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Contents

Efficacy of Social Marketing as a tool of Social Change.....4-13
Sangeeta Dodrajka

Assessing the Impact of Big Data Analytics on Knowledge
Management.....14-25
Suman Sarkar & Bhavesh P. Joshi

Linguistic Diversity in Business: Helping Build Employee
Relations.....26-33
Manpreet Kaur

The Growth Stories of Go Digit and Acko: How Insurtechs are Outperforming Traditional
Insurers?.....34-38
Disha Pathak & P Kalyani

Efficacy of Social Marketing as a tool of Social Change

*Sangeeta Dodrajka**

Abstract

Social marketing is different from social media marketing in the sense that it does not necessarily mean using social media to promote a product, service or an idea. It is spreading awareness about an idea or product with the social welfare in mind. Use of some concept which can improve our living conditions, reduce some problem like pulse polio campaign, aids prevention, save the girl child, etc. The ultimate objective of social marketing, in a narrow sense, could be increasing turnover of a specific brand and profit maximization through use of a socially beneficial idea. Examples could be Vodafone (green marketing), Tata tea (voting rights), class mate registers (primary education), etc. The present paper is a descriptive study with analytical conceptual approach. It seeks to cover ethical issues in social marketing as well. The study also focuses on efficacy of social marketing strategy in Indian context in the form of case studies.

Keywords: *Social marketing, Corporate Social Responsibility (CSR), Societal, and customer.*

Introduction

The social/ societal marketing concept is one that should not be confused with social marketing or social media marketing. It is a marketing concept that holds the idea that a company should make good marketing decisions by taking into consideration what their consumers want. The concept also states that marketing decisions should be made considering the company's requirements and society's long-term interests. The societal marketing concept is closely linked with the principles of sustainable development and corporate social responsibility. Due to its emphasis on social responsibility, the concept suggests, that if a company's main focus should be on the exchange relationship with customers, then it may not be something that is suitable in order to sustain long term success. Instead companies should take on a marketing strategy that delivers value to customers in a way that maintains or improves both the consumer's and the society's wellbeing. The sustainability of environment is also an emerging concern for consumers.

The societal marketing concept embodies a higher and more enlightened plane of marketing thought and practice. The concept has an emphasis on social responsibility and suggests that for a company to only focus on exchange relationship with customers might not be in order to sustain long term success. Rather, marketing strategy should deliver value to customers in a way that maintains or improves both the consumer's and the society's well-being. Most companies recognize that socially responsible activities improve their image among customers, stockholders, the financial community, and other relevant publics. Ethical and socially responsible practices are simply good business, resulting not only in favorable image, but ultimately in increased sales. The societal marketing concept calls upon marketers to build social and ethical considerations into their marketing practices. They must balance and juggle the often-conflicting criteria of company profits, consumer want satisfaction, and public interest.

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Yet a number of companies have achieved notable sales and profit gains by adopting and practicing the societal marketing concept. Some companies practice a form of the societal marketing concept called cause-related marketing. Pringle and Thompson define this as “activity by which a company with an image, product, or service to market builds a relationship or partnership with a ‘cause,’ or a number of ‘causes,’ for mutual benefit. They see it as affording an opportunity for companies to enhance their corporate reputation, raise brand awareness, increase customer loyalty, build sales, and increase press coverage. They believe that customers will increasingly look for demonstrations of good corporate citizenship.

Evolution of Social Marketing

Social marketing was "born" as a discipline in the 1970s, when Philip Kotler and Gerald Zaltman (1971) realized that the same marketing principles that were being used to sell products to consumers could be used to "sell" ideas, attitudes and behaviors. Kotler and Andreasen (1996) define social marketing as "differing from other areas of marketing only with respect to the objectives of the marketer and his or her organization. Social marketing seeks to influence social behaviors not to benefit the marketer, but to benefit the target audience and the general society." This technique has been used extensively in international health programs, especially for contraceptives and oral rehydration therapy (ORT), and is being used with more frequency in the United States for such diverse topics as drug abuse, heart disease and organ donation.

The concept is meant to make marketing morally, socially and ethically responsible. Philip Kotler (1972) stated about what consumerism means to marketers. He identified four categories which included deficient products, pleasing products, salutary products, and desirable products. Kotler felt there was no reason for deficient products and they should no longer be on the market, Pleasing and salutary products needed to be revamped until they were considered desirable products.

The societal marketing concept was an offshoot of the marketing concept wherein an organization believes in giving back to the society by producing better products targeted towards society welfare. There is a debate on whether the marketing concept is an appropriate philosophy in an age of environmental degradation, resource shortages, exponential population growth rate, hunger, poverty, and neglected social services. Are companies that successfully satisfy consumer wants necessarily acting in the best, long-run interests of consumers and society?

There are numerous definitions, but in essence social marketing is about applying commercial marketing's '4Ps' – Product, Price, Place, Promotion – with a social angle. Marketing is about convincing people to buy a product. Social marketing is about convincing people to adopt a behaviour or product that will improve their quality of life or that of the wider community.

A promotional process whereby a business first assesses the interests of targeted consumers and then aims to deliver products more effectively and efficiently than its competition so that it benefits their customer's and society's overall welfare. The societal marketing approach tends to balance the pursuit of business profits with consumer desires and society's best interests. Vodafone India uses environment protection and green marketing as an idea for grabbing more eyeballs. Benetton uses racial discrimination and color as an advertisement strategy. Tata products are advertised utilizing a social issue such as consumer rights, voting rights, traffic rules, etc.

Process of Social Marketing



Fig. 1 Social Marketing Process

Source: mbaskool.com

Social and cause related marketing is used and practiced in modern India in a big way. Some of the ideas which have recently been floated include health and hygiene, toilet facility for women in India, female feticide, AIDS prevention, Pulse Polio mission, Adult literacy mission, child labour and primary education, etc. These ad campaigns are taken up and funded by either government departments like Ministry of Social Welfare, or NGOs working in the fields.

As shown in Figure 1, the process starts with setting up goals for the campaign, selecting target audience, drafting of suitable messages, choice of appropriate channels of communication, planning events, seminars, discussions, then re-evaluation of goals and activities undertaken during the communication, and again the process of goal setting begins. The process is simple and impactful as many celebrities are roped in for the causes who willfully offer to contribute to these efforts. There are many influencers who are willing partners in the process whereas there are millions of people getting influenced by these advertisements. The question is whether the industry is really capable of using the concept for social welfare at large or is it a farce that it is used to meet their own ends? As the ultimate burden of advertising cost is passed on to the consumer, it adds cost to him. Some of the FMCG companies like Tata Tea (grahak jaago) are using this to promote sales of their brands.

Barriers to Implementation

There are many barriers also, for example, language barrier makes marketing communication a complex and expensive exercise. The vast cultural differences across India also create barriers to social awareness programmes. Some ads may hurt sensibilities of Indian audience. The question of survival has made it imperative for modern firms to consider social and societal issues as a strategic tool in marketing. There are many problems in social marketing, especially regarding measurement of its impact on society. There are problems associated to availability of consumer data, response rate, access to media coverage, idea formation and conceptualization of idea.

Trends in Marketing Plans

There are seven long-term trends that are increasingly starting to affect firms and are key focus areas in near future. They are:

Market Drivers: the increasing number and imminence of customers has reduced the viability of compliance to external or market standards as success determinants. Instead, **competitors** and market drivers determine product design and quality. It remains to be seen how this trend is to affect basic research or fundamental product design as more and more market strategies are aimed at out-maneuvering competitors.

Transparency: Firms have become much more transparent over recent years. Revolutions in IT and globalisation of communications mean that geographically dispersed ‘skeletons in the cupboard’ can now be disclosed and transmitted globally without a firm having a realistic chance to prevent it effectively. In fact, it is a great challenge to be part of big data and leakage of detail of disclosed information due to rapid development of artificial intelligence.

Life-cycle marketing techniques are becoming popular. It implies a life-long answerability of producers during the life of the product regarding sustainable impact of the products on environment as they comprise the last element in the value chain. The next trend is **partnerships:** it emphasizes on the inter-relationships and dependence of various stakeholders, vendors and producers through a balancing act. It implies opening up of the firm to outsiders and breaking the ice amongst all the stakeholders/partners as they share environmental resources for their respective satisfactions.

Another trend is much **faster response rate** to environmental issues. There is increasing pressure on producers to implement long term approach to environment protection. The **Corporate Social Responsibility (CSR)** debate has resurfaced and questions the purpose, meaning and contribution of organisations. If organisations are assumed to have a purpose beyond making money through material transformations, using part of the surplus to pay tax and salaries, then firms have to justify at least their purpose of existence. Consumers, government and society at large are making firms more answerable for their actions. The recent amendment in Indian Companies Act 2013 regarding mandatory CSR expenditure (2%) and compliance of large companies through a CSR Board Committee has created new challenges for the same.

There is an increasing concern for **ethical values** in decision making and corporate strategy, recruitment, consumer care and corporate policies. This adds a social dimension to corporate policy and strategy. CSR has emerged as a discipline in higher studies in the field of Management and commerce. Thus in order to survive, modern firms have to include CSR in all their final plans and decision making exercise.

Ethics in Social Marketing

Kotler and Roberto (1989) give strong emphasis to the importance of ethics in social marketing. Whenever marketing behavior change, it is imperative to acknowledge the need for responsibility and accountability to the people in the target audience. People should never be coerced into a behavior, even though it may be "for their own good." Programs which offer incentives for behavior change may encourage materialistic values and a disinclination to do

anything without an extrinsic reward. Ethical criteria must be considered from the beginning in selecting the target audience, designing research and determining a social marketing mix.

Indian Marketers and MNCs operating in India started realizing the importance of CSR and ethics in marketing and their role in conducting the business which takes care of the societal interest and at the same time optimizing the profit for them. For a marketing manager to take an ethical decision, knowledge of the subject matter should be there. He should have an assessment of risk, and experience to understand the risk involved in a decision affecting all the stakeholders.

Marketing Mix of Social Marketing

There are four P's of social marketing: product, price, place and promotion.

Product

The social marketing "product" is a continuum of products, ranging from tangible, physical products (e.g., vaccines), to services (e.g., medical exams), practices (e.g., breastfeeding, or eating a heart-healthy diet) and finally, more intangible ideas (e.g., environmental protection). In order to have a viable product, people must first perceive that they have a genuine problem, and that the product offering is a good solution for that problem. The whole concept should be able to influence audience in a desirable manner.



Fig. 2: Marketing Mix for Social Marketing; Source: www.slideshare.net

Price

"Price" refers to what the consumer must do in order to obtain the social marketing product. This cost may be monetary, or it may be intangibles, such as time or effort, or risk of disapproval. If the costs outweigh the benefits for an individual, the perceived value of the offering will be low and it is unlikely to be adopted. However, if the benefits are perceived as greater than their costs, adoption of the product is more likely.

If the product is priced too low, or provided free of charge, the consumer may perceive it as being low in quality. On the other hand, if the price is too high, they will not be able to afford it. Social marketers must balance the cost considerations, and should charge at least a nominal fee to increase perceptions of quality and to confer a sense of "dignity" to the transaction.

Place

"Place" describes the way that the product is distributed. For a tangible product, this refers to the distribution system--including the warehouse, transportation, channels of distribution, retail outlets where it is sold, or places where it is given out for free. For an intangible product, but refers to decisions about the channels through which consumers are reached with information. This may include doctors' clinics, shopping malls, or mass media vehicles. Celebrity endorsements are used to promote and reach out the target audience, thereby affecting the willingness of various sections to implement the idea. At times, government machinery is used such as health centers, to sell an idea. The examples are polio mission, AIDS prevention and family planning campaigns.

Promotion

Promotion consists of the integrated use of advertising, public relations, promotions, media advocacy, and personal selling. The focus is on creating and sustaining demand for the product. Public service announcements or paid ads are one way, but there are other methods such as coupons, media events, editorials, parties or in-store displays. Sports stars and actors also take up many causes in order to gain publicity and improved public relations, eg. PETA campaign by bollywood actors, Poonam Pandey, and Preety Zinta ; 'being human' charity by Salman Khan.

Additional Social Marketing "P's"

Publics--Social marketers often have many different audiences that their program has to address in order to be successful. "Publics" refers to both the external and internal groups involved in the program. External publics include the target audience, secondary audiences, and policymakers, while the internal publics are those who are involved in some way with either approval or implementation of the program. It may indicate various internal stakeholders of the firm as well, for example employees, suppliers.

Partnership--Social and health issues are often so complex that one agency can't make an impact alone. One needs to team up with other organizations in the community to really be effective. Organisations with similar goals can work together for achievement of goals but that is difficult to sustain unless the environment supports that change in the long run. Often, policy change is needed, and media advocacy programs can be an effective complement to a social marketing program.

Thus, it can be seen that the marketing mix combination of social marketing is different from the usual practices. It varies from product to product, based on the idea that is to be used along with the budget constraints and interest of stakeholders in it.

Challenges of Practicing Ethical Marketing Practices

Ethical marketing requires marketing strategies that are ethical and reflect consumer and market expectations. It is not easy to define the term ethical or identify which ethical decisions cater to market expectations. An individual's view of ethics and morality is influenced by a variety of things including their culture, background, experience, family, peers, community, religion, language and country.

Balancing ethics and remaining competitive can be difficult. If ethical marketing involves considering the needs and welfare of suppliers, employees and customers it adds to business costs. For example, fair trade dealings add cost to marketers. When business costs increase, profit margins reduce, or the costs are passed onto customers through price increases.

Ethics is the study of the **moral** principles that guide the conduct. Historically, there have been two points of view on the study on ethics in marketing. The first is "Let the buyer beware". From these points of view, the rights of the seller are central. A company has little regard for customer's needs and wants. The other point of view is "let the seller beware". Here, customer satisfaction is taken to an extreme. Which position is correct? How do we resolve the **inevitable conflicts** brought by these competing viewpoints. Marketers must be aware of ethical standards and acceptable behavior. This awareness means that marketers must recognize the viewpoints of three key players: the company, the industry, and society. Since these three groups almost always have different needs and wants, ethical conflicts are likely to arise. Ethical conflicts in marketing arise in two contexts: First, when there is a difference between the needs of the three aforementioned groups (the company, the industry, and society) a conflict may arise.

Ethical dilemmas facing marketing professionals today fall into one of three categories: tobacco and alcohol promoting, consumer privacy, and green marketing. Standards for ethical marketing, guide business in efforts to do, the right thing. Such standards have four functions: to help identify acceptable practices, foster internal control, avoid confusion, and facilitate a basis for discussion.

Social Marketing Case Study 1: Pulse Polio in India

Source: shodhganga.inflibnet.ac.in

This case study is a good and recent example of exemplary success in the field of social marketing. Following the Global Polio Eradication Initiative of WHO in 1988, the Government of India launched the Pulse Polio Immunization (PPI) Program in 1995 in addition to UIP. Under this program all children under 5 years are to be administered 2 doses of OPV (oral polio vaccine drops) in December and January every year until polio is eradicated.

Encounters and challenges faced by the innovators

- a. The size of the campaign (6.5 lakh polio booths; ~125 million children to be administered on each immunization day; IEC, cold chain and vaccine management)
- b. The attitudinal diversity (diverse religious, socioeconomic and cultural background)
- c. Management of Human Resources (Doctors, Nurses, Health, Anganawadi Workers, School Teachers and Students, Volunteers, NGOs)

Strategy Adopted

The main strategies adopted are as follows:

- a. Immunizing every child below 1 year with at least 3 doses of OPV.
- b. National Immunization Days during which every child below 5 years gets 2 additional doses of OPV on 2 days separated by 4 to 6 weeks.
- c. Surveillance of AFP to identify all reservoirs of wild poliovirus transmission.
- d. Extensive house-to-house immunization mopping -up campaigns in the final stages where wild poliovirus transmission persists.

Social mobilization, national and international cooperation technically and financially are the hallmark of the program. Celebrities like Bollywood actor Amitabh Bachchan have been roped in to create awareness among probable targets. However, despite taking up the social issue in a big way, it has resulted in 90 percent success rate. Out of new polio cases reported in the world, 83 % are reported in India according to WHO data.

Times of India- Teach India Campaign

Source: <http://www.icmrindia.org/casestudies/>

The 'teach India' campaign was introduced in July, 2008 with the objective of providing education to under privileged children and for the purpose of removing illiteracy from the country. The effort is inspired by TOI's earlier campaign 'lead India' launched in August 2007.

According to the feedback received from the 'Lead India' campaign, India would not be able to lead unless its populace was literate and that there was a need for citizens to come forward and contribute to the cause. It was for this purpose that the *Teach India* campaign was launched. The campaign was divided into two phases: the first phase invited citizens of the country to volunteer with a non-government organization (NGO) in their locality and spend two hours a week teaching underprivileged children. The second phase, which started at the end of 2008, selected students from top educational institutes all over the country who were willing to dedicate two years to teaching the underprivileged.

To execute the campaign, TOI tied up with select NGOs in the field of education in multiple cities across India. Corporations, schools, and social organizations also lent their support to the campaign. The campaign was promoted through print, television, online, outdoor and on-ground events. The campaign won some of the most prestigious advertising awards. Thus, the image of the Times Group improved with the campaign.

Conclusion

The study of social marketing concept provides an interesting insight in to the whole process of creating awareness about social causes in the media. It can rightly be termed as causal marketing practice also. The present paper is a case study approach and descriptive in nature which outlines the expanded marketing mix of the concept. It seeks to cover the ethical elements involved in using social marketing as a practice for selling a brand. As the ultimate

objective of modern firms is making profits and as long as, a strategy affects the bottom-line result, they will use it to promote an idea.

There is always a dilemma in ethical decision making in every aspect of management, be it marketing or finance. There are choices that are more profitable but harmful for the society at large or adversely affect interests of any stakeholder of the company. It depends on personal value system, background of managers, philosophy of top management, and brand presence in the market that determines the seriousness of ethics on marketing practices.

Nevertheless, social marketing as a marketing strategy, is gaining unprecedented heights in the light of increased awareness about CSR and consumer rights. It is an important technique to capture a larger market share by creating awareness and spreading a good practice in the society through media. Some of the FMCG companies have used this to their advantage in a big way, for example Tata tea – grahak jaago. In the broader perspective, it has been used for spreading socially beneficial ideas like, ‘Save the girl child’, National adult literacy mission, ‘Pulse polio’, etc. In literature, it has also been interpreted as a social media strategy but it is a term for social liberation from many taboos of our society. It is rightly coined as social change communication tool as well.

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Assessing the Impact of Big Data Analytics on Knowledge Management

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Abstract

This paper examines the impact of Big Data Analytics on Knowledge Management for business improvement. Knowledge emerges from the application, analysis, and productive use of data or information. The results show that the Big Data Analytics provides a solution to utilize high volume, variety, and velocity of data for generating knowledge which leads to effective and better decision making. Companies have benefitted in growing business, optimizing resources and improving customer confidence. There are limitations as there is a big shortage of the talent needed to understand and convert Big Data into knowledge.

Keywords: *Knowledge Management, Big Data, Big Data Analytics, Analytics*

Introduction

Knowledge management is the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge. A goal of knowledge management over the years has been the ability to integrate information from multiple perspectives to provide the insights required for valid decision-making. Organizations do not make decisions just based on one factor, such as operating income, total cost, revenue or interest rates for commercial loans. The holistic picture is what should drive decisions, such as how much to invest in R&D, where to invest or whether to expand into a new domain or any other geographic market. In the past, the cost of collecting and storing limited the ability of enterprises to obtain the comprehensive information needed to create this holistic picture. However, automated collection of digital information and cheap storage have removed the barriers to making data accessible. Data is now available in abundance, but relational databases were reaching their limits in their ability to make sense of the information. New solutions have now emerged to deal with so-called "big data". Big Data is often described as extremely large data sets that have grown beyond the ability to manage and analyze them with traditional data processing tools. The data set has grown so large that it is difficult to manage and even harder to garner value out of it. The primary difficulties are the acquisition, storage, searching, sharing, analytics, and visualization of data. As per Gartner's definition, "Big data" is high -volume, -velocity and -variety information assets that demand cost-effective, innovative forms of information processing for enhanced insight and decision making. Big data is difficult to work with using most relational database management systems and desktop statistics and visualization packages, requiring instead "massively parallel software running on tens, hundreds, or even thousands of servers". What is considered "big data" varies depending on the capabilities of the organization managing the set, and on the capabilities of the applications that are traditionally used to process and analyze the data set in its domain. The world's data is doubling every 1.2 years. There are 7 billion people in the world; 5.1 billion of them own a cell phone. Every day we send 11 billion text messages, watch over 2.8 billion YouTube videos and perform 5 billion

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Google searches. We are not just consuming it we are creating it. We are data agents. We generate over 2.5 quintillion bytes every day from consumer transactions, communication devices, online behavior, and streaming services. Big Data Analytics is the process for examining large amounts of data of a variety of types to uncover hidden patterns, unknown correlations, and other useful information.

The primary goal of knowledge management using big data analytics is to help companies make better business decisions by enabling data scientists and other users to analyze large volumes of transaction data as well as other data sources that may be left untapped by conventional business intelligence programs.

Literature Review

Knowledge Management using Big Data Analytics has created a lot of interest among the academic and analyst community all over the world. The following section is related to a review of literature on some studies on Big Data analytics that have been carried out across the world and are of greater importance. The survey of the research literature will provide enough background to understand the issues on which the study was focused and clarify why the problem was considered for investigation. Hakes (2012) discussed the role of analytic engines in the area of Big Data disciplines and how it relates to Services Transformation. He focused on how extracting business intelligence out of structured and unstructured data proves critical to creating the value proposition for services innovation. Kart (2011) in her research for Big Data opportunities in vertical industries did a comparison of data characteristics across various vertical industries. She also analyzed and compared the spending intensity for the Big data in various industry segments. The research reveals the following industry segments are considered to be very hot for potential big data opportunities:

- Banking and Securities
- Communications, Media Services
- Government
- Manufacturing and Natural Resources

Overall, all the research literature shows enough scope and opportunities to study and research to explore Big Data Analytics. There are gaps which justify the need for this investigation.

Rajpathak & Narsingpurkar (2013) provided a holistic and end-to-end view on how Big Data can help in knowledge management to improve the product development process. They explored an approach to managing knowledge from analytics and Big Data in the New Product Development Process for the manufacturing industry, particularly in the context of the automotive domain. Finally, they came up with some high-level takeaways for manufacturing organizations planning to embark on this journey. Lamont (2012) discussed implication of Big Data on Knowledge Management. She discussed the need for knowledge management for better organizational decision making and then correlated knowledge management with Big Data analytics. She provided references from the Travel industry. In the end, she provided an overview of the tools available for Big Data.

Ohlhorst (2012) discussed in the newly emerging field of big data analytics. He focused on the business and financial value of big data analytics. He touched upon the importance of analytics,

defines the processes, and highlights the tangible and intangible values. He also described how business liability can be turned into actionable material that can be used to redefine markets, improve profits and identify new business opportunities. Rao, Hogan, & Moschella (2013) discussed the situational awareness of Big Data in Enterprise IT environment. They also highlighted the traditional issues with data management and issues with Big Data. They put forward the perspective of the CIOs on Big Data. The topic also provides opportunities in the marketplace that is expected from Big Data analytics.

Agrawal et al.(2012) in their white paper focuses on the heterogeneity, scale, timeliness, complexity, and privacy problems with Big Data which impede progress at all phases of the pipeline that can create value from data. The problems start right away during data acquisition when the data tsunami requires us to make decisions, currently in an ad hoc manner, about what data to keep and what to discard, and how to store what we keep reliably with the right metadata. Much data today is not natively in a structured format; for example, tweets and blogs are weakly structured pieces of text, while images and video are structured for storage and display, but not for semantic content and search: transforming such content into a structured format for later analysis is a major challenge. The value of data explodes when it can be linked with other data, thus data integration is a major creator of value. Since most data is directly generated in digital format today, we have the opportunity and the challenge both to influence the creation to facilitate later linkage and to automatically link previously created data. Data analysis, organization, retrieval, and modeling are other foundational challenges. Data analysis is a clear bottleneck in many applications, both due to lack of scalability of the underlying algorithms and due to the complexity of the data that needs to be analyzed.

According to (Mass Technology Leadership Council (MassTLC) Research Committee, 2014), businesses embrace Big Data to know more about their customers, sooner, generating large and rapid returns on their Big Data investments. Hospitals can deliver effective, personalized medicine to patients. Governments can mine enormous data resources to more effectively serve constituents. Energy companies can bring more renewable energy online using a highly instrumented smart grid, smart meters at the home, and increasingly accurate weather forecasts. Drug researchers use vast genomics databases to discover the next generation of cancer treatments. Big Data is already an important part of the \$64 billion database and data analytics market and offers commercial opportunities of a comparable scale to enterprise software in the late 1980s, the Internet boom of the 1990s, and the social media explosion of today. The research also specifies Massachusetts has the potential to become the premier location for Big Data expertise in the world.

Chen, Chiang, & Storey (2012) provided a framework that identifies the evolution, applications, and emerging research areas of Business intelligence and analytics (BI&A). BI&A 1.0, BI&A 2.0, and BI&A 3.0 are defined and described in terms of their key characteristics and capabilities. Current research in BI&A is analyzed and challenges and opportunities associated with BI&A research and education are identified. The research also includes a study of critical BI&A publications, researchers, and research topics based on more than a decade of related academic and industry publications. NESSI - Networked European Software and Services Initiative (2012) in their white paper seeks to contribute to the current European Big Data discourse, based on the expertise of its member community. NESSI offers a comprehensive view on technical, legal, social and market-related aspects of Big Data that have a direct impact on applications, services, and software technologies practices. This paper addresses the challenges arising from the use of Big Data and how to overcome those to enable new technologies and business opportunities for Europe's software industry and economic sectors. The key points stressed in this paper seek to ensure that the necessary technical

conditions and expertise of a skilled workforce are available, together with the right business and policy environment for Europe to take advantage of these opportunities and regain its competitive position concerning the rest of the world. In the end, NESSI provided recommendations in the areas of Technical, Business, Legal and Skills.

Lakshmi (2016) discussed the idea of large-scale manufacturing lead to the Industrial Revolution, likewise, Big Data is relied upon to drive new types of financial movement in Service Industry with connected human capital, achieving a new level of monetary action and development. In this paper, Dr. Lakshmi tried to audit late uses of Big Data and to examine the present degree and ranges for future applications, with a spotlight on Service Industry. Consumer loyalty is an issue in all businesses however all the more imperatively in the administration industry. The center of information investigation is to create innovation to transform information into learning for financial and social advantage to bolster endeavor. Enormous information - data of great size, assorted qualities, and many-sided quality - is all over. This troublesome marvel is bound to offer associations some assistance with gaining to drive advancement new and speedier knowledge into their clients and behavior the business in various routes from the more seasoned way.

Dr. Lakshmi noticed the key challenges in Big Data as:

- Government Data: The scaling of database foundation requires lot of update of the database and framework to minimize locking issues over the servers.
- Enterprise Information Management: Big Data is accompanying regulation, protection and security concerns.
- Information Strategy: Enterprise information is all over - volume, assortment, speed and it continues developing. The remaining parts one of the greatest CIO difficulties to deal with this data.
- Data Analytics: The need to draw more knowledge from Big Data Analytics or expansive and complex datasets. This offers association to need to anticipate future client practices, some assistance with trending results.

As Service Industry develops in utilizing Big Data Analytics there will be a parcel of Services and Products which are perfectly customized to utilization design comprehended utilizing Big Data investigation which as a part of turn will be utilized to drive and ad-lib the conveyance cycle. This will leady to new Global Delivery models which will incorporate new advances conveyance hubs that are disseminated universally driving development and giving bits of knowledge into marvel which are unexplored using a conventional framework. Big Data Analytics service providers will have noteworthy business changes to assemble expansive datasets and determine surmising prompting associations ready to modify and offer administrations and items which will have the capacity to adapt to a new request of business for the Service Business.

Kurumbalapitiya (2005) in his book mentioned the importance of Data. Data has become a factor just as important to production as labor, capital, land. For the new value creator in today's technology start-ups, little capital and office space are required. Both can be almost free when a firm is growing at 1% per day on any metric. But without talent, and right kind of data, such takeoff is highly impossible. Kurmbalapitiya gives a map to the user who would like to go deep inside Big Data jungle. He discussed the Big Data opportunities and explore the value potential of big data in the European context. The then focuses on the Bid Data value chain where he described in detail of big data lifecycle from a technical point of view, ranging from data acquisition, analysis, curation, and storage to data usage and exploitation. He then focusses on

Usage and Exploitation of Big Data where he illustrates the value creation possibilities of big data applications in various sectors, including industry, healthcare, finance, energy, media, and public services. Finally, Part IV “A Roadmap for Big Data Research” identifies and prioritizes the cross-sectorial requirements for big data research and outlines the most urgent and challenging technological, economic, political, and societal issues for big data in Europe.

Research Methodology

The present chapter gives the research objectives of the present work, discusses the research hypothesis and the research methodology used for carrying this work. It deals with the sample design, and tool, the procedure of data collection and analysis of data.

Problem Statement

At present, the industry is facing challenges with data in the following areas:

- A huge volume of customer data.
- Too large, too complex, and too disorganized to be analyzed by traditional tools.
- Large amounts of data with poor description and unstructured data which is not been used.
- Realtime data.
- Duplication of data
- Inconsistency of data
- A variety of data makes it difficult to combine.
- Security-related to data.

Due to this, there is limited data used for decision making. Knowledge emerges from the application, analysis, and productive use of data or information. Most of the new data (approximately 80%) are unstructured. To find opportunities and knowledge in Big Data, there is a need for tools and new talent to mine this information and find values.

Research Objective

This research is focused to understand how Big Data technologies will help address the concerns in Industries. The researcher proposes to explore the area of Knowledge Management using Big Data Analytics. The following are the primary research objectives:

- To study the impact of Knowledge Management using Big Data Analytics.
- To study the extent of the data used by the Companies for analyzing and using it for decision making.
- To study what technologies are used by the Companies for data processing.
- To discover the gaps in Big Data Analytics concerning:
 - Talent
 - Technologies
 - Business
 - Legal
- To provide recommendations and identify best practices in the area of Knowledge Management using Big Data Analytics.

Research Questions

Since the present study is descriptive, the following hypotheses have been formulated in null form to answer the research questions which are under investigation.

H1_a: Impact of Big data analytics lead to better decisions.

H2_a: Big Data Analytics lead to Operation Excellence.

H3_a: Big Data Analytics leads to Improved Customer Satisfaction.

H4_a: Big Data Analytics leads to Improved Product development.

1.1 RESEARCH DESIGN

This research study is a combination of exploratory as well as descriptive research. Exploratory research found useful to frame objectives and hypotheses and descriptive research elaborated on the proposed hypothesis with the help of quantitative study. Qualitative factors discovered through exploratory research were converted into quantitative form by using a Likert Scale and used to describe objectives and hypotheses. Hence, a major part of this research study falls under a descriptive research design.

1.1.1 Sample Design

A sample design is a definite plan for obtaining a sample from a given population in order to draw conclusion about the population. Sample design may as well lay down the number of items to be included in the sample i.e., population of the study, sampling frame or sampling source, sampling unit, size of sample and sampling procedure.

1.1.2 Population of the Study

Population refers to any group of people or objects that form the subject of study in a particular survey and are similar in one or more ways(Chawla & Sondhi, 2015). A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that research is done. However, due to the large sizes of populations, researchers often cannot test every individual in the population, because it is too expensive and time-consuming. This is the reason why researchers rely on sampling techniques (Oliver, 1980). In this study, the target population consisted of Senior Executive and IT Executives of large Corporations.

1.1.3 Sampling Frame

Sampling frame comprises all the elements of a population with proper identification that is available to us for section at any stage of sampling(Chawla & Sondhi, 2015). The sampling frame is closely related to the population. It is the list of elements from which the sample is actually drawn. Ideally, it is a complete and correct list of population members only(Cooper, Schindler, & Sharma, 2012). As this research is focused on Big Data Analytics, the list large Corporations are selected from Forbes list as the large corporation has started working on Big Data Analytics. Senior Executives and IT Professionals of the selected companies are the Sample Unit. From each Company, a list of Senior Executives and IT professionals were obtained from www.linkedin.com.

1.1.4 Sampling Technique

This research study is based on a mix of sampling techniques as it involves multiple classes of the respondent with different demographic characters. As this research is Descriptive in nature so Probability sampling design is considered as each and every element of the population has a known chance of being selected in the sample. A simple random sampling technique has

played a major role while collecting data from sample respondents. This research study is using Simple Random Sampling Without Replacement technique. Respondents from two classes i.e. Senior executives and IT executives were selected randomly where every individual sample unit had an equal chance of giving their opinion.

1.1.5 Data Collection Methods

Primary information is composed of a structured instrument as a questionnaire in which the opinion of sample respondents is measured on various scales. Different data collection methods and tools like observation, interaction and focused group discussions found useful tools in the process of primary data collection. Primary data being an essential requisite to describe objectives and hypotheses of research is collected by coding independent variables in the form of close-ended questionnaire. Independent variables remained dignified on a five-point scale to describe their relations & dependencies over observed variables. The questionnaire consists of 16 questions related to Impact of Big Data Analytics on Knowledge management.

The focus of the survey to determine how Big Data Analytics is impacting Knowledge Management and thus affecting decision making. So, the focus to find:

- What percentage of data is used for decision making?
- What is the quantifiable outcome of Big Data Analytics in terms of financial impact, customer satisfaction, expense reduction, product and service development?

Independent variables remained dignified on a five-point scale to describe their relations & dependencies over observed variables.

The responder aimed at the research study through which trial respondents to be drawn from large Corporations across the world. Individual respondents working at the Senior Executive level and IT executives were considered as the sample frame for this research study. There was no restriction geographically, as an online survey was conducted however, there were challenges faced to approach large Chinese companies.

The secondary data was collected through various research magazines, websites, journals and books.

1.1.6 Analysis

Every research study is depending on the analysis and exploration of present information which is available in the form of secondary data. Secondary data generally plays a vital role in the evolution of Research Problem, Research Objectives, Scope of the research and formation of Hypotheses of any research. Researchers get clear ideas about the existing body of knowledge in a particular field and future scope to add something in the existing body of knowledge. Various books published related to research subject and theoretical concepts of research topic, different magazines, newspaper articles, periodicals, and research articles are used as instruments to analyses secondary data. Internet, different company websites are found convenient and ready sources of secondary information.

The research tool developed was given to randomly selected professionals from industry. The survey was conducted online using Google Forms Platform and a web link is provided to access and fill responses online. The data has been recorded and updated simultaneously as responses received. Analysis of primary data collected using questionnaire survey was performed using Descriptive and Inferential Statistics.

Findings and Discussion

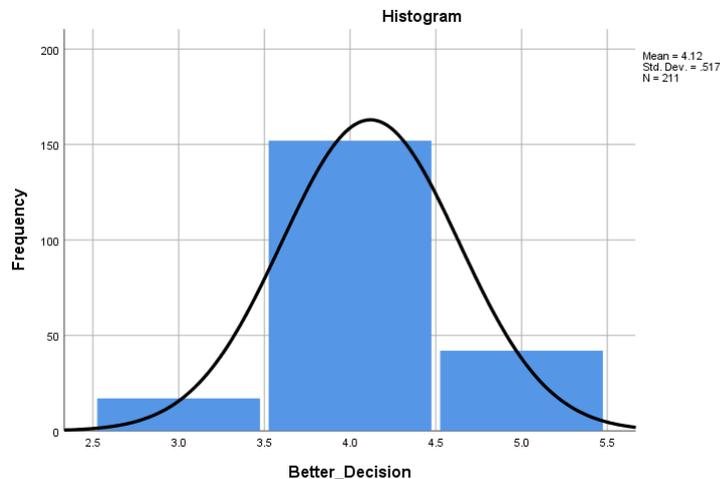
This section has analysis of the primary data collected through the survey method. The insights gained from survey method are analyzed using MS Excel and IBM SPSS tools.

1.2 BIG DATA ANALYTICS IMPACT ON BETTER DECISIONS

1.2.1 Frequency distribution of Big Data Analytics resulting into Better Decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree (1)				0
	Disagree (2)				0
	Uncertain (3)	17	8.1	8.1	8.1
	Agree (4)	152	72.0	72.0	80.1
	Strongly Agree (5)	42	19.9	19.9	100.0
	Total	211	100.0	100.0	

1.2.2 Histogram of Big Data Analytics resulting into Better Decisions



1.2.3 Interpretation

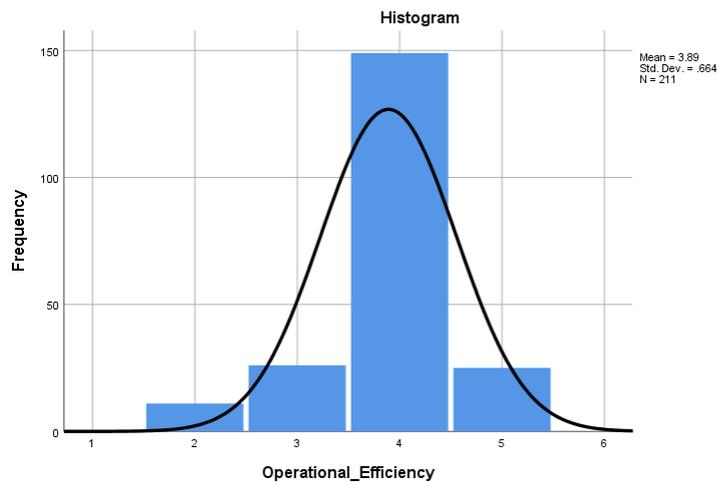
As per the data, most of the Companies using Big data analytics has led to better decision making. Mean value shows 4.12 which reflects better decisions due to Big Data Analytics. Approximately 92% of responses show that Big Data has resulting in better decisions for their Organization.

1.3 OPERATIONAL EFFICIENCY DUE TO BIG DATA ANALYTICS

1.3.1 Frequency distribution of Operational Efficiency due to Big Data Analytics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree (1)				0
	Disagree (2)	11	5.2	5.2	5.2
	Uncertain (3)	26	12.3	12.3	17.5
	Agree (4)	149	70.6	70.6	88.2
	Strongly Agree (5)	25	11.8	11.8	100.0
	Total	211	100.0	100.0	

1.3.2 Histogram of Operational Efficiency due to Big Data Analytics



1.3.3 Interpretation

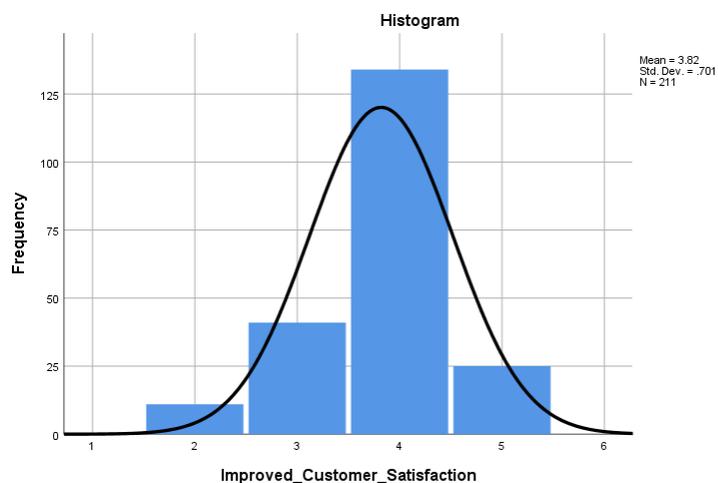
Big Data analytics help use the data to improve and optimizing operation as there is less wastage and improve lean methodology. This is evident from the data collected. Mean value shows 3.89 which is towards increased Operational Efficiency. In addition, we noticed that approximately over 82% cases the Big data analytics has helped to improve the operational efficiency.

1.4 IMPROVED CUSTOMER SATISFACTION DUE TO BIG DATA ANALYTICS

1.4.1 Frequency distribution of Improved Customer Satisfaction due to Big Data Analytics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree (1)				0
	Disagree (2)	11	5.2	5.2	5.2
	Uncertain (3)	41	19.4	19.4	24.6
	Agree (4)	134	63.5	63.5	88.2
	Strongly Agree (5)	25	11.8	11.8	100.0
	Total	211	100.0	100.0	

1.4.2 Histogram of Improved Customer Satisfaction due to Big Data Analytics



1.4.3 Interpretation

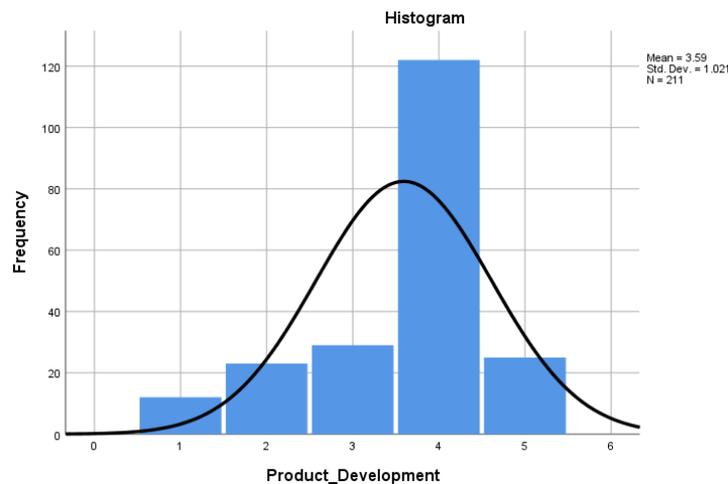
Big Data Analytics has helped to get insight of Customer issues and pains to improve their satisfaction. This is also evident from the responses received. The mean value shows 3.59 which reflects improved Customer Satisfaction. As per the data it seems that Companies have benefited utilization of Big Data analytics for Customer Satisfaction loyalty and over 75% of responses suggest that.

1.5 IMPROVED PRODUCT DEVELOPMENT DUE TO BIG DATA ANALYTICS

1.5.1 Frequency distribution of Improved Product Development due to Big Data Analytics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree (1)	12	5.7	5.7	5.7
	Disagree (2)	23	10.9	10.9	16.6
	Uncertain (3)	29	13.7	13.7	30.3
	Agree (4)	122	57.8	57.8	88.2
	Strongly Agree (5)	25	11.8	11.8	100.0
	Total	211	100.0	100.0	

1.5.2 Histogram of Improved Product Development due to Big Data Analytics



1.5.3 Interpretation

Big data analytics helps to improve Product development or Product design as the data insights from various channels were utilized effectively. Mean value shows 3.59 reflect improvement of Product development. Over 69% of responses suggest that Product development and Product design improved due to Big Data Analytics.

Conclusion

Knowledge management has emerged over the last few years as an important new approach to the problems of competitiveness and innovation confronting the organization's world over. "Knowledge" as an essential component of every organization has a significant impact on the functional performance of organizations Big Data Analytics has helped to extract knowledge from huge volume untapped data to driving business value. This research work was conducted against the above-mentioned landscape. A comprehensive review of available literature on knowledge management helped in conceptualizing the topic and this formed the foundation for this research. All the reviews from the literature reveal that Knowledge Management is critical

to the organization's success and Big Data analytics provide oil to knowledge Management to cultivate the raw data into valuable insight. Knowledge Management is an essential component in every industry and has a significant impact on functional performance. As the organization grows, the data collected through various means are growing at an extensive level. This data helps to gain significant importance in today's industry. This research study conducted using surveying the senior executives and IT executive in the large corporation reveal:

- Big Data Analytics helped the Organizations to covert unused data for value creation.
- Big Data Analytics helps Organizations to use knowledge from the data for making effective and better decisions.
- Knowledge Management using Big Data Analytics has helped Companies gain financial improvement in terms of revenue growth and improved sales.
- Big Data Analytics related knowledge helped to improve Customer Satisfaction, loyalty and retention.
- Big Data analytics has helped to improve operational efficiency by expenditure reduction in the Organization.
- Knowledge Management using Big Data analytics has helped to improve Product development or product design.

Thus, it is concluded that Big Data analytics has strongly impacted Knowledge Management to help Companies make a Better Decisions, improve in the field of Financial Management, Operation Excellence, Customer Satisfaction and improved Product Development and Product Design.

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Linguistic Diversity in Business: Helping Build Employee Relations

Manpreet Kaur *

Abstract

Linguistic diversity influences almost all management decisions in modern business. With linguistic diversity there also exists a cultural diversity as not only language but race, colour and beliefs also differ, therefore products and services will also be different. When companies hire employees from all sorts of backgrounds regardless of race, culture, language and religion they face different challenges to make the diversity work. The challenges the companies face and the benefits they acquire using the skills and innovations of the diversity are various. There exists a native language, a corporate language and the lingua franca, English. The dominant trend is that English is the language of Business and it remains a fixed and unquestioned corporate language.

Keywords: *Linguistic Diversity, Business, Cultural diversity, Innovations, Benefits, English.*

Introduction

Diversity is a fundamental aspect of our society and therefore of our communities, workplaces, schools, and early learning services. Culture is one significant contributor to diversity. In itself culture is a comprehensive concept and encompasses many components such as values and behavioural styles, language and dialects, non-verbal communications, and perspectives, worldviews and frames of reference. Culture is also dynamic in that individuals, practices and environments are constantly changing and so it is difficult to have a single definition of culture (Linguistic diversity is a subset of cultural diversity).

Linguistic diversity is defined as the 'range of variations exhibited by human languages' (www.terralingua.org). There are between 5000 and 7000 languages in the world today, but some of these languages are considered varieties of dialects. The countries where more languages are spoken are Papua, New Guinea, Nigeria, Indonesia, India and Mexico. Many government recognise one official language of a country and so multilingualism is not common. Most of the world's population is monolingual having one language in the school context.

Linguistic diversity is sometimes a specific measure of the density of language, or concentration of unique languages together. This diversity covers varied types of traits including language family, grammar, and vocabulary. Language provides a means for communication among and between individuals and groups. Language serves as a vehicle for expressing thoughts and feelings. When it comes to diversity, language can be a bridge for building relationships, or a tool for creating and maintaining divisions across differences. Having a common language for talking about and across difference is essential for breaking down divisions and working towards achieving understanding and partnership. *Business* refers to the organized efforts and activities of individuals to produce and sell goods and services for profit. Businesses range in scale from a sole proprietorship to an international corporation.

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Business communication is the process of sharing information between people within and outside a company. Effective business communication is how employees and management interact to reach organizational goals. Its purpose is to improve organizational practices and reduce errors. All organized activity in a company relies on the process of business communication. This could be anything from managerial communication to technical communication with vendors. Once communication becomes unclear, the company's core systems risk falling apart. Strong business communications in a company will likely result in higher employee engagement.

An old expression says that business is all about relationships, which is true in a certain sense. However, today we can go one step further by affirming that business is all about communication. Not the classic communication strategies used by companies all over the world but the language that companies use when communicating with their clients and associates have an important impact on their business.

The way the language is constructed may influence perceptions. The perception of your employees or associates will guide their future behaviours. For instance, the perception of an employee depends on the words the employer will use while assigning him to a task. Two different ways to ask the same question imply two different feelings from the employee's point of view. Moreover, when the language used is not the native language of the employee, it could also result in unwanted responses. Feelings of being offended, dominated or even adverse reactions, such as complacency and over-confidence, are examples of these unwanted responses. Languages shape the way people feel and think. By speaking the mother tongue of co-workers and associates, and by constructing phrases correctly, we can avoid all unexpected reactions.

Economic globalization is not globalisation of languages but it means that international companies have to take the language of their foreign clients into account while trying to make them purchase their products or services. The more confident the client is, the higher the chance of purchase. The most customer-friendly businesses will win just about every time, and being customer-friendly includes speaking your customers language. When you speak someone's language, you start to earn their trust. Trust is a key in developing new and repeat customers.

According to a Harvard study conducted on 2,430 online consumers, it seems that about 40% of the consumers never purchase products or services in other languages. According to Brannen (2016), Scholars approach language issues in business from many different angles. Among the diversity three aspects feature prominently, National languages spoken in multinational corporations, officially mandated corporate languages and English as the language of Global Business. National languages of corporate headquarters and globally dispersed subsidiaries, are spoken alongside each other in MNCs, corporate language, mostly defined as an administrative managerial tool, which acts as barrier to all internal and external communication. English as a lingua franca forms a neutral communicative tool in business. Many Scholars investigate the interplay between national and corporate languages and English.

In the modern workplaces employees' linguistic competences are diverse; international employees do have competence in company's lingua franca but lack skills in the local language while some local employees lack competence in the corporate language (English). Multilingualism plays an important role both in export-oriented activities and, for many (multi-national) businesses, in internal communication, a role further enhanced by the trend toward globalisation and increased mobility.

With regard to languages, unity in diversity means two things: greater intercultural and multilingual exchange and greater use of important trade languages. Enterprises in small and large, have increasingly been faced with need to use more than one language at work, to use English as a lingua franca, and to deal with an increasingly culturally diverse workforce. As a result, the language side of business has been given more widespread and systematic policy attention in recent. Multilingual environments, originally perceived as a trade barrier, are increasingly seen as an opportunity when harnessed successfully. There are several possible explanations behind the positive dynamics of language diversity. Multilingual interactions, specifically those among non-native speakers of English, are often collaborative in nature. This may be because employees may have strong pragmatic interests to work together well to meet corporate objectives for reasons of job security, career advancement, as well as other monetary and nonmonetary benefits. Second, if most or all employees are required to work through a non-native language, it can become considerably easier for non-natives to problematize issues of misunderstandings, ambiguities and misinterpretations. Moreover, in multilingual settings, people tend to frequently use patterns of negotiation to ensure mutual understanding. This can, in turn, lead to richer and more frequent interactions compared to unilingual situations, which can in turn aid understanding. Third, according to communication accommodation theory (CAT) (Giles, Coupland, & Coupland, 1991), people alter their language in terms of lexical choices, grammar and syntax, pronunciation and accent and communicative behaviours to converge and diverge from each other. According to CAT, the primary motivation for communication convergence is to achieve effective communication and induce acceptance, whereas communication divergence is employed to maintain one's positive social identity. In the context of multilingual stations, CAT argues that people alter their language usage to accommodate different competence levels in English in an attempt to ensure mutual comprehensibility and effective interpersonal relations. According to Henderson (2005, p. 74), individuals "are also 'recreating' language and communication norms in the sense that they are negotiating and agreeing on shared meanings and discourse conventions as they switch from a monolingual to a multilingual environment". Hence, in these processes of language convergence, a new, distinct language is said to evolve as a result. In the MNC context, this implies that MNC employees craft a distinct company-speak that evolves from the corporate language and various national languages used within the firm.

Many critics have studied Linguistic Diversity in Business operations but all have arrived at different conclusions. Jacob Luring and Jan Salmer (2013) in their work Linguistic diversity and English language use in multicultural organizations, study of the effect of linguistic diversity on English language communication as well as the moderating effect of respondents' age. They found that the link between employee age and language use is of increasing importance. Age acts as a moderator in the relationship between linguistic diversity and perceived use of English language by management. Susan J. Dicker (1998) in the article Adaptation and Assimilation: US Business Responses to Linguistic Diversity in the Workplace, writes about immigrants adapting to the workplace culture in US and businesses adapting to the multilingual workforce.

Eugene Loos (2007) in the book, Language policy in an enacted world: The organization of linguistic diversity, studies which language is used by multinational companies and whether or not English is used as business language and why? What determines the use of language? Many writers like D. Groutsis, J. O'Leary, G. Russell (2018), W.A. Smally (1994), C.D. McFarland (2008) have studied linguistic diversity in business in terms of use of English versus their native language. In Linguistic diversity in the international workplace: Language ideologies and processes of exclusion, Dorte Lonsmann (2014) studies that in the modern workplace, employees' linguistic competences are diverse; international employees often have

competence in the company's lingua franca but lack skills in the local language while some 'local' employees lack competence in the corporate language (typically English). This can lead to the sociolinguistic exclusion of either group.

Language diversity has a double-edged nature in that it constitutes both an asset and a liability for multinational organizations. With regard to the positive aspects, language diversity is seen to bring along sizable benefits for global organizations of the respective firms. On one hand the speakers of different tongues bring along different perspectives, at the same time, linguistic differences initially bring considerable communication problems. All non-native respondents enter conversations in English, feeling already insecure, uncomfortable and apprehensive about their ability to express themselves well in a foreign language. When such language barriers are present, they will very likely render communication more difficult, complex and time consuming. Language issues can hence lead to increased miscommunication, mistrust and negative stereotypes, as well as communication withdrawal and avoidance. The companies feel that they have successfully tackled the language barrier by employing a set of different language strategies. The first language strategy is language accommodation. It occurs when people adjust to his/her conversational partners, in terms of the language used in communication and the style of language, including choice of vocabulary, appropriate grammar and syntax, pronunciation, and speech rate. The second strategy is the negotiation of shared meaning. It occurs when people work to overcome miscommunication and achieve mutual understanding.

A key aspect of linguistic accommodation centres on the theme of language choices, whereby people alternate between a group of available languages. Accommodation through language choices aims at reducing the emotional aspects of language barriers, thus directly reducing the anxiety that people typically experience in language-diverse situations and laying the groundwork for successful communication in the future. Project managers of many companies noted how using the employee's native language helped to build trust among people and fostered collaboration.

Accommodation through Simplification of language: A second aspect of accommodation is centred on the simplification of language. It denotes the downward convergence of employees to the proficiency level of their counterpart. This pattern is noted for a set of linguistic features, including: grammar, lexical register, syntax, pronunciation and accents. This accommodation served a dual purpose. On the one hand, it aimed to further minimize feelings of self-consciousness, discomfort and anxiety among less proficient speakers. On the other hand, it aims to ease message comprehensibility and reduce the cognitive aspects of language barriers. People more readily communicate, if they feel at ease and perceive that they are not negatively judged for their language capabilities in a foreign language. A simplified language can be a powerful instrument in creating an open, trustworthy space for communication and the exchange of ideas between multilingual employees. The linguistic modification towards a more simplified version of English is strongly advocated to encourage people to participate actively in communication.

Negotiation of meaning

Another key strategy to reduce language barriers is negotiation of shared meaning. It is defined as a process in which people from different language communities agree upon the meaning of words and speech practices with the objective of converging towards a mutual understanding. Whereas language related issues were initially abundant in cross-border communication, they declined over time. While newcomers typically felt insecure and struggled with communication

in English, employees with longer work experience felt the adverse impact diminished as they became familiar with each other.

Use of English

Once the non-speakers are accustomed to using new technique, they can frequently switch over from one language to another (English). As the conversation moved from small talk to technical talk, all speakers switched to English and used it as the main working language. There are three major reasons for this switch to English. First, by using English, the speakers very often seek to enhance communication accuracy, when talking about operational, managerial and strategic matters in the context of their job. In fact, some of the non-speakers have become so accustomed to operating professionally in English that they feel more confident and linguistically proficient in English to talk about job-related matters than in their native language in such contexts. Many speakers feel that they only had a constrained fluency in the terminology in their native language, given the strong reliance on English terms for professional communication.

Another key reason for English was to reduce power asymmetries. Considering the status of English as a third language, it was seen as a vital means of creating a level playing field among non-native speakers. English was chosen as a “neutral territory” in that it did not put any party at a linguistic disadvantage. Finally, English was chosen as the main working language in an attempt to increase people’s awareness of underlying linguistic and cultural differences between communicators. When both parties speak English as a foreign language, it actually helps because it leads to mutual consideration.

More efficient communication and better language skills certainly contribute to performance and productivity through employee satisfaction, better management, or an improved relationship with customers. The fundamental challenge of applied linguistic studies in business contexts, however, lies in the difficulty to measure, in economic terms, the exact contribution of language to these processes. Many companies strive to diversify their workforce by focusing on recruiting and hiring workers of different cultural backgrounds and nationalities. A multicultural workforce can offer benefits such as a broader range of perspectives and a greater ability to compete in the global marketplace.

The Benefits of Linguistic Diversity

- Diversity leads to innovation, which leads to growth. Research by McKinsey & Company, shows that “companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians,” and “companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians.” According to the study, greater diversity doesn’t always translate into greater profit, but McKinsey & Company suggests that a more diverse workplace is better able to “foster ideas and innovation, and that same innovation then drives success.”
- Variety of different perspectives: Diversity in the workplace ensures a variety of different perspectives. Since linguistic diversity in the workplace means that employees will have different characteristics and backgrounds, they are also more likely to have a variety of different skills and experiences. Consequently, employees in a company with higher workplace diversity will have access to a variety of different perspectives, which is highly beneficial when it comes to planning and executing a business strategy.

- Language skills can open doors for a business. Language barriers and cultural differences can often act as a bit of an obstacle for a company who want to expand their business over shores; however, by hiring employees who speak different languages it can make it possible for a company to work on a global basis and interact with a broader client base. Representing a number of nationalities within your company can also help to make it more relatable.
- It grows your talent pool. A company who embraces diversity will attract a wider range of candidates to their vacancies, as it will be viewed as a more progressive organization and will appeal to individuals from all walks of life. Naturally, as the number of applicants for each vacancy rises, the chances of finding an exceptional candidate increases. It can also help with employee retention, as people want to work in an environment who are accepting of all backgrounds and promote equality.
- Improves Employee Performance. Employees Are More Likely To Feel Comfortable And Happy In An Environment Where Inclusivity Is A Priority. Equality In The Workplace Is Important For Encouraging Workers From All Backgrounds To Feel Confident In Their Ability And Achieve Their Best. The Higher The Team Morale, The More Productive Employees Are.
- Capture more of the market. When your workplace is home to a diverse group of individuals from different linguistic backgrounds and experiences, your company can more effectively market to all groups of consumers, from a wide range of racial and ethnic backgrounds, men and women, older and younger adults and those who identify as gay, lesbian, bisexual or transgender. Building a diverse workplace can help you increase your company's market.
- Avoid high turnover. Most business owners know that when an employee leaves, finding and hiring a replacement can be an extremely expensive process. In many cases, a lack of diversity can create an unintentionally hostile environment for those who feel like they don't fit in.
- Taking a stand. It is important for corporations to step up and advocate for diversity and tolerance on a public platform. A great example of this is Nike's support of American football quarterback and rights campaigner Colin Kaepernick. More than a marketing exercise, it showed the world that one of America's best-known corporations was willing to stand alongside one man in his battle against racial injustice and intolerance.
- By branching out to a diverse workforce, employers have access to a greater pool of candidates thereby improving the odds of hiring the best person. In a competitive marketplace, an organization that puts people first – regardless of their race, religion, gender, language, age, sexual preference, or physical disability has an advantage over the other players.

Cross-border migration and communication has been recognized as the priority concern for the development of MNCs and business houses. MNCs promote linguistic strategies to acquiring more language skills rather than relying on recruiting only available native language speakers. Even the existing workers are geared up to improve their linguistic skills. Translation Technology can solve many issues and make company more creative. Stronger built-in translators, video conferencing with translation, group collaboration translation services, creating a more diverse workplace with right tools in place can be rewarding for one's business

Just as the workforce is becoming more diverse so is the market. Employees who mirror the customers we serve can benefit an organization since they will feel as if they hold a common ground. Furthermore, employees with different perspectives can help provide companies with a holistic view of the market, identify unmet needs and identify new opportunities. As the value of diversity continues to grow in the business community and elsewhere, recruiting and retaining diverse employees is becoming even more important to continued organizational success.

This paper hopes to open the debate on the positive aspects of linguistic differences in the workplace. The business world must come together and be more engaged and vocal than it has been to promote the message of a diverse and tolerant society. It is an uphill battle, but peace, prosperity and advancement depend on it.

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The Growth Stories of Go Digit and Acko: How Insurtechs are Outperforming Traditional Insurers?

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Abstract

Similar to the disruptions created by Fintech in the banking industry and Lawtech in the legal sector, Insurtech was the latest buzz word which was shaking up the world of insurance. By adding technology to insurance, the insurtechs were transforming the complex nature of insurance products into a simpler and faster version, minimising cascades and leaving a seamless experience to buyers. Insurtechs were also helping in tapping the vast potential of the insurance industry in India. Go Digit and Acko were the leading insurtech start-ups in India also backed with the licence of IRDAI as general insurers. During the FY2019-20 Go Digit and Acko have registered drastic growth of over 82% and 164% in their gross written premiums respectively. While the current market share of these two companies together was less than 2%, the premium growth rate was quite high compared to large traditional insurance players.

Keywords: *Insurtech, Fintech, Competitive Advantage, Synergy, Go Digit, Acko*

Case Study

The world is experiencing tremendous technological advancements since the last few decades. Leveraging the technological advancements such as artificial intelligence, big data, smart phone apps, many long-established industries were transforming themselves and the way they were doing business. Insurance was one such sector where technology was aiding for innovations resulting in simpler products and better service quality. Similar to the disruptions created by Fintech in the banking industry and Lawtech in the legal sector, Insurtech was the latest buzz word which was shaking up the world of insurance. In the last couple of years, the Indian insurance sector has witnessed a gradual growth in the number of digital players ranging from web aggregators to insurtech companies. By the year end 2019, there were two leading insurtech companies namely Go Digit and Acko which were operating in the general insurance sector of India.

Background of Go Digit and Acko

With a mission to make insurance simple, the Bengaluru based insurtech start up, Go Digit General Insurance Ltd. (formerly known as Oben general insurance limited) was founded by Mr. Kamesh Goyal in 2016 and got the licence as a general insurance company from Insurance Regulatory Development Authority of India (IRDAI) in September 2017. The company is a subsidiary of Go Digit Info Works Services Pvt. Ltd. and has a strong backup of Canadian financial holdings company Fairfax. By the end of May 2020, Godigit had a customer base of over 1 million and sold around 6000 policies per day. The company had a claims settlement ratio of 92.9% with an average claim's turnaround time of 21 days. The company also enjoyed a customer happiness score known as Net Promoter score of 87.5% which was more than 4 times of the industry average..

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Go Digit was the only Insurance company from India which was featured on the Global Fintech 250 list in the year 2018 by CB insights. It was the youngest company to be awarded as “Asia’s General insurance company of the year 2019”. A pioneer of digital insurance in India, Acko General Insurance Ltd. was founded in November 2016 by Varun Dua. It is head quartered in Mumbai. Acko was the first insurtech company which got license to underwrite and distribute general insurance products in India from IRDAI in September 2017. As of May 2020, Acko has underwritten over 45 million policies in India which includes 8% of the car insurance policies bought online in India. Also, its claim settlement ratio was 95%. It enjoyed a 95% five star rating on different platforms like Facebook and Google. In recognition of its initiative of launching -"Ola Ride Insurance" the company has received “Golden Peacock Innovative Product Award – 2019”.

Exhibit 1 – Growth in GWP of Insurtechs Vs. Traditional Insurers

Insurance Company	GWP 2019-20 (Rs. In crores)	GWP 2018-19 (Rs. In crores)	Y-O-Y Growth in GWP as on March 2020 (%)
Go Digit	2,198.52	1,204.98	82.45
Acko	373.42	141.15	164.56
Bajaj Allianz General	12,779.77	11,058.96	15.56
ICICI Lombard	13,312.87	14,488.23	(8.11)
The New India Assurance	26,699.37	23,910.77	11.67

Source: IRDAI, “Monthly Business Figure – Non-Life”, https://www.irdai.gov.in/ADMINCMS/cms/frmGeneral_List.aspx?DF=MBFN&mid=3.2.8, April 14th 2020

Exhibit 2 - Growth in Market Share of Insurtechs Vs. Traditional Insurers

Company Name	Market Share as on March, 2020 (%)	Market share as on March, 2019 (%)	Y-o-Y Growth in Market Share as on March, 2020
Go Digit	1.16	0.71	64%
Acko	0.20	0.08	138%
Bajaj Allianz General	6.75	6.50	4%
ICICI Lombard	7.04	8.52	-17%
The New India Assurance	14.11	14.06	0%

Source: IRDAI, “Monthly Business Figure – Non-Life”, https://www.irdai.gov.in/ADMINCMS/cms/frmGeneral_List.aspx?DF=MBFN&mid=3.2.8, April 14th 2020

According to the monthly data released by IRDAI, as on March 2020, Go Digit and Acko have reported an Y – o – Y growth rate of 82% and 164% respectively in the Gross Written Premium (GWP), whereas the growth rate of traditional players like New India, ICICI Lombard and

Bajaj Allianz general was 12%, -8% and 16% respectively (Exhibit 1). Though both these companies put together had a market share of less than 2% which was very low compared to traditional players, there was an impressive Y-O-Y growth rate of 138% and 64% respectively in their market share (Exhibit 2).

Why the Growth?

Insurtech companies across the world have bought sea through changes in the way insurance was sold and serviced to the customers. Though insurtech is still at a budding stage in India it has already disrupted the insurance value chain with improvements in digital distribution and better customer experience. The tech savvy millennials look for the comfort of ‘Do it yourself’ models and getting instant results out of these actions. The complex nature of insurance which included lot of documents with complicated terminology has made it quite unpopular among this generation. Identifying this need gap insurtechs have come up with innovative bite sized insurance products for micro duration by covering even a single ride and with a micro premium starting with just Rs.1. Providing simpler insurance solutions by working on a completely digital mode with the latest technological advancements was the major advantage of these companies.

One of the best examples of this simplified process at Go digit is related to flight delay claims settlement. In case of a flight delay beyond a specified time, an SMS was auto triggered for a claim and the policy holders just needed to send their boarding pass to get the reimbursement. Another process simplification by Go digit was related to car claims. The company had come up with a smart phone enabled self-inspection process through which it was able to cut down the claim’s inspection process from 7 days to 7 minutes eliminating the need for a manual surveyor. At Acko, the purchase process of car insurance was quite simple and quick. Once we feed our car number in the company’s website, it immediately displays all our details with its premium quote. A simple click on purchase button is all we have to do and its done. Acko also provided instant claim settlement within 2 hours in case of minor and within 3 days in case of major motor claims, failing which the company provided cab vouchers to the policy holders.

Strong capital backing right from seed fund stage by attracting many private equity firms and venture capitalists was aiding these companies to come up with the high-end technological innovations. Apart from Fairfax, in January 2020, Go Digit has raised equity fund of Rs. 606.7 Crores from a group of institutional and individual investors including Faering Capital, TVS Capital, A91 Partners LLP, Indian cricketer Virat Kohli and his wife Anushka Sharma. This was considered to be one of the largest equity funding rounds in the Indian general insurance market. Even before it started the operations, Acko was able to raise a massive seed fund of Rs. 200 Crores which was the highest raised seed capital by an Indian start up. By the year end of 2019, it had raised funds over Rs.755 Crores from strong investors such as Amazon, Accel Partners, SAIF Partners, Catamaran Ventures.

Another advantage of insurtech companies was their adoption of deep data analytics platform to analyse customers’ pattern and their feedback to design tailor-made products and provide customer specific quotations which are relatively cheaper. “Using data from various digital sources, we are building and refining a customer risk score which enables us to offer customised pricing i.e., better price for better (low risk) customers” said Janani Vishwanathan who was the Head of Strategy at Acko General Insurance.

Partnering with various companies was another reason to capture market share at a rapid pace by the insurtechs. Both these companies have launched many novel and sachet insurance

products such as rider insurance, travel insurance, mobile insurance, missed flight, health insurance, etc. by partnering with various internet platforms across travel and e-commerce categories like Ola, Amazon, Flipkart, Paytm, Policy bazaar, Cleartrip, Redbus, Zomato, Oyo, Rapido, UrbanClap etc.

Insurtechs – The Way Forward

Though insurtech companies were offering innovative products through digital platforms, the major challenge for them would be to tap the internet illiterate and insurance illiterate segments of the society. On the other hand, the traditional insurance model was product centric and distribution channel driven which mainly operated through agents and brokers who had direct access to the customers. These middlemen played an important role in educating and motivating people to purchase the insurance products. Partnering of the tech savvy Insurtechs with the traditional players would lead to synergy benefits as well as both can learn from each other. The regulatory authorities should bring in adequate changes in regulations which will enable such mixed models.

Discussion Questions

1. Any advantage that a company gains over competitors by providing greater value to consumers either through better service, better products, lower prices etc. is known as competitive advantage. In your opinion what competitive advantage does insurtechs have over traditional insurers?
2. General observations show that during the initial years of establishment of a company the growth rate tends to be very high, whether it is a traditional insurer or an insurtech company. Is the extraordinary growth rate of insurtech companies also due to the same reason? or Will this trend continue in the long term? If yes, why do you think so?
3. According to Investopedia, “Synergy is the concept that the combined value and performance of two companies will be greater than the sum of the separate individual parts.” To enjoy this type of synergy benefits companies usually look for different types of alliances like mergers, acquisitions, partnership etc. with other companies. Will the partnering of traditional insurance players with insurtechs leads to synergy benefits? If yes, discuss the benefits to both parties.

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