

Studies on Marketing Management Practices in Corporate Sector

Khuswant Singh* and Narinder Kaur**

** Department of Commerce, Punjabi University, Patiala*

*** University College, Meerapur (Patiala)*

INTRODUCTION

Marketing is the process by which companies create customer interest in goods or services. It generates the strategy that underlies sales techniques, business communication, and business developments. It is an integrated process through which companies build strong customer relationships and create value for their customers and for themselves. Marketing is used to identify the customer, to satisfy the customer, and to keep the customer. With the customer as the focus of its activities, it can be concluded that marketing management is one of the major components of business management. The adoption of marketing strategies requires businesses to shift their focus from production to the perceived needs and wants of their customers as the means of staying profitable. The term 'marketing concept' holds that achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions. It proposes that in order to satisfy its organizational objectives, an organization should anticipate the needs and wants of consumers and satisfy these more effectively than competitors.

REVIEW OF STUDIES

Some studies have been conducted on this topic in India and abroad. A brief account of review of these studies is given in this section.

Saxena B. C. (1964) studied the practices and problem of cotton marketing of small units in Punjab. He pointed out that nearly 85% of produce was brought

by the small growers themselves to the regulator market.

Bidani S. N. and Mitra P.K (1982) examined the internal cause of marketing in business enterprises of different scale. He observed that the internal aberrations in this function, which can cause sickness, are inaccurate demand forecasting selection of inappropriate production-mix, absence of product planning dependence on a few buyers lack of market research and inappropriate sale promotion.

Rao (1984) examined the marketing structure of tobacco in Andhra Pradesh and the role played by different small enterprises in the marketing process. He observed that the problem of marketing in this regard is improper utilization of market facility in sufficient finance, pricing and promotional aspect.

Bedabati Mohanty (1986), focused on the marketing and the problem of marketing in small scale industry. He observed that small industries have limited production capacity and less sustaining power to survive from the severe competition power to survive from the severe competition.

Bhanshali (1987) in his study titled "Entrepreneurship Development – An Interdisciplinary Approach" examined the performance of small-scale industry units. He pointed out that the marketing activity is one of the important criteria to measure the development of entrepreneurship. He suggested that the entrepreneur should go in for adopting certain specific strategies for marketing the products of small-scale industrial sector.

Gupta (1987) in his study entitled "Entrepreneurship in Small-Scale Industry" analysed various marketing problems in small-scale industry. He pointed out the small scale units on account of their localized nature limited sphere and suggested that state market co-operatives should play an important role in this regard.

Kori and Rajendran (1987) provided a brief history of small co-operatives, and role of various co-operatives organization in marketing and processing of agricultural produce at the national level. The commodities handled by various co-operatives include wheat, paddy, cotton, jute, fruits and some plantation crops.

Apparao P. B. and Reddy T. Subbi (1988) examined the internal courses of marketing. They observed that the poor quality of products, the high cost of production, operations in a seller's market, competition with large-scale producers – all these result in marketing problems of small scale units.

Reddy T. Subbi and Rao H. Lajipath (1988) examined the small industry sector and the role of marketing as a panacea for sickness in small-scale industry units. They suggested for betterment of the marketing practices. They said there is an imperative need for assisting them in their marketing operations.

Sharma R. K. (1988) in "Industrial Entrepreneurship in a Developing

Economy" examined the performance of engineering industry in Punjab. He pointed out that the entrepreneurship performance depends on large number of factors.

He particularly pointed out that the main problem in marketing is inadequate demand, lack of competitive strength and poor quality of goods. He further said that the steps taken towards improving the quality of their product and providing them marketing information have not yielded desired results and there is a need to adopt the appropriate marketing policies in this regard.

Hooda R. P. (1991) focuses on the marketing practices in small scale industries. He examined the marketing practicing in the terms of 4'sps. The finding studies are based on the data collected sample units located in Haryana. The study suggested having the marketing orientation in small scale industries. The small scale units are not using any marketing activity.

Jo Ann C. Carland and James W. Carland (1991) in their paper "An empirical investigation into the distinguishing between male and female entrepreneurs and managers", highlight that both male and female entrepreneurs show stronger personality traits than their management. There is additional support for the idea that corporate life is unsatisfied for some female in the personality traits differences which exist between male and female managers.

Morgan P. Miles and Danny R. Arnold (1991) in their paper, "The Relationship Between Marketing Orientation and Entrepreneurial Orientation" opine that the major purpose of this empirical investigation was to determine whether the marketing orientation and entrepreneurial orientations represent the same or two unique business philosophies. A firm's business orientation consists of those underlying philosophies that determine the nature and scope of its activity and plan. Different business orientations result in varied perceptions of organizational priorities, how the customer is viewed and how the firm implicitly philosophy, which tends to flavour the overall decision-making framework of its management.

Aggarwal A. K. (1992) focused on "Industrial Growth of Arunachal Pradesh: Problem and Prospect". He examined the problems and performance of large and medium scale industries in Arunachal Pradesh. The number of medium scale industries in Arunachal Pradesh have increased manifold. He attributed marketing as important factor in the success of these units.

Easwaran (1994) focused on "Entry Strategies for Success : Small Business in the Post Liberalization". The study suggested that the immediate impact of the new economic policy has not been very favourable for small units which are robust and have planned for growth, will be an important factor in success of this unit.

Aduappiahkwaku and Singh Satyendra (1998), investigated the effect of market dynamism competitive hostility and market growth in the market orientation-

performance relationship. As a SME may tend to place an increased emphasis in market orientation in order to reap maximum benefit from the being environment most business prefer to reduce marketing expenditure in unfavourable condition, a practice which may even be more characteristic of many SMEs due to their limited resources.

Siropolis Nicholas (1998) provides a brief overview of " Entrepreneurship and small business management". He has discussed how best to segment market, explained the purpose of marketing channel and how they work the purpose of advertising, publicity personal selling and sales promotion etc in small and medium enterprises.

Sengupta Senker and Debnath Suraj (2000) : Their study is based on rural/ village small-scale industries in Indian scenario measures undertaken for their promotion. They pointed out that the small scale industries play strategic role in the economic development and progress of the nation. These industries ensure equitable distribution of nation's income and wealth. Rural India can draw the benefit of industrialisation through the proper functioning of industries.

Mankelaw Gray and Merrilees Bill (2001) carried out a study of entrepreneurial marketing for rural woman; they pointed out that the woman entrepreneur are not using any practices such as-marketing research, advertising, sales promotion, publicity etc.

Chhina Amanpreet (2001), in his study, has suggested that the only way through which the Indian marketers can win the war in consumer electronics market is by developing unique, inimitable strengths of their own and not just reacting to the strategies of the foreign companies. Multi-branding strategy helps a company to be present at all price points. Consumer friendly exchange and gift schemes have worked well but once they withdrawn, the sales dip. In order to be one step ahead in their race, he Indian players should understand the importance of investing in R&D in order to satisfy the specific customer needs. The Indian companies should tap the new emerging areas by making full use of their strength in opportunities like e-enabling both the traditional as well as dotcom businesses and migration of applications to web-based services.

Dragana Grubisid (2002) : This research has shown that in the Croatian economy, large enterprises are more flexible than small ones. This conclusion emerges from the evaluated technological base of small and large enterprises that have been existing longer than 10 years (enterprises that originated from pre-transition times). According to the results obtained through this research, technology is one of the key-factors of successful business for Croatian enterprises, although not the only one. However, regarding the very poor technological base in future development planning.

Rao, D. Nagsswara (2002), examined in detail the problem faced by the cotton growers in marketing their products. He observed that the cotton industries are not adopting marketing policies like storage, advertising, channel.

R.G.M. Kemp (2003), contributed to the debate on the relationship between strategy and firm performance, especially for SMEs. The analysis shows that four different groups of companies can be identified: service differentiators, stuck in the middle companies, innovation and marketing differentiators and process differentiators. Companies in the first two groups are relatively small and are less active with strategic issues like planning etc. Companies in the last two groups are relatively large and deal with the strategy in a more professional way.

Chaston Ian (2004) : 'Knowledge Based Marketing' is a guide to how knowledge can be utilized to underpin and enhance the marketing management function within organizations. In recent years, organizations and even governments across the globe have begun to appreciate the critical role of knowledge in stimulating and sustaining rapid growth. Many believe that, in a modern economy, knowledge is the most important resource within companies based anywhere in the world. The advent of the Internet and automated e-business systems has provided an important catalyst for firms wishing to exploit the benefits of using knowledge to support their electronic trading activities. Author covers all aspects of this concept by drawing upon various published sources and by the use of case materials to illustrate knowledge management in practice.

Batra G. S. and Dangwal R. C. (2005) : 'Globalization and Liberalization' is gaining growing attention as a strategy for survival, competition and growth. The limitations of national markets, the diversity and unevenness of resource endowments of different nations, complexity of technological developments, differences in the levels of development and demand patterns, differences in production costs and efficiencies, technological revolution in communication and other fields etc., mandate globalization. The concept of marketing is a dynamic concept. It has changed altogether with the passage of time. Such changes have far reaching effects on production and distribution. With the rapid changes in tastes and preference of people, marketing management has to prepare for this challenge. Marketing as an instrument of measurement, gives scope in understanding the new demand patterns and thereby produce and make available the goods accordingly. Marketing is the kingpin that sets the economy revolving. The marketing organization, more scientifically organized, makes the economy strong and stable, the lesser the stress on the marketing function, the weaker will be the economy.

Vashisht Kujnish (2005) found that in the modern world every individual indulges in marketing process in a variety of forms and at all places--be it buying

of goods or services, dealing with customers, applying for a job, joining a club, drinking tea or offering coffee. In fact, marketing is an extensive social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others. Keeping in view the increasing importance of marketing, the author makes an in-depth study of marketing management.

Bhandari Sapna (2005) has suggested in his study that how a company markets itself will make all the difference. It is important for companies, making their bids for getting outsourcing work to India, to have good credibility. The marketing aspect needs to be focused and taken seriously. As such, top bosses should be involved in marketing as there is a lot of convincing to be done. In the ultimate analysis as customer is the king, therefore, every strategy should attempt to satisfy him by excelling their expectations and providing them with state of the art features and delivering end to end solutions by seamless integration of various platforms at a reasonable cost.

Ogunmokun *et al.* (2005) found, despite the continuing high level of interest in the concept of strategic marketing planning, very little research has been done to examine whether the extent to which the components of the strategic marketing planning process are carried out by exporters could explain variations in export performance. This paper aims to present the results of a study that addressed whether there are significant differences in the extent to which successful exporting firms versus unsuccessful exporting firms carried out the various strategic marketing planning activities. The study also examined the strategies used in the commercialization of the successful versus unsuccessful export ventures.

Mukherjee Kaushik (2007) analyzed a complete picture of how customer value is being redefined through the constituents of customer value, product value, service value and brand value and explains how marketers are redefining them. By creating better value for customers, marketers would enjoy competitive advantage in the market place. In this study a number of relevant examples from India and other countries have been cited to explain how the concept is being used.

Schlosser *et al.* (2007) : Market Orientation Literature focuses upon external stakeholders as the content or target of a market orientation strategy. This is problematic for understanding the successful implementation of a market orientation strategy because internal stakeholders provide the link between strategy-makers and external stakeholder targets. Anchored in market orientation, dynamic capabilities, and stakeholder research, the study describes how internal stakeholders in a market orientation process can impede or encourage the achievement of market-oriented objectives by a market-oriented company. Focus groups were conducted with both

management and non-management employees of a large market-oriented financial services organization that recently introduced a market-oriented agency call program. The extent to which the company is market-oriented was determined through preliminary interviews with senior executives and distributor/customers. Results highlight : (1) program antecedents related to employee disposition and control; (2) potentially competing program objectives (relationship and knowledge acquisition); (3) issues of role conflict, time constraints; and (4) the need to confirm program value through feedback solicited from other stakeholders.

Modi Aarti (2007) has studied the growth performance and policy perspective of small scale industries in Punjab. Industrialization is essentially a dynamic concept involving a radical transformation of economic, social, political, cultural and institutional aspects of society. This study was conducted with the main objectives to review the industrial economy of Punjab and to analyze the growth performance of small scale industries in Punjab. The study is based on secondary data relating to the period 1979-80 to 2002-03 and simple & compound growth rate have been used as a measure of performance. Despite the various state policy incentives, small scale sector remain afflicted with serious problems such as shortage of finance and credit, shortage of raw material, underutilization of capacity, problems of marketing, inadequate infrastructure by the government like power, roads, transportation, etc, and finally the lack of entrepreneurial skills. Central government has not provided incentives to the industry in Punjab at par with the industry in Haryana and Himachal which resulted in the shifting of many industrial units to these neighbouring states. Moreover, new investors have also shown least interest in opening new industrial units in Punjab.

Jain Gautam Raj, Ahluwalia Raunica (2008) explore the innovative management practices adopted by some enterprising individuals that fostered creation and growth of new business formations without any support from large corporate houses. These new businesses were both competitive and based on application of ethical and innovative management tools. A collation of analytical case studies about the new and emerging class of entrepreneurs and enterprises from diverse fields such as marketing research, public relations and event management etc is considered for review. The authors lay down both the theoretical and practical aspects of the desired management practices.

Chandra Jagdish (2008) said that, advertising consists of those activities by which usual and oral messages are addressed to selected public for the purpose of informing and influencing them to buy the products or services or to act or to be inclined favorably towards ideas, persons, trademarks or institutions featured. As contrasted with publicity and other forms of propaganda, advertising messages

are identified with the advertiser either the signature or oral statement. Further advertising is a commercial transaction involving pay to publishers, broadcasters and others whose media is employed. Advertising broadens the knowledge of the consumer. With the aid of advertising, consumer finds and buys necessary products without waste of time. This speed up the sales of commodities; the efficiency of labour in distribution increases; and the cost of selling diminish. it is an accepted fact that without market stimulus of heavy advertising, consumers might have waited another sixty years for the product evolution that took place in less than ten years.

Baisya Rajat, Das Ganesh (2008) : 'Aesthetics in Marketing' primarily deals with understanding aesthetics beyond its visual association and making it relevant to product designing strategies. It is the first attempt of its kind to understand the influence of aesthetics in the context of two very important sectors of the industry-consumer durables and automobile. The book analyses various aesthetic attributes, qualities and elements in a product and deliberates on the importance of each of these and the kind of balance necessary among them for designing successful products. It stands out on account of the theory, concepts and models discussed which have a strong foundation in the authors' primary research. Through real-life case studies, interviews, and company and consumer surveys, the authors have brought to the fore the important of aesthetics in various aspects of marketing, like cultivation of a brand image, and have focused on the role played by demographic variables in influencing product buying decisions.

Mark Godson (2009) : The whole term 'Relationship Marketing' was first used by Berry(1981) when writing about the marketing of services. With passage of time the studies into marketing of services began to grow as a subject area and by default, the recognition of the role relationships played in the delivery of services. The aim of Relationship Marketing is to create mutual value for everyone in the relationships.

While some were concentrating on service quality and overall performance, others were exploring the implications of this in terms of long term customer retention. If it is true that it takes on average five times as much time, money and effort to gain a new customer as it does to retain an existing one'(Tom Peter,1988) then many marketers are wasting their resources by constantly chasing new customers instead of looking after present ones. Consultants Peppers and Roger (2004) and academics Reichheld and Sasser (1990) have undertaken much research to explore the value of long term customer retention and the link between customer satisfaction and retention.

Kumar Rakesh (2010) concluded in his study that Customer Relationship Management (CRM) has assumed a special significance in the wake of globalization because of great increase in competitive pressure in a banking industry. Bank customers started enjoying a new freedom of choice not available earlier. The availability of many players in the market has empowered the customers. It is found in the study that CRM not only improves the service to customers though, a good CRM capability will also reduce cost and complaints. CRM also helps to increase customer's loyalty, to reduce customer churn rates, to increase referrals new customers and number of satisfied customers. Banking is now more customers-centric. CRM helps to improve product value, service value, brand value, CRM also has an impact on competitive advantage, business value enhancement and customer loyalty.

Udaya kumar, P.N (2010) has conducted a study on marketing service systems for the small-scale sector in India and stressed on the symbiotic marketing technique for the overall growth of this sector. The study was conducted with the main objective of analyzing the conceptual base of various dimensions of a Symbiotic agreement between two enterprises. Symbiosis, in business terminology, may be specifically defined as an alliance between two or more absolutely independent organizations to exchange resources or facilities or programs, for achieving both fiscal and non-fiscal benefits that are not available to them when they operate in solitude.

Sofat Yashmin (2011) in her article suggested that when the nation's adventures spend crores of rupees a year for advertising, its effectiveness is a major concern. In some instances, advertising is the largest single cost in a company's marketing budget, and so the company should want to know what it is getting for its money-whether its advertising is really working. Evaluation is the primary instrument and is a strategy of advertisers to maximize their profits and minimize their cost and expenditure, as agencies have to provide some assurance that their advertising rupees are being spent productively.

Das Debabrata, Kundu Prasenjit (2012) : Being a much talked about topic in today's business environment, Customer Relationship Management is an area of modern marketing management where there is wide scope for conceptual and empirical research. Recent empirical study has resulted in the development of a CRM process model viz; PREMASA Model, which attempts to integrate the aspects of relationship marketing with consumer behaviour by incorporating the concept of cognitive dissonance. Implementing PREMASA model requires lots of practical considerations including developing an application software program which can measure, track, store and retrieve key parameters related with CRM. In this paper,

first a measurement module which will be an important part of future CRM software, has been conceptualized and then applying the concept of software reverse engineering and dynamic program analysis a conceptual process has been developed through which the proposed measurement module can be inserted into an existing CRM software without altering its execution at runtime.

Leticia Santos-Vijande, María J. Sanzo-Pérez, Juan A. Trespalacios Gutiérrez, Nuria García Rodríguez (2012) : The purpose of the research is to analyze the organizational antecedents of marketing capabilities and their impact on business performance using a sample of small and medium enterprises (SMEs). More specifically, the research analyzes the effect of the organizations' internal marketing (IM) practices on the employees' implementation of a coordinated set of commercial abilities crucial to firms' competitiveness. Results of the research indicate that IM, or the management of human resources as internal organizational clients, is a key determinant in motivating employees effectively to develop both strategic and operational marketing capabilities. Marketing capabilities exert a significant and positive effect on clients' satisfaction and loyalty, which ultimately lead to better organizational performance in terms of sales, profit, and market share. The research also contributes to the scarce amount of empirical evidence on the positive and direct effect of IM strategies on business performance.