
**ELEMENTS OF JAPANESE VALUE DELIVERY PROCESS IN PROVIDING CUSTOMER VALUE -
WITH SPECIAL FOCUS ON JEWELLERY CUSTOMERS OF HYDERABAD & SECUNDERABAD**

Dr. S.SUNEETHA

Professor & HOD, MLR Institute of Technology, Dundigal,

HYDERABAD.

Dr.B. MEGHARAJ

Professor

Sri Krishnadevaraya University,

ANANTHAPURAMU

ABSTRACT

In today's competitive environment, the success depends on outward approach of providing customer value through different approaches like Value delivery process, the concept of value chain to name a few, without any exception for jewellery industry. Consumers purchasing patterns were changed a lot from that of buying family jewellers to going on to organized retail stores to buy ornaments. The objective of the study includes to identify the approach of value delivery through Japanese perspective helped the Indian brands of jewellery market. It was found that customers of jewellery industry are ranked very high the organized jewellery retail players in Japanese activities of zero customer feedback, product improvement and purchasing of materials, and very high in set up time as well as zero defects.

Key Words: *Customer Value, Value delivery, Japanese Value delivery elements*

INTRODUCTION

Sustainability strategies of firms have took a paradigm shift from outward approaches such as TQM¹, BPR ²to inward approach of Customer Value. There are different concepts such as Value delivery process, Value chain concept, Holistic marketing approach & concept of strategic planning which paves the way for providing customer value resulting into high market share & growth in competitive environment. The value delivery process in Japan the country known for Quality Movement considers different element than that of the conceptual framework which see in various

sources of information. The following are the few elements to enhance the customer value if adopted and implemented.

Elements of Japanese Value Delivery Process

The following are Japanese concepts that are formulated for achieving exceptional profitability besides providing high 'Value' to the customers.

- **Zero customer³ feedback** : It is a mechanism through which a company gathers post purchase customer feedback immediately and continuously to refine product improvement and its marketing.
- **Zero product improvement time**: under this concept the company implements all improvement ideas & introduce the most valued & feasible improvements instantaneously aiding continuous improvement of its product or service.
- **Zero Purchase time**: the company should receive the required parts & supplies continuously through Just-In-Time arrangements with suppliers. By lowering its inventories, the company can reduce its costs.
- **Zero set up time**: The Company should be able to manufacture any of its products as soon as they are ordered, without facing high set up time or costs.
- **Zero Defects**: the products should be of high quality & free of flaws i.e., producing products with no defects.

NATURE OF THE STUDY

IT revolutions paved new ways to reach the customers with a personal touch, offering further new alternatives, that were cheaper, effective, and flexible, all this no doubt increased the strength, reach and coverage of all manufacturers, thus increasing competition to *covet Customers*, thus surfaced competitive practices whose objective is '*Customer Conservation*'. Present study's nature is that of evaluating the factors or concepts that are invented for the sole purpose of customer retention, with a sole purpose of sustaining competition.

SIGNIFICANCE OF THE STUDY

Stupendous growth in consumer needs, associated with ever growing product brands by innumerable manufacturers, have led to a stiff competition to derive customer loyalty. Effectiveness of the marketing programmes that are identified to handle customer identification, generation, acknowledgement, enrollment, and conservation are innumerable and the effectiveness of these to academics, industry, and society is of major significance.

REVIEW OF LITERATURE

The Indian gems and jewellery have passed through different phases, and have been influenced by different religious and cultural streams. The rich tradition craft is still relevant in the Indian household, and in many communities the use of craft is for artistic pursuits and as a source of occupation.

Review of literature is the most simple and fruitful basis of formulating the research problems precisely. For this purpose the research has to review the works already done by the others. Relevant bibliographical reviews of studies are most useful to the researcher for formulating the problems precisely. Keeping in view the objective of study, the following literatures have been reviewed for its consideration.

Kuriyan, Vinod⁴ (2010) reported that the Indian diamond industry stands clearly above most of the competition. He told that the single easiest way to check on how the Indian diamond industry is doing today is to look at all the online diamond trading systems such as index online, etc. He also reported that the industry should push harder to ensure that its products get to more markets around the world if it wants to sustain value growth.

Bijlani, Shanoo and Regan Luis⁵ (2010) reported that gems and jewellery industry has the potential to grow at an estimate of \$ 45 billion to \$100 billion by 2015. They stated that the jewellery industry featured two major sub-segments gold and diamonds with the former constituting 80 per cent of the jewellery market. Gems and Jewellery Products (GJPs) are expected to grow at compounded annual growth rate of 15 per cent. However, the Indian gems and jewellery market is unregulated and pricing is mostly based on the value of gold and labour charges. Most purchases in jewellery are investment oriented and so, they get commoditized. The integration of jewellery, luxury and fashion should be the next step for the ever-growing gems and jewellery sector.

Exim Bank (2010)⁶ identified the various challenges and strategies for Indian gems and jewellery sector. Bank in his study explained that there has been a loss of market for gems and jewellery exports due to recession and global economic slowdown. The bank has presented market analysis to understand the competitive position of India vis-à-vis other competitor countries, and also has identified the export destinations which have not been fully tapped by India for its exports of gems and jewellery under select product categories.

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 attempting to identify the level of customer acquisition as a result of manufacturer's marketing strategies. However the efforts of present study are to solely identify and isolate the intensities of Japanese approach for customer acquisition, customer loyalty etc., and the researcher is unable to establish the existence of any study with reference to customer acquisition. The present

effort at review of the past studies thus establishes an imminent need for the research topic "Elements of Japanese Value Delivery Process in Providing Customer Value" With Special Focus on Jewellery Customers of Hyderabad & Secunderabad.

SCOPE OF THE STUDY

The scope is always limited and should always be limited by the efforts of the researcher so as to enhance the effectiveness in accomplishment of objectives. Against the present study handpicks the sole factor '*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 '*customer value*' in academics of marketing, in Indian Jewellery Industry, in the cities of Hyderabad and Secunderabad.

RESEARCH METHODOLOGY

This part of the study aims at presenting all the components of the research in a descriptive style which includes Statement of the problem, Objectives of the study, Hypotheses formulation, Data gathering, Data processing, interpretation or Description, finally followed by presenting the Findings and Conclusions of the study.

Statement of the Problem

Customer satisfaction is the order of the day for manufacturers irrespective of the ; Gold industry in India is growing at a phenomenal rate and is the cynosure of Japanese approach towards customer value followed by national and multinational Jewelry manufacturers.

Objectives of the study: To ascertain the customer conception intensity of 'Elements of Japanese Value Delivery Process'

Hypothesis H₀ 'Elements of Japanese Value Delivery Process' in branded jewellery does not influence Customer conception

Sample size: It is a representation of the customer density at a given location. 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.

Sampling Procedure: The study has been based on convenient sampling method which stipulates picking up of samples according to the convenience of the researcher from the clusters of samples existing in the organizations.

Sample Unit: Sample unit defines the single unit of the pre decided sample which is to be drawn from the selected Jewellery, a respondent who finds a place will be a male or female, in the age

group 24 yrs to >50s yrs, with any occupational title or hierarchical position and homemakers, and with the income level presupposed.

Questionnaire: The questionnaire applies '*Likert Scale*' to measure the intensity of Customer value oriented practice i.e., elements of Japanese value delivery process of Jewellery Industry on the opinions of respondents on a scale of 1 - - 5. These questions evaluate the attitude of respondents on various parameters like high and low, etc.

Sources of Data: The present research is empirical and bases itself on a voluminous amount of data and its effective processing to arrive at a meaningful conclusion.

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.

Secondary Data The source of secondary data is print media comprising Magazines, Journals, Trade Journals, Tabloids, Publicity, Advertising and Sales Promotion material, survey reports and reference books etc. The other source of secondary data pertaining to Bangalore and Hyderabad cities were collected from various government publications and records; the major source of secondary data being Census of India, District Statistical Centre and Collectorate

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.

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.

DATA ANALYSIS AND INTERPRETATION

TABLE. 4.21: ELEMENTS OF JAPANESE VALUE DELIVERY- AGE WISE					
<i>Age</i>					
<i>Element</i>	<30	31-40	41-50	51-60	CWA
Zero Customer Feedback Time					
Zero Customer Feedback Time	3.59	3.82	3.66	3.38	3.61
Marketing	3.56	3.67	3.25	3.53	3.50
Average	3.57	3.75	3.46	3.46	3.56
Zero product improvement time					
Improvement Ideas	3.53	3.62	3.28	3.21	3.41
Valued and Feasible Ideas	3.53	3.62	3.20	3.26	3.41
Average	3.53	3.62	3.24	3.24	3.41
Zero purchasing time					
Parts and Supplies Acquisition	3.61	3.79	3.73	3.62	3.69
Lower Inventories & Reduced cost	3.57	3.61	3.37	3.41	3.49
Average	3.59	3.70	3.55	3.51	3.59
Zero setup time					
High Pace Production	4.25	4.28	4.39	4.32	4.31
Lower Set up cost	4.27	4.29	4.42	4.38	4.34
Average	4.26	4.29	4.41	4.35	4.33
Zero defects					
High quality	4.28	4.28	4.47	4.50	4.38
Low Defects	4.31	4.29	4.51	4.53	4.41
Average	4.29	4.29	4.49	4.51	4.40

Source: Questionnaire

CWA: Cumulative Weighted Average

Status

Table illustrates the opinions of the selected respondents for the concept of ‘Value Chain’ of Japanese that enhances the customer delivered value.

The table above represents the CWA values of The ‘Zero customer feedback time’ consisting of the elements such as *Zero Customer Feedback Time & marketing*; the ‘Zero product improvement time’ consisting of *Improvement Ideas* as well as *Valued and Feasible Ideas*; *The Parts and Supplies Acquisition* along with *Lower Inventories & Reduced cost* being into the ‘Zero Purchasing time’; the ‘Zero Set up time’ consisting of *High Pace Production & Lower Set up cost*; The ‘Zero Defects’ consisting of *High quality and Low Defects* .

An evaluation of the final columns with CWA values of < 4 for Japanese value providing concepts indicate high acceptance for prevalence & practice of the elements. The bottom row CWA values < 4 represents the significance attached to these elements under age wise classification.

For the latter two concepts i.e., ‘Zero set up time’ & ‘Zero defects’ respondents were assigned a very high rank signifying the consistency & completeness attached to the elements. An analysis of the bottom row with CWA values of same as above emphasizes the significance of the elements.

Interpretation

Indian jewellery market is experiencing a remarkable change as the branded jewellers in the market are trying to distinguish & position themselves with the help of ‘Brands’. Brands’ connotes high quality, high designs and purity for more dynamic, demanding, discerning targeting customers. Japanese concepts of instantaneous feedback, reacting with new offerings, reduced costs with Just-in-time philosophy and doing the things first time right are entertained high & very high rank reflecting the mind sets of the Indian customers. This indicates Indian customers too want Japanese style of organizational performance where high value is provided through relationship building with the customers.

TABLE. 4.22: CHI-SQUARE FOR JAPANESE ELEMENTS - AGE WISE					
<i>Element</i>	<i>Age</i>	<i>Chi Square computed Value</i>	<i>Table Value</i>	<i>Significance Level</i>	<i>Degree of Freedom</i>
<i>Zero Customer Feedback Time</i>					
Zero Customer Feedback Time		31.955	21.026	5	12
Marketing		9.978	21.026	5	12
<i>Zero product improvement time</i>					
Improvement Ideas		10.391	21.026	5	12
Valued and Feasible Ideas		11.205	21.026	5	12
<i>Zero purchasing time</i>					
Parts and Supplies Acquisition		25.662	21.026	5	12
Lower Inventories & Reduced cost		8.664	21.026	5	12
<i>Zero setup time</i>					
High Pace Production		12.799	21.026	5	12
Lower Set up cost		15.952	21.026	5	12
<i>Zero defects</i>					
High quality		22.892	21.026	5	12
Low Defects		18.412	21.026	5	12

Application of Chi-square test is done to further emphasize the meaningful interpretation and the same are presented against the demographic factor. For the first phase i.e., ***Zero Customer Feedback Time***, χ^2 cal is greater than χ^2 table value, at 12 d o f and 5% level of significance for one element and less for another element represented. Hence H_0 is rejected for one element and accepted for another. Thus the study may or may not influence the elements of *Japanese*.

For the second phase i.e., ***Zero product improvement time*** of the above table χ^2 cal is less than χ^2 table value, at 12 d o f and 5% level of significance for all elements represented. Hence H_0 is accepted for all elements. Thus the study reinforces no influence of *elements of Japanese*.

The next phase i.e., **Zero purchasing time**, of the above table χ^2 cal is greater than χ^2 table value, at 12 d o f and 5% level of significance for one element and less for another element represented. Hence H_0 is rejected for one element and accepted for another. Thus the study may or may not influence the elements of *Japanese*.

In another phase i.e., **Zero setup time** of the above table χ^2 cal is less than χ^2 table value, at 12 d o f and 5% level of significance for all elements represented. Hence H_0 is accepted for all elements. Thus the study reinforces no influence on *elements of Japanese*.

And with respect to last phase i.e., **Zero defects** of the above table χ^2 cal is greater than χ^2 table value, at 12 d o f and 5% level of significance for one element and less for another element represented. Hence H_0 is rejected for one element and accepted for another. Thus the study may or may not influence the elements of *Japanese*.

TABLE. 4.25: ELEMENTS OF JAPANESE VALUE DELIVERY - EDUCATION WISE

<i>Element</i>	<i>Education</i>	<i>SSC & Inter</i>	<i>Graduate</i>	<i>Post Graduate</i>	<i>Professional</i>	<i>CWA</i>
Zero Customer Feedback Time						
Zero Customer Feedback Time		3.59	3.90	3.36	3.45	3.57
Marketing		3.67	3.54	3.23	3.31	3.44
Average		3.63	3.72	3.30	3.38	3.51
Zero product improvement time						
Improvement Ideas		3.63	3.25	3.29	3.31	3.37
Valued and Feasible Ideas		3.64	3.30	3.33	3.42	3.42
Average		3.63	3.27	3.31	3.36	3.40
Zero purchasing time						
Parts and Supplies Acquisition		3.64	3.66	3.13	3.42	3.46
Lower Inventories & Reduced cost		3.62	3.31	3.19	3.24	3.34
Average		3.63	3.49	3.16	3.33	3.40
Zero setup time						
High Pace Production		4.52	4.36	4.52	4.38	4.44
Lower Set up cost		4.54	4.40	4.59	4.45	4.49
Average		4.53	4.38	4.55	4.41	4.47
Zero defects						
High quality		4.55	4.45	4.62	4.48	4.53
Low Defects		4.57	4.54	4.66	4.52	4.57
Average		4.56	4.50	4.64	4.50	4.55

Source: Questionnaire**CWA:** Cumulative Weighted Average**Status**

Table epitomizes the opinions of the chosen respondents for the concept of value delivery in Japan organizations that are known for providing Quality at lower prices.

An evaluation of the final columns with CWA values of < 4 for various elements indicates high acceptance for consistency & completeness of the elements by branded jewellery manufacturers under different educational backgrounds of the respondents. The bottom row CWA values < 4 represents & reinforces the significance attached to these elements.

'Zero set up time' & 'Zero defects' with very high rank indicates Indian jewellery manufacturers are on par with the Japanese organizations in terms of business practices that leads to exceptional profitability.

Interpretation

Indian jewellery market with more qualified customers experienced a paradigm shift from traditional family jewelers to branded jewelers that implies high quality, high designs and purity from customers' perspective. Even customers' dynamic, demanding, discerning nature insists the jewelers to provide new offering from through Brands, with less time & cost. The respondents ranking for the Japanese concepts are at a high note & very high note for 'Zero set up time' and 'Zero defects' indicating Branded Jewelers in India are also practicing the same i.e., instantaneous feedback, reacting with new offerings, reduced costs with Just – in- time, and do it right first tim

TABLE : 4.26 CHI-SQUARE FOR JAPANESE ELEMENTS - EDUCATION WISE					
<i>Element</i>	<i>Education</i>	<i>Chi Square computed Value</i>	<i>Table Value</i>	<i>Significance Level</i>	<i>Degree of Freedom</i>
<i>Zero Customer Feedback Time</i>					
Zero Customer Feedback Time		34.747	21.026	5	12
Marketing		23.797	21.026	5	12
<i>Zero product improvement time</i>					
Improvement Ideas		20.232	21.026	5	12
Valued and Feasible Ideas		17.357	21.026	5	12
<i>Zero purchasing time</i>					
Parts and Supplies Acquisition		23.548	21.026	5	12
Lower Inventories & Reduced cost		24.804	21.026	5	12
<i>Zero setup time</i>					
High Pace Production		28.708	21.026	5	12
Lower Set up cost		31.004	21.026	5	12

Zero defects				
High quality	26.840	21.026	5	12
Low Defects	33.350	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. From the first phase i.e., **Zero Customer Feedback Time** of 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 the influence on the elements of *Japanese*.

The second phase i.e., **Zero product improvement time**, of the above table χ^2 cal is greater than χ^2 table value, at 12 d o f and 5% level of significance for one element and less for another element represented. Hence H_0 is rejected for one element and accepted for another. Thus the study may or may not influence the elements of *Japanese*.

And with respect to third phase i.e., **Zero purchasing time**, of 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 the influence on the elements of *Japanese*.

In an another phase i.e., **Zero setup time** of 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 the influence on the elements of *Japanese*.

Whereas the last phase is considered i.e., **Zero defects**, the above table represents 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 the influence on the elements of *Japanese*.

TABLE 4.29: ELEMENTS OF JAPANESE VALUE DELIVERY - INCOME WISE						
<i>Element</i>	<i>Income</i>	<i>40-60</i>	<i>61-80</i>	<i>81-1 lakh</i>	<i>>1 Lakh</i>	<i>CWA</i>
Zero Customer Feedback Time						
Zero Customer Feedback Time		3.92	3.81	3.39	2.89	3.50
Marketing		3.87	3.96	3.51	2.82	3.54
Average		3.90	3.89	3.45	2.86	3.52
Zero product improvement time						
Improvement Ideas		4.01	3.75	3.34	2.84	3.48
Valued and Feasible Ideas		4.01	3.74	3.36	2.82	3.48
Average		4.01	3.74	3.35	2.83	3.48
Zero purchasing time						
Parts and Supplies Acquisition		3.89	4.02	3.51	2.73	3.54
Lower Inventories & Reduced cost		3.84	3.93	3.55	2.84	3.54

Average	3.86	3.97	3.53	2.79	3.54
Zero setup time					
High Pace Production	4.59	4.46	4.66	4.38	4.52
Lower Set up cost	4.64	4.49	4.73	4.42	4.57
Average	4.61	4.48	4.69	4.40	4.55
Zero defects					
High quality	4.69	4.50	4.69	4.45	4.58
Low Defects	4.72	4.55	4.73	4.49	4.62
Average	4.70	4.53	4.71	4.47	4.60

Source: Questionnaire

CWA: Cumulative Weighted Average

Status

Table illustrates the opinions of the selected respondents for the concept of value delivery in Japan organizations that enhances the relationship building with the customers.

An evaluation of the final columns with CWA values of < 4 for various elements indicates high recognition for existence & execution of the elements by branded jewellery manufacturers under different income levels of the respondents. The bottom row CWA values < 4 represents & reinforces the significance attached to these elements 'Zero set up time' & 'Zero defects' with very high rank indicates importance attached to the same by the branded jewellery manufacturers.

Interpretation

Indian jewellery market experienced changes that were studied through the perspective of different demographic factors such as age, education, income and many other factors. The jewellery market observed a paradigm shift from traditional family jewelers to branded jewelers that implies high quality, high designs and purity from customers' perspective. Even customers' dynamic, demanding, discerning nature insists the jewelers to provide new offerings through Brands, with less time & cost. The respondents ranking for the Japanese concepts are at a high note & very high note for 'Zero set up time' and 'Zero defects' indicating Branded Jewelers in India are also practicing the same i.e., instantaneous feedback, reacting with new offerings, reduced costs with Just – in-time, and do it right first time. Customers are keen about high quality & timely service, exceptional performance from the branded jewellery manufacturers. Even customers are satisfied with the of branded jewellery manufacturers.

TABLE: 4.30 CHI-SQUARE FOR JAPANESE ELEMENTS - INCOME WISE

<i>Element</i>	<i>Chi Square computed Value</i>	<i>Table Value</i>	<i>Significance Level</i>	<i>Degree of Freedom</i>
<i>Zero Customer Feedback Time</i>				
Zero Customer Feedback Time	54.730	21.026	5	12
Marketing	47.365	21.026	5	12
<i>Zero product improvement time</i>				
Improvement Ideas	64.739	21.026	5	12
Valued and Feasible Ideas	72.258	21.026	5	12
<i>Zero purchasing time</i>				
Parts and Supplies Acquisition	72.058	21.026	5	12
Lower Inventories & Reduced cost	55.293	21.026	5	12
<i>Zero setup time</i>				
High Pace Production	60.374	21.026	5	12
Lower Set up cost	40.145	21.026	5	12
<i>Zero defects</i>				
High quality	36.061	21.026	5	12
Low Defects	38.651	21.026	5	12

Chi-square test of Independence is applied for research data to further emphasize the meaningful interpretation; the same are presented against the demographic factor. From the first phase i.e., *Zero Customer Feedback Time* of 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 the influence on the elements of *Japanese*.

With respect to second phase i.e., *Zero product improvement time* of 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 influences the elements of *Japanese*.

And with respect to third phase i.e., *Zero purchasing time*, of 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 the influence on the elements of *Japanese*.

In an another phase i.e., *Zero setup time* of 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 the influence on the elements of *Japanese*.

And with respect to last phase i.e., *Zero defects* of 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 the influence on the elements of *Japanese*.

FINDINGS

The element of Japanese value delivery process viz., Zero Customer Feedback Time, Zero Product Improvement Time, Zero Purchasing Time is 'High' in all demographic classifications of the sample respondents. Zero Set up Time & Zero Defects concept is 'Very High' in all demographic classifications of the sample respondents.

CONCLUSIONS

Research concludes concerted and enhanced efforts for higher accomplishment with respect to Zero Customer Feedback Time, Zero Product Improvement Time, and Zero Purchasing Time where as it concludes to sustain the prevailing pace with both the elements of Zero Set up Time & Zero Defects.

BIBLIOGRAPHY

1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H Besterfield And Mary Besterfield – sacre, "Total Quality Management", 2006, 3rd Ed. PHI.
2. K. Sridhar Bhat, "Business Process Reengineering", 2007, HPH.
3. Robert Blattberg and John Deighton, "Interactive Marketing: Exploiting the Age of Addressability," *Sloan management review* 33, no. 1 (1991) : 5 – 14.
4. Nirmalya Kumar, *Marketing as Strategy: the CEO's Agenda for Driving Growth and Innovation* (Boston: Harvard Business School Press, 2004).
5. Frederick E. Webser Jr., "The Future Role of Marketing in the Organization", in reflections on the Futures of Marketing, edited by Donald R. Lehmann and Katherine Jocz (Cambridge, MA: Marketing Science Institute, 1997), PP. 39-66.
6. Michael E. Porter, *Competitive Advantage: creating and Sustaining Superior Performance* (New York: Free Press, 1985).
7. Robert Hiebeler, Thomas B. Kelly, and Charles Ketteman, *Best Practices: Building Your Business with Customer – Focused Solutions* (New York: Simon And Schuster, 1998).
8. Michael Hammer and James Champy, *Reengineering the Corporation: A Manifesto for Business Revolution* (New York : Harper Business, 1993).
9. Ibid.; Jon R. Katzenbach and Douglas K. Smith, *The Wistom of Teams: Creating the High-Performance Organization*(Boston: Harvard Business School Press, 1993).
10. Koteinikov, V. (n.d.). Cross - Functional Teams- Driving systemic Innovation & Mutual Problem Solving. Retrieved from http://www.1000ventures.com/business_guide/crosscuttings/cross-functional_teams.html
11. Jusko, J. (May 12, 2011). How to Build a Better Supplier Partnership:: Don't ignore the key concepts of trust, time and mutual benefits. *Industry Week*
12. Domberger, S. (1998). *The Contracting Organization: A Strategic Guide to Outsourcing*. Oxford: Oxford University Press.

13. C.K. Prahalad and Gary Hamel, "The Core Competence of the Corporation," *Harvard Business Review* (May-June 1990): 79 - 91.
14. J. Gloria Goodale, "Netflix: From Movies in the Mall to Movies on Demand?" *The Christian Science Monitor*, September 1, 2006, p. 11;
15. Timothy J. Mullaney, "The Mail Order House That Clobbered Blockbuster," *Business Week*, June 5, 2006, pp. 56 – 57; "Movies To Go," *The Economist*, July 9, 2005, p. 57.
16. George S. Day, "The Capabilities of Market – Driven Organizations," *Journal of Marketing* (October 1994): 38.
17. George S. Day and Paul J. H. Shoemaker, *Peripheral Vision: detecting the Weak Signals That Will Make or Break Your Company* (Cambridge, MA: Harvard Business School Press, 2006).
18. Pew Internet and American Life Project Survey, November - December 2000.
19. WOODRUFF R. B. "Customer Value: The next Source for Competitive Advantage" *Journal of The Academy Marketing Science* , Vol. 25, No. 2, (spring 1997), 139-154
20. GALE B.T, D. Clutterbuck, D. James "Customer Value- the Next Step?"
 - a. *Customer Service Management*, No. 12, 1996.