life time Value	27.466	21.026	5	12

Chi-square test is applied for research data to further emphasize the meaningful interpretation; the same are presented against the demographic factor of education. From the above table χ^2 cal is greater than χ^2 table value, at 12 d o f and 5% level of significance for all elements represented except for Co Prosperity, Superior Value Chain - High Quality and Customer Share. Hence H_0 is rejected for all elements except for three elements. Thus the study reinforces

influence of all elements of Holistic marketing Orientation & Customer Value except for three elements.

TABLE 9.7: HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE OCCUPATION WISE					
Occupation	Salaried	Self employed	Professionals	House wife	CWA
Element					
Integrated Activities/Operations	3.84	3.87	3.35	3.47	3.63
Mutually Satisfying Relationship	3.65	3.65	3.35	3.47	3.55
Co Prosperity	3.64	3.52	3.51	3.54	3.54
Superior Value Chain - High Quality	3.60	3.44	3.51	3.45	3.49
Superior Value Chain - High Service	3.64	3.43	3.56	3.32	3.49
Superior Value Chain - High Speed	3.84	3.92	3.37	3.85	3.75
Customer Share	3.65	3.82	3.27	3.47	3.61
Customer Loyalty	3.68	3.51	3.51	3.64	3.56
Customer Life time Value	3.63	3.46	3.51	3.45	3.50
Average	3.69	3.63	3.44	3.52	3.57

Source – Questionnaire

CWA: Cumulative Weighted Average

Status: Table no. 9.7 corresponds to the opinions of the sample respondents for the concept of ‘Holistic marketing Orientation & Customer Value’ consisting of different elements viz., Integrated activities/Operations, Mutually Satisfying Relationships, Co prosperity, Superior Value Chain - High Quality, Superior Value Chain - High Service, Superior Value Chain - High Speed, Customer Share, Customer Loyalty, Customer Life time Value. Holistic Marketing Orientation framework shows how the interaction between relevant actors i.e., customers, company, and collaborators and value-based activities such as value exploration, value creation, and value delivery helps to create, maintain, and renew customer value. An evaluation of the final columns with CWA values of < 4 indicates a high acceptance for the prevalence and

practice of these elements by branded jewellery manufacturers. The CWA values of < 4 for the bottom row represented by customers with distinct occupational background confirm very high acceptance of the same.

Interpretation: Indian jewellery market with its low cost production and the accessibility of skilled labour is a leading foreign exchange earner, fastest growing industries in the country & even significant player in the world gems and jewellery market both as a source and as a large consuming market. The Indian jewellery industry is competitive with numerous players of Unorganized & organized participants, the high rank by the sample respondents ascertain the importance of 'Holistic Marketing Orientation' by the branded jewellery manufacturers with its center being Customer value creation & delivery.

TABLE 9.8: CHI-SQUARE FOR HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE - OCCUPATION WISE				
Occupation Element	Chi Square computed Value	Table Value	Significance Level	Degree of Freedom
Integrated Activities/Operations	35.126	21.026	5	12
Mutually Satisfying Relationship	27.012	21.026	5	12
Co Prosperity	14.654	21.026	5	12
Superior Value Chain - High Quality	16.696	21.026	5	12
Superior Value Chain - High Service	26.539	21.026	5	12
Superior Value Chain - High Speed	42.613	21.026	5	12
Customer Share	27.107	21.026	5	12
Customer Loyalty	15.206	21.026	5	12
Customer Life time Value	17.377	21.026	5	12

Chi-square test is applied for research data to further emphasize the meaningful interpretation; the same are presented against the demographic factor of occupation. From the above table χ^2

cal is greater than x^2 table value, at 12 d o f and 5% level of significance for all elements represented except for Co Prosperity, Superior Value Chain - High Quality, Customer Loyalty and Customer Life time Value. Hence H_0 is rejected for all elements except for four elements. Thus the study reinforces influence of all elements of Holistic marketing Orientation & Customer Value except for four elements.

TABLE 9.9: HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE INCOME WISE						
Element	Income	40-60	61-80	81-1 lakh	>1 Lakh	CWA
Integrated Activities/Operations		3.88	3.82	3.29	2.87	3.46
Mutually Satisfying Relationship		3.81	3.98	3.48	2.78	3.51
Co Prosperity		3.96	3.76	3.29	2.80	3.45
Superior Value Chain - High Quality		3.56	3.85	3.24	2.96	3.40
Superior Value Chain - High Service		3.42	3.85	3.21	3.07	3.39
Superior Value Chain - High Speed		3.87	4.04	3.44	2.80	3.54
Customer Share		3.82	3.91	3.51	2.82	3.51
Customer Loyalty		3.93	3.79	3.34	2.78	3.46
Customer Life time Value		3.56	3.86	3.33	2.91	3.42
Average		3.76	3.87	3.35	2.86	3.46

Source – Questionnaire

CWA: Cumulative Weighted Average

Status: Table no. 9.9 demonstrates the opinions of the sample respondents for the concept of ‘Holistic marketing Orientation & Customer Value’ consisting of different elements viz., Integrated activities/Operations, Mutually Satisfying Relationships, Co prosperity, Superior Value Chain - High Quality, Superior Value Chain - High Service, Superior Value Chain - High Speed, Customer Share, Customer Loyalty, Customer Life time Value. Holistic Marketing Orientation involves relationship marketing, internal marketing, integrated marketing and

socially responsive marketing resulting into profitable growth. An evaluation of the final columns with CWA values of < 4 indicates a high acceptance for the prevalence and practice of these elements by branded jewellery manufacturers but for the income group of > 1 lakh, the perception about the various elements of holistic marketing orientation is neutral. The CWA values of < 4 for the bottom row represented by customers with distinct occupational background confirm very high acceptance of the same except for the customer group with > 1 lakh income.

Interpretation: The Indian jewellery market with its trusted neighborhood jewellers experiencing a change with branded jewellers where the trend is driven by a number of factors such as brand consciousness, choice of design, consciousness towards hallmarking and certification of gold and diamond along with a growth in urbanization and increase in disposable income. The high ranking by the sample respondents authenticates the insistence of holistic marketing orientation by the branded jewellery manufacturers with its center being Customer value creation & delivery but customers under > 1 lakh income totally are having different perception of neutral.

TABLE 9.10: CHI-SQUARE FOR HOLISTIC MARKETING ORIENTATION & CUSTOMER VALUE - INCOME WISE					
Element	Income	Chi Square computed Value	Table Value	Significance Level	Degree of Freedom
Integrated Activities/Operations		60.101	21.026	5	12
Mutually Satisfying Relationship		57.080	21.026	5	12
Co Prosperity		72.589	21.026	5	12
Superior Value Chain - High Quality		39.052	21.026	5	12
Superior Value Chain - High Service		39.594	21.026	5	12
Superior Value Chain - High Speed		74.497	21.026	5	12
Customer Share		56.423	21.026	5	12
Customer Loyalty		65.036	21.026	5	12
Customer Life time Value		37.764	21.026	5	12

Chi-square test is applied for research data to further emphasize the meaningful interpretation; the same are presented against the demographic factor of income. From the above table χ^2 cal is greater than χ^2 table value, at 12 d o f and 5% level of significance for all elements represented. Hence H_0 is rejected for all elements. Thus the study reinforces influence of all elements of Holistic marketing Orientation & Customer Value.

10. FINDINGS

Value Exploration-Well Defined Strategy

Customer Cognitive Space - The conception/comprehension of Identifying Existing Customer need latent customer needs, Customer need for Participation, Ensuring stability freedom and change is 'High' in all demographic classifications of the sample respondents.

Companies Competence Space - breadth - The conception/comprehension of Scope of Business – Broad, Scope of Business – Focused is 'Very High' in all demographic classifications of the sample respondents.

Companies Competence Space – Depth - The conception/comprehension of Physical Capabilities and Knowledge Based Capabilities is 'Very High' in all demographic classifications of the sample respondents.

Collaborators Resource Space The conception/comprehension of Horizontal Partnership (Market Opportunity Exploitation) Vertical Partnerships (Ability for value creation) is 'High' in all demographic classifications of the sample respondents.

Value Creation

Identifying New Customer Benefits - The conception/comprehension of Customer Thinks, Customer Wants, Customer Actions, Customer Regrets, Whom Customer Admires, Whom Customer Interacts and Individual Influenced by Customer is 'Very High' in all demographic classifications of the sample respondents.

Business Realignment Actions to Maximise Core Competencies - The conception/comprehension of Redefining/Defining the Business Concept , Reshaping/Shaping the Business Scope and Repositioning/Positioning the Brand Identity is 'High' in all demographic classifications of the sample respondents.

Select and Manage business partners - The conception/comprehension of Horizontal Partnership (Market Opportunity Exploitation) and Vertical Partnerships (Ability for Value Creation) is 'Moderate in all demographic classifications of the sample respondents.

Value Delivery

The conception/comprehension of Investment in Infrastructure and Capabilities, Customer Relationship Management, Internal Resource Management – Process Integration, Functional Integration & Business Partnership Management – Sourcing, Processing and Delivering the Product, is 'Very High' among sample respondents from all demographic variables.

11. CONCLUSIONS

Value Exploration, Well Defined Strategy Research concludes enhanced efforts for higher accomplishment.

Companies Competence Space - breadth – Research concludes to sustain the prevailing pace.

Companies Competence Space – Depth Research concludes to sustain the prevailing pace

Collaborators Resource Space -Research concludes enhanced efforts for higher accomplishment. Value Creation

Identifying New Customer Benefits -Research concludes to sustain the prevailing pace.

Business Realignment Actions to Maximise Core Competencies -Research concludes enhanced efforts for higher accomplishment

Select and Manage business partners - Research concludes significant rise in concerted efforts for higher accomplishment.

Value Delivery-Research concludes to sustain the prevailing pace

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