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Marketing Management

SEMESTER 2

MASTER OF COMMERCE

BLOCK 2

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MASTER OF COMMERCE

MARKETING MANAGEMENT

Block 2

DETAILED SYLLABUS

UNIT 8: Pricing **Pages: 137-158**

Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

UNIT 9: Marketing Channels **Pages: 159-176**

Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling

UNIT 10: Marketing Promotion **Pages: 177-200**

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UNIT 11: Customer Relationship Management **Pages: 201-215**

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UNIT 13: Case Study **Pages: 231-240**

BLOCK INTRODUCTION

This is the second block of the course ***Marketing Management***. This block will introduce the upcoming concepts of marketing management, pricing, marketing channels, concentrates on markeitng promotion, customer relationship management, emerging trends in marketing and case studies.

The block is divided into following six units:

UNIT 8: Pricing

UNIT 9: Marketing Channels

UNIT 10: Marketing Promotion

UNIT 11: Customer Relationship Management

UNIT 12: Emerging Trends in Marketing

UNIT 13: Case Study

Each unit of these blocks includes some along-side boxes to help you know some of the difficult, unseen terms. Some “EXERCISES” have been included to help you apply your own thoughts. You may find some boxes marked with: “LET US KNOW”. These boxes will provide you with some additional interesting and relevant information. Again, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your progress of study. It will be helpful for you if you solve the problems put in these boxes immediately after you go through the sections of the units and then match your answers with “ANSWERS TO CHECK YOUR PROGRESS” given at the end of each unit. you in making your learning more active and efficient. And, at the end of each section, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your learning.

UNIT 8: PRICING

UNIT STRUCTURE

8.1 Learning Objectives

8.2 Introduction

8.3 Concept of Price

8.4 Factors Influencing Pricing

8.4.1 Internal Factors

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8.14 Answers to Check Your progress

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8.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- explain the concept of price
- explain the role of consumer psychology in pricing
- list the factors affecting pricing
- describe the pricing objectives and corresponding strategies
- describe the market skimming and penetration pricing
- describe the relevance of price adjustment strategies.

8.2 INTRODUCTION

Price is one of the four elements of marketing mix. It is the only element in the marketing mix that generates revenue: the other elements produce costs. Price is also unique in a sense that it is the easiest element of the marketing mix to adjust with the change in the environment but other elements like product features, marketing communication, and distribution channel take time to adjust. That is why, whenever, corporate houses need to take any quick decision in accordance with the business dynamics, they simply first adjust price with the situation. In case of inflation or deflation in economy, price is the first element of the marketing programme to adjust. In this Unit, we shall discuss various aspects related with pricing. The objectives and strategies of pricing will be discussed. We shall also understand the factors affecting pricing in addition to the price adjustment strategies.

8.3 CONCEPT OF PRICE

It can be defined as the amount of money charged for a product or service, or the sum of the values that customer trade for the benefits of having or consuming the product or service. Broadly speaking, price is the sum of all the values (worth in money) that customer is ready to pay to get the benefit of keeping or consuming a product or service.

Price also communicates to the market about the company's proposed value proposition of its product/ service or brand. Companies can charge premium price if their brand image is strong in the mind of the customer and can earn big profit. Even in the 21st century, for many, price is the major factor affecting buying decision. This is still valid with large segment of the population across the world. A little change in the price can have a very high impact on sales depending on the price elasticity of the product. Sales volume and profitability of a company is largely depending on how strategically the company set the price of their products. A small mistake in this case can lead to huge loss and decline in sale.

For many managers pricing is a big challenge and they mostly prefer other marketing elements. But smart managers always use pricing as a big

strategic weapon against their competitors to satisfy their customers and attract more customers by creating value.



CHECK YOUR PROGRESS

Q.1: Define price.

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8.4 FACTORS INFLUENCING PRICING

There are a number of factors which have an influence in pricing decision. Some factors are psychological, and some are functional/logical, economic, etc. These factors can be grouped into two, i.e., external and internal.

Table 8.1: Factors Influencing Pricing

Internal Factors:

- Costs include Inventory Cost, Production Cost, Marketing cost and Transportation Cost,
- Product characteristics/features,
- The PLC (Product life cycle) stage,
- Company goals,
- Image sought by the firm,
- Extent of distinctiveness and differentiation,
- Length of distribution,
- Degree of promotion

External Factors:

- Customer demand
- Competitions
- Price elasticity of demand of the product
- Marketing power of the members of marketing channel.
- Government control
- Buying behaviour of customers
- Income level of customer,
- Market inflation

8.4.1 Internal Factors

Internal factors are those factors which are firm specific and which can be controlled. Internal factors are very important for all the firms in the sense that if managers fail to control these, the efficiency of the firm is lost in the market. A smart manager always has a great control over internal factors and uses them to make strategies to have an extra edge over competitors.

a) **Cost:** Cost is the most important factor among all internal factors that can influence pricing decision. Costs set the floor; the company wants to set at least a price that will cover all costs needed to make and sell its products. Cost differentials in manufacturing or selling among companies can lead to wide differences in pricing. It is important that management considers all relevant costs of manufacturing, marketing and distributing the product. Company costs have two parts: the fixed cost (e.g. overhead) and the variable costs, which change with sales volume (e.g. raw material cost, energy cost, labour cost etc.).

b) **Product Characteristics:** In general case if we increase the features or characteristics of a product, production cost and price also increases at the same time. Higher or superior product characteristics lead to higher price. Added features also cost extra prices to the product. For example, price of a cell phone with 6 GB RAM will be higher than a cell phone with 2GB RAM. HD TVs are higher priced than non HD TVs.

c) **Product Life Cycle:** In different stages of the product life cycle, a product is priced differently. Sales volume, expense to profit ratio and customer base are different in different stages of the PLC which leads marketer to set a different price in each stages. A product newly introduced in the market costs more. Cost of a product at its maturity stage is less.

d) **Company Goals:** The firm needs to decide what it wants to accomplish through its pricing strategy. Its goals might include

maximizing current profits, penetration the marker or projecting a premium image. Company goals will also change over time. When a firm enters a market it may set a relatively low price to help penetrate the market. Once the firm is well entrenched, it may shift its objectives and bring them in line with the original profit making goal.

e) **Image Sought:** Psychologists are particularly interested in how we react as individuals to the way products are priced. The relationship between price and quality (perceived quality) is complex. There is an assumption that as price increases so too does quality and that in general price reflects quality. This is the reason why firms try to set higher/ premium price to their products to give them a premium image in the minds of the customers.

f) **Uniqueness:** It is a general belief that if the product is unique/ distinctive, it can be priced higher because of its advantage of distinctiveness over competitors. Differentiation gives a product a positive image which allows marketers to set a higher price for their products. Apple phones and laptops/notebooks are higher priced compared to the other phones and laptops.

g) **Distribution Channel:** Length of distribution of products is associated with the distribution/transportation cost. When intermediaries in the distribution channel increases, the cost of distribution increases due to the profit sharing among the channel members. That is why online products when distributed directly from manufacturing hubs is cheaper compared to the any other retail outlets.

h) **Promotion:** Now-a-days in every product, the share of promotion cost on total cost is increasing due to the rising promotion costs of various promotional mediums and the extent of the use of such media. This is mostly applicable for unsought products like cold drinks, fashion items. Higher promotion cost also leads to set higher prices for the product.



CHECK YOUR PROGRESS

Q.2: Does price vary at each stage of PLC?

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8.4.2 External Factors

External factors are those factors which are outside the firm. These factors affect not only the firm concerned, but the entire industry.

a) **Consumer demand:** While cost set the base for price calculations, the consumers' willingness to purchase the product set a ceiling for the price. Consumer demand is function of buying power, tastes, habits, cultural norms and substitutes. Buying power is a key consideration in pricing decisions. In developing countries due to the lower per capita income, people are far more price sensitive than developed countries. Firms might consider lowering the product quality or downsizing the product (smaller volume, size, fewer units per package). Shampoos are sold in small sachets, soap powder in small sized containers or in a plastic bag and many medicines (tablets) are sold in foil strips of one or two three tablets.

b) **Competition:** Competition is another key factor in pricing. Differences in the competitive situation across countries usually lead to cross boarder price differentials. The competitive situation may vary for several reasons. The number of competitors differs from country to country and market to market. In some countries or market, the firm faces very few competitors (monopoly), while

in others; the company has to combat many competing brands. The nature of competition will also differ, global versus local, private versus govt. owned. In some market, firms have to compete with a knock off version of their own product. The presence of counterfeit products can force the firm to lower its price.

c) **Price elasticity of demand of the product:** If a product is highly price elastic, then a little bit change in the price will impact a very big change in the demand of the product. In this situation, no firm will increase the price and will wait for competitors to increase it first. If in case, a firm need to increase its price, they would first try to make their customer brand loyal by increasing brand value of their products and then they will take that risk of increasing price.

d) **Marketing power of channel members:** The balance of power between manufacturer and their distributors (channel members) is one of the very important factors for setting price. Now with increasing size of the retail chains, the retailers become very powerful in marketing system and can bargain with the manufacturers regarding price. They can control the price according to their needs. For example, retail giants Wall-Mart has the business strategy as Every Day Low Pricing (EDLP).

On the other hand, manufacturers of a dominant brand are able to secure strong trade co-operation and support from resellers. Thus Amul, Procter & Gamble and HUL are able to command high level of cooperation from their resellers in connection with display, shelf space, promotion and price policies. They set the price and even the margin for the retailers and wholesalers.

e) **Government Control:** Government can control the entire pricing mechanism of any product or services and can restrict the price of any product or commodity. They set the maximum price of product in the country and no firm can charge higher than that. By putting sales tax, value added tax or GST, government can

increase the price of any products or services if they want and can discourage demand. To promote domestic products, governments of various countries can levy more than 100% tax on the foreign products. For example, for cars, the sales tax varies from as low as 15% In Luxembourg to 213% in Denmark.

f) **Buying behaviour and income level of customers:** If customers are brand loyal, it is easier to charge premium prices for products from them. But if people are price sensitive like developing countries, then companies have to be very careful about to charge higher price from the customer. Income levels of the customers are directly related with the product they use. Higher income makes premium products or service affordable. This is the reason why marketers reduce their price by eliminate frill features from their products and make it affordable for the masses.

g) **Inflation:** Companies have to adjust price with the trends in the economic environment for sustainability. Basically companies charge higher prices during inflation and lower down their prices during deflation and economic recessions.

8.5 CONSUMER PSYCHOLOGY AND PRICING

Although consumers are price takers but before purchasing anything, consumers often actively process price information with their existing knowledge of price from their earlier experiences. Generally, consumers compare price or asses the value of any product with the information provided or collected from friends, relatives, colleagues and also from online references, advertisements, sales calls and advertising brochures. So, price perception plays most important role in purchase decisions.

Again for many, price is a signal for quality. Several studies have been done to determine the relationship between price and quality. One study conducted by Zeithaml, Sjolander found out that general price-perceived quality relationship does not exist except perhaps for wine and perfume. Consumer's purchase decision is highly guided by the perceived price of the product. Consumers always set certain range in their minds for

all products; we can call it floor price and ceiling price. If marketers set price below floor price, then consumers hesitate to buy it in fear of low quality (inferior/unacceptable quality). And if the price is set above the ceiling price, the consumers consider it not worth for money. The phenomenon can be presented as shown in the following figure.

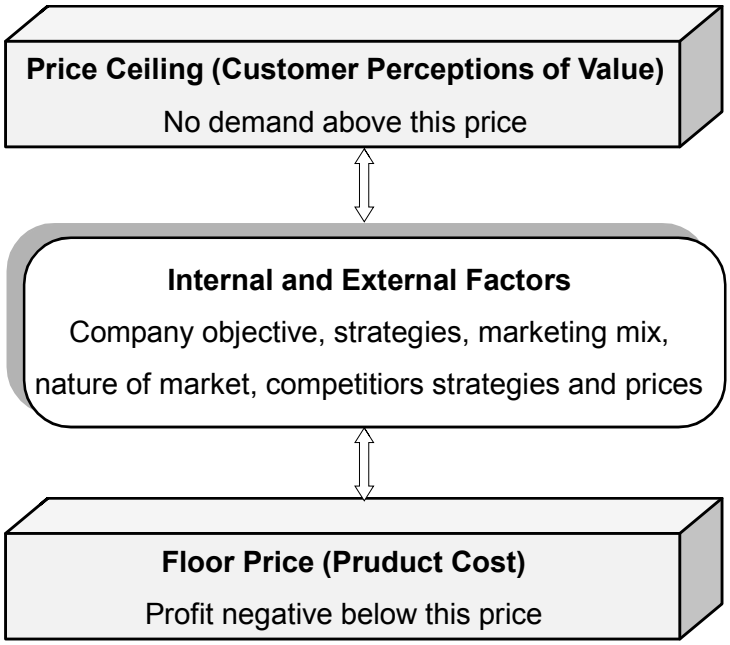


Fig. 8.1: Considerations in Price Setting

8.5.1 Reference Prices

Why do consumers see some products prices as fairer than others and some products as of higher value than others? If we are able to price a goods or services according to customer needs, we must have some idea of what customers think is a fair price to pay for that goods or service, or what they expect to pay, or what they think others might pay.

Reference pricing is a kind of psychological pricing. It can be defined as prices that buyers carry in their minds and refer to when looking for a given product. The reference price might be formed by noting current prices, remembering past prices or assessing the buying situation. Seller can influence or use these consumers' reference prices when setting price. For example, super market or

departmental stores, keep same range of products in one department and can keep more expensive products in another department. The points are listed in the following Figure.

Consumer Reference Prices:

1) Fair Price (What product should cost)
2) Typical Price
3) Last Price Paid
4) Competitor Price
5) Expected Future Price
6) Usual Discounted Price
7) Upper-Bounce Price (What most consumers would pay)
8) Lower-Bounce Price (the least consumer would pay)

Fig. 8.2 : Consumer Reference Pricing

Source: Adapted from Russell S. Winter, "Behavioural Perspectives on Pricing: Buyers' Subjective Perceptions of Price. Revisited, "in Issue in Pricing: Theory and Research, edited by Timothy Devinney (Lexington, MA: Lexington Books, 1988), pp 35-57.



CHECK YOUR PROGRESS

Q.3: State the meaning of Reference Pricing.

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8.6 SETTING THE PRICE

Pricing setting is one of the most difficult tasks of the marketers. As we have discussed a number of factors play a crucial role. Entire success of business and also the product is also depending on how accurately marketers price their products. Company only can charge price for their

product in between the Floor price (the cost of the product) and ceiling price (above which there is no demand) as we have discussed already.

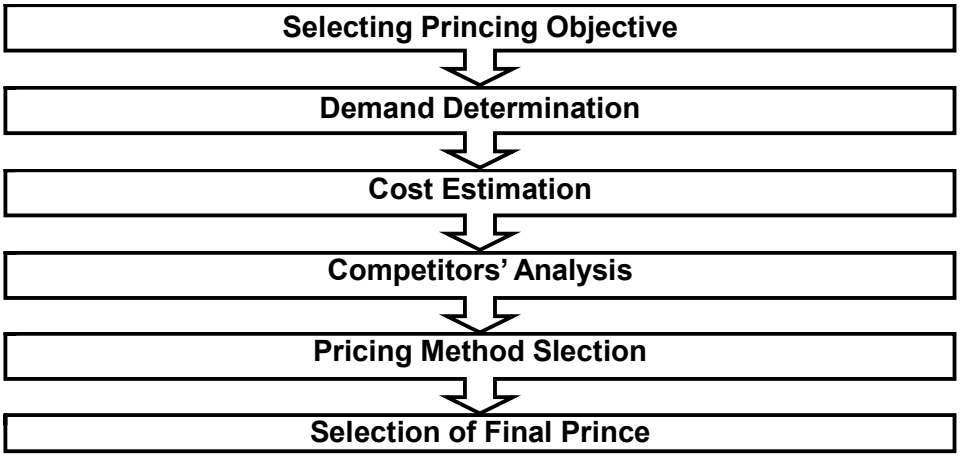


Fig. 8.3: Steps to follow for Price Setting

8.7 PRICING OBJECTIVES

It is the pricing objective of a company which decides how a company will price its products. Typically, these can be financial with offerings priced to maximize profit or sales or to achieve a satisfactory level of profit or sales, or particular return on investment. Companies may set price by offering discounts for quick sale. It's pricing objectives could be marketing based (market penetration) or to position the brand so that it is perceived as premium brand. It is important to consider that the pricing objective should be reasonable and measurable. The clearer a firm's objective, it is easier to set right price for a firm's product. There can be five major pricing objectives of a firm as shown in the following figure.

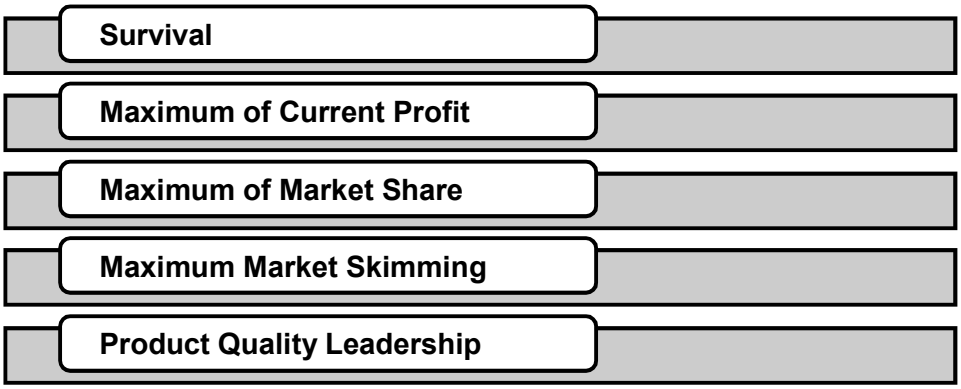


Fig. 8.5: Pricing Objectives

a) **Survival:** It can be a major objective when a firm faces intense competition, having over capacity or shifting consumer taste and preference. But survival is a short-run objective and it cannot survive with this objective for a long –run and firm must come up with an alternative strategy. Here, firm sets a very low price so that it can only meet variable cost and some part of fixed cost.

b) **Maximum Current Profit:** Again maximum current profit is a short run objective. For this type of price setting, a firm must have full understanding about market functions like demand of the product and cost of production. It sets a price, so that the price doesn't have any impact in sales decline and maximum current profit can be generated with uninterrupted cash flow and healthy return on investment. But many a time firm may sacrifice long run performance focusing only current profit and ignoring the effect of other marketing –mix variables.

c) **Maximum Market Share:** In this type of pricing, a firm's focus is on sales maximization which will lead to maximize their market share. Higher sales volume will give them the advantage of economies of scale and an add on their profit margin. They set the lowest price for their products which other cannot. This objective makes sense when market is price sensitive and production and distribution costs fall with accumulated production.

d) **Maximum Market Skimming:** This is an interesting pricing objective where marketer first sets a very high price for their products and later decreases over time. Sony and most of the innovative electronic products is a frequent practitioner of Market-Skimming Pricing. This pricing technique makes sense where a sufficient number of buyers have high current demand; unit cost is low even for producing at small quantity and high price communicates a superior product quality.

e) **Product-Quality Leadership:** A firm may like to give their product a premium image by charging higher value by providing superior quality products which most of the competitors cannot provide. Its aim is to be the Product-Quality Leader of the market. The technique

is to charge higher price but up to a level that it should not go out of customer's reach. Luxury car manufacturers like BMW, Mercedes Benz etc are very good example of this.

8.8 DEMAND DETERMINATION, COST ESTIMATION AND ANALYSIS OF COMPETITION

Demand sets ceiling, the maximum price the marketer can charge from the customer but cost sets the floor. Price of a product should cover the basic cost of product, distribution cost, selling and advertising cost, a margin of profit for the marketers as a return of their effort and risk. But in all the situations, a company cannot charge a price that includes all the above costs. Many a time, company can decide to continue with the production process where they only can charge variable cost for survival. A company's cost can be of two type, fixed cost and variable cost. Fixed costs are known as overheads and it doesn't vary with production and level of sales. Land, building's rent, equipment and machineries, salaries paid to employees are some of the example of fixed costs.

On the other hand, variable costs directly vary with product level. Cost of raw materials, energy, wage etc. are the example of variable cost.

Before setting price, a firm must check and analyze the cost, price and offers of its competitors. First, out of the many, the firm must find out the nearest competitors whose products as well as market is more or less similar. Second, the firm should match the features, offers and price of their competitors. If the firm's offer contains features not offered by the nearest competitors, it should evaluate the worth of the extra features to the customer and add that value to the competitor's price. If the competitor's offer contains some features not offered by the firm, the firm should subtract their value from its own price.

8.9 PRICING METHODS

There are various techniques for setting price. The most appropriate pricing method contains three considerations viz. Cost, Competitor and Customer. Here for our understanding, we will discuss only six pricing methods.

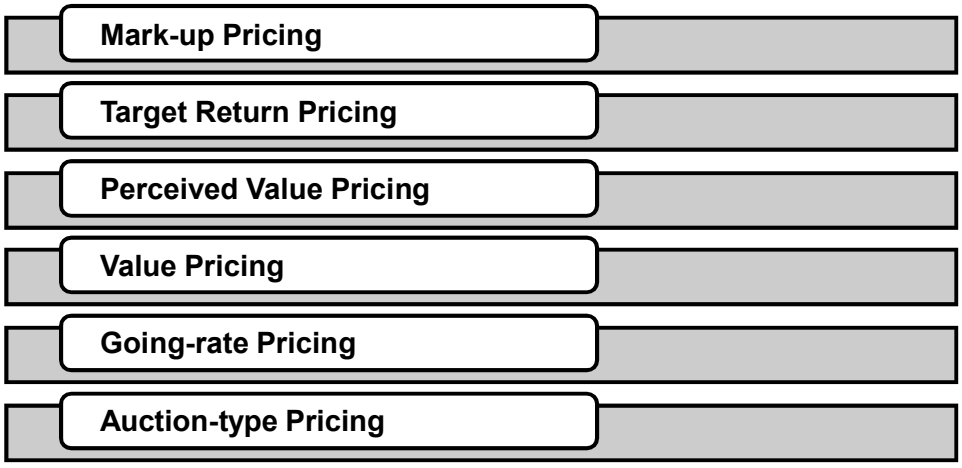


Fig. 8.5: Pricing Methods

a) **Mark-up Pricing:** This method operates on the base of a set percentage mark-up. This is the most elementary pricing method. It is very easy to calculate, just adding a standard mark-up to the company's product cost. In British supermarket retailing the mark-up is around 6-8 percent but in American supermarket retailing it is often even less than 4 percent.

Suppose a pen manufacturer has the following costs and sales expectations:

Variable cost per unit Rs. 10
Fixed Cost Rs. 2,00,000
Expected Unit Sale Rs. 100,000

The manufacturer's unit cost is given by:

Unit Cost = Variable cost + Fixed Cost/unit cost
= Rs.10 + Rs. 2,00,000/Rs.1,00,000
= Rs. 12.

Suppose, manufacturer wants to earn 20% mark-up on sale. The mark-up price will be

Mark-up price = unit cost/1 – desired return on sale
= Rs.12/1 – 0.2
= Rs.12/0.8
= Rs. 15

The manufacturer would charge dealer Rs.15 per pen and make a profit of Rs. 3 per unit.

b) Target-Return Pricing: Many companies now-a-days focus mostly on return on their investment. General Motors target 15% to 20% return on their investment.

Suppose the pen manufacturer has invested Rs. 5,00,000 in the business and wants to set a price to earn a 20% ROI, specifically Rs.1,00,000. So, the target Return Pricing will be:

Target-return pricing = unit cost+ desired return x invested capital/unit sale

= Rs. 12 + 0.2 × Rs. 5,00,000/1,00,000

= Rs. 12 + 1

= Rs. 13.

The manufacturer can easily earn this 20% ROI when they can sell their 1,00,000 pieces of pen at Rs. 13 which will give them a total Rs. 1,00,000 return on their sales.

c) Perceived-Value Pricing: Good pricing begins with a complete understanding of the value that a product or service creates for customers. In this method, buyers' perception of value, not the sellers' cost, is the key to pricing.

Perceived value is made up of several elements, such as the buyer's image of the product performance, the channel deliverables, the warranty quality, customer support and softer attributes such as the supplier's reputation, trust-worthiness and esteem. Companies must deliver the value promised by their value proposition, and the customer must perceive this value. The key to perceived-value pricing is to deliver more value than the competitor and to demonstrate this to perspective buyers.

d) Value Pricing: Value pricing is a technique of pricing where marketer not only charges a very low price for their offerings but it is provided without compromising any quality. It is a matter of reengineering the company's operation to become low cost producer without sacrificing quality of the product to attract the bottom of the pyramids or value conscious customers.

The basic concept of value pricing is to prove value at an affordable price. EDLP (Every Day Low Pricing) strategy of Wall-mart is one of the very interesting value pricing examples. In India, Big Bazaar, Vishal, Bata, Peter England all use value pricing methods.

The differences between cost based pricing and value based pricing are indicated in the following figure.

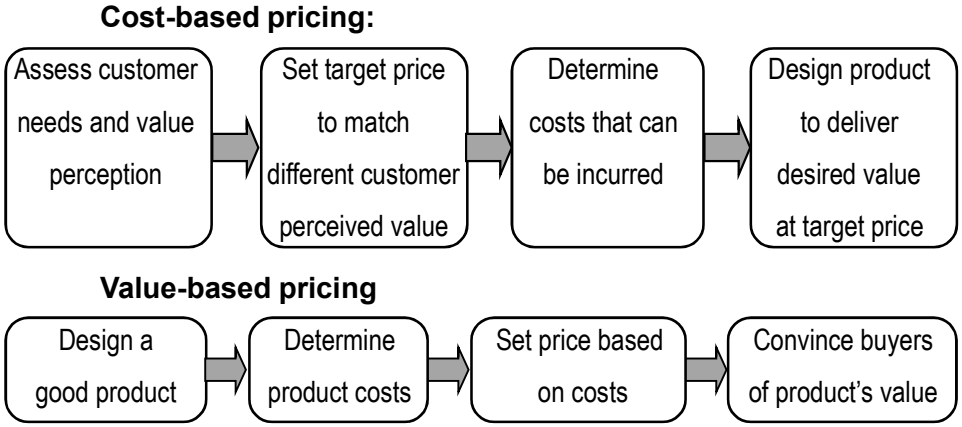


Fig. 8.6: Cost-based pricing and value-based pricing

e) **Going-rate Pricing:** Going-rate pricing is simply a pricing technique where the seller uses the same price, more or less than major competitors. It is a technique where competitors' price is given more importance than the cost of the product. In oligopolistic markets selling commodities such as paper, fertilizer or steel; all firms normally charge the same price. Here, everybody is used to follow the price of the leader.

Industries where costs are difficult to measure or competitive response is uncertain, going-rate pricing is quite popular. Here, the price of the product is changed not because of the cost changes or fluctuates but because of the leaders' price change. Some company used to charge a premium or discount price compared to their leaders but they also preserve the amount of difference whenever they change prices.

f) **Auction-type pricing:** EBay is a very good example that use auction –type pricing for selling their merchandise. It has become more popular with the growth of internet. The major advantage of auction

type pricing is disposal of excess inventories or used goods. There are three different types of auctions–

- English Auction (Ascending bids)
- Dutch Auction (Descending bids)
- Sealed bid auction

Online auctions with a large number of bidders, greater economic stakes, and less visibility in pricing have led to in greater satisfaction, more positive future expectations and fewer perception of opportunism.

8.10 MARKET SKIMMING AND MARKET PENETRATION PRICING

There can be two strategies that mostly a firm can make using pricing as a weapon. These are popularly known as Marker-Skimming Pricing and Market-Penetration Pricing. These two pricing strategies have been already discussed in the earlier part of this chapter but here we shall have a detailed discussion.

8.10.1 Market-Skimming Pricing

As the word skimming indicates, this strategy literally skims the market in the first instance through high price and subsequently settles down for a lower price. In other words, it aims at high price and high profits in the introduction stage of the product. It profitably taps the opportunity for selling the product at high prices to those segments of the market that do not bother much about the price. This strategy is especially useful in the pricing of new products that have a luxury or specialty element. When a new product is luxury item, enjoying the patronage of an affluent and price insensitive segment of the market, the firm can opt for the skimming strategy. Skimming pricing will also help the firm get the feel of the market/ demand for the product and then make appropriate changes in the pricing strategy. When Sony introduced the world's first hi-definition

television (HD TV) in the Japanese market in 1990, the hi-tech sets cost $43,000. These televisions were purchased only by customers who really wanted the new technology and could afford to pay a high price for it. Sony rapidly reduced the price over the next several years to attract new buyers. By 1993, a 28 inch HD TV cost a Japanese buyer just over $6,000. In 2001, a Japanese consumer would buy a 14 inch HD TV for about $2,000, a price that many more customers could afford. An entry-level HD TV set now sells for less than $500 in the United States and prices continue to fall. In this way Sony skimmed the maximum amount of revenue from the various segment of the market.

Market Skimming makes sense only under certain conditions.

- The product quality and image must support its higher price and enough buyers must want the product at that price.
- The cost of producing a smaller volume cannot be so high that they cancel the advantage of charging more.
- Finally, competitors should not be able to enter the marker easily and undercut the high price.

8.10.2 Penetration Pricing

Penetration pricing, as the name indicates, seeks to achieve greater market penetration through relatively low prices. It is the opposite of skimming pricing. This strategy too is quite useful in pricing of new products under certain circumstances. For example, when the new product is capable of bringing in large volume of sales, but is not a luxury item and there is no affluent/price insensitive segment backing it, the firm can choose the penetration pricing and make large-size sales at a reasonable price before competitors enter the market with a similar product. The strategy suits products at the introductory phase and also brings many advantages to the firm. Also, soon after introduction, the product may encounter stiff price competition from the brands/substitutes. Penetration pricing in such cases will help the firm have a good coverage of the market and

keep completion out for quite some time. Moreover, for such products, large sales may be necessary for break-even, even in the initial stages, and penetration pricing alone can bring in the high volume of sale required.

Several conditions must be met for this low-price strategy to work.

- The market must be highly price sensitive so that a low price produces more market growth.
- Production and distribution cost must fall as sales volume increases.
- The low price must help keep out the competition and the penetration pricer must maintain its low-price position. Otherwise, the price advantage may be only temporary.

8.11 PRICE-ADJUSTMENT STRATEGIES

Setting the base price for a product is only the start. The company must then adjust the price to adjust for customer and situational differences. Some of the price adjustment strategies are:

- Segmented Pricing
- Discount and allowance pricing
- Psychological Pricing
- Promotional Pricing
- Geographical Pricing
- Dynamic Pricing
- International Pricing

We shall briefly discuss the price adjustment strategies.

Table 8.2: Price adjustment Strategies

Strategy	Description
Segmented Pricing	This pricing strategy implies where to match the differences in customers, products or location. Firms adjust their pricing according to the customer, products or location.

Discount and allowance pricing	This strategy implies where to reward customer responses such as for early payment or for more purchase.
Psychological Pricing	It is a pricing approach that considers the psychology of prices and not the economics.
Promotional Pricing	Based on buyer preferences, prices are changed. It means adjusting price to generate sales in the short term.
Geographical Pricing	It means temporarily pricing products below the list price and sometimes even below cost, to increase short-run sale.
Dynamic Pricing	It implies setting prices for customers located in different parts of the world.Adjust prices continually to meet the characteristics and needs of individual customers and situations. In case of airlines, oil etc. dynamic pricing is quite common.
International Pricing	It calls for adjusting prices for international markets depending upon cost, buyer preferences etc.



8.12 LET US SUM UP

In this Unit we have discussed about the concept and importance of pricing. We have also discussed the factors affecting pricing, pricing objectives and strategies. After discussing market skimming and penetration pricing, we have also discussed about the price adjustment strategies. As the Unit indicates, pricing decisions are crucial and subject to the changes to the internal and external forces.



8.13 FURTHER READING

1) Kotler, P. et.al. (2009). *Marketing Management– A South Asian Perspective* (13th Edition). pp 366-397.
2) Kotler, P. et.al. (2010). *Principles of Asian Perspective* (13th Edition). pp. 266-287.
3) Ramaswamy, V. S. & Namakumaru, S. (2009). *Marketing Management– Global Perspective Indian Context* (4th Edition). pp 632-647.
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8.14 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Price can be defined as the amount of money charged for a product or service, or the sum of the values that customer trade for the benefits of having or consuming the product or service.

Ans. to Q. No. 2: Prices vary depending upon the stage of product life cycle. In different stages of the product life cycle, a product is priced differently. In the introductory phase, price is high. Sales volume, expense to profit ratio and customer base are different in different stages of the PLC which leads marketer to set a different price in each stages. A product newly introduced in the market costs more. Cost of a product at its maturity stage is less.

Ans. to Q. No. 3: Reference pricing is a kind of psychological pricing. It can be defined as prices that buyers carry in their minds and refer to when looking for a given product. The reference price might be formed by noting current prices, remembering past prices or assessing the buying situation.



8.15 MODEL QUESTIONS

Q.1: Discuss the importance of pricing.

Q.2: Describe the internal factors affecting pricing.

Q.3: Describe the external factors affecting pricing.

Q.4: What could be the various objectives of pricing?

Q.5: Explain market skimming pricing.

Q.6: Explain penetration pricing.

Q.7: Discuss price adjustment strategies.

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UNIT 9: MARKETING CHANNELS

UNIT STRUCTURE

9.1 Learning Objectives

9.2 Introduction

9.3 Concept of Marketing Channel

9.4 Types of Channel and Their Importance

- 9.4.1 Characteristics of Different Types of Intermediaries
- 9.4.2 Importance of Marketing Chnnels

9.5 Channel Strategies

- 9.5.1 Channel Integration and System
- 9.5.2 Other Alternatives

9.6 Designing and Managing Marketing Channel

- 9.6.1 Main Steps Involved in developing the Channel Design
- 9.6.2 Channel Member Selection

9.7 Managing Wholesaling and Retailing

9.8 Emerging Trends in Channel Management

9.9 Let Us Sum Up

9.10 Further Reading

9.11 Answers To Check Your Progress

9.12 Model Questions

9.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe the importance of marketing channel
- explain different types of channel
- explain channel strategies, wholesaling and retailing
- describe the emerging trends in channel management.

9.2 INTRODUCTION

In this unit, we are going to discuss about marketing channels. The decisions on marketing channel have a vital bearing on the marketing

performance of a firm. Pricing for example, is related to the type of channel adopted by a firm and the compensation paid to it by the firm. Similarly, decisions on sales force, its size, type, etc., also depend on the nature and extent of the marketing channel. The channel normally sets the pattern for the salesman's operations. Channel policies also determine to a significant measure, the size and complexity of the marketing department of the firm. The channel decisions usually bind the enterprise with long term commitments. In this unit we shall discuss the different issues and aspects related with decision making in the area of marketing channel.

9.3 CONCEPT OF MARKETING CHANNEL

Marketing channels are sets of interdependent organizations involved in the process of distribution. Producers normally use a number of marketing intermediaries for taking their products to users. Marketing intermediaries bear a variety of names such as: sole selling agents, marketers, wholesalers, distributors, stockiest, semi-wholesalers, franchised dealers, retailers, authorized representatives, brokers/commission agents etc. All such intermediaries and modes of distribution constitute the marketing channel which is also referred to as distribution channel. The process of delivering the product to the customer is termed as distribution. Distribu-tion management consists of two major tasks– physical distribution and management of marketing channels. A marketing channel performs the work of moving goods from producers to con-sumers. Members of the marketing channel perform a number of key functions. They gather information about potential and current customers, competitors, and other actors and forces in the marketing environment. They develop and disseminate persuasive communications to stimulate purchasing. They can convert prospective buyers into customers.

9.4 TYPES OF CHANNELS AND THEIR IMPORTANCE

The simplest type of distribution channel is the one where the producer takes his products directly to the consumer without any marketing

intermediaries. The other types involve varying number of tiers and various types of intermediaries.

Different types of Distribution Channels:

- Manufacturer – Consumer (zero level channel or Direct marketing)
- Manufacturer – Retailer – Consumer (one level)
- Manufacturer – Wholesaler – Retailer – Consumer (two level)
- Manufacturer – Stockiest / Distributor – Wholesaler – Retailer – Consumer (four level)

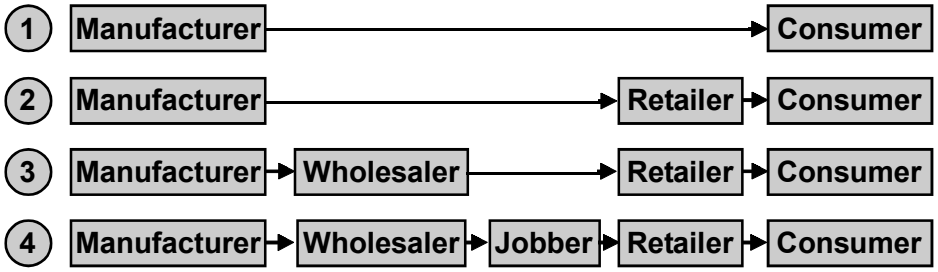


Fig. 9.1: Different types of Distribution Channels

All marketing intermediaries in a distribution chain do not operate at one and the same level; they operate at different levels. Each distinctive tier of intermediaries is referred to as 'level' in the channel; and each link in each level of the channel is referred to as a 'channel member'. The number of 'levels' determines the 'length' of the channel; the more the levels, the longer is the channel. One critical decision concerns the number of levels. How many levels should there be in the distribution channel? The choice depends on a number of factors. A particular channel pattern may be existing for many years as a standard trade practice of that business. Both the *single tier and two tier channel patterns have their advantages* and *disadvantages.* The single tier pattern provides better motivation to each member in the channel as they may be entitled for higher discount with the elimination of the wholesale tier. Elimination of one tier *also* brings *in savings in distribution* expenses to the firm by *avoidance* of multiple transport and handling requirements. The firm can also service all the outlets directly. But the single tier results in inadequate market coverage. The two tier pattern helps quicker outflow of stocks and more intensive coverage of the market. But two tier pattern results in lower profits to retailers as the available margin has to be

shared between the wholesaler and the retailer. It also weakens principal's control over the outfit, compared with the case of a single tier pattern.

Some intermediaries-such as wholesalers and retailers-buy and take title to merchandise; they are called merchants. Some others search for customers and may negotiate on the producer's behalf, do not take title to the goods are called agents. Some manufacturers sell directly to the final customers. The major examples are door-to-door sales, home par-ties, mail order, telemarketing, TV selling, Internet selling, and manufacturer-owned stores. It can be easily discerned from the above types that the difference between one channel and the other can arise on account of:

i) Difference in the number of tiers/levels, and
ii) Difference in the nature of intermediaries.

Hybrid Channels: When two or more marketing **channels** set up by a single firm to reach one or more customer segments is known as hybrid channel. In this form of multichannel **distribution** a variety of direct and indirect approaches are used to deliver the firm's goods to its customers.

In order to understand the intricacies of channel management, we need to be familiar with some terms used in marketing channel. Let us discuss some of them.

9.4.1 Characteristics of different types of Intermediaries

The different types of intermediaries differ significantly in their roles, capabilities, territories, resources, size of operation, cost of operation and amenability to control by the marketer

I) Marketer/Sole Selling Agent: Compared to small agents who normally do not take title, a 'marketer' or a 'sole selling agent' is usually a big marketing intermediary with large resources and extensive territory of operations. He usually has his own net-work of stockiest, semi-wholesalers and retailers. He normally takes over a major share of the marketing responsibility and functions on behalf of the manufacturer.

II) Stockiest/Distributor/Wholesaler: A 'stockiest' or 'distributor' or 'wholesaler' is also a large sized operator but not at par with

the marketer or sole selling agent in level, size, territory and scale of operation. The stockiest or distributor operates under the marketer/sole selling agent wherever the manufacturer does use a marketer or sole selling agent and as such, stockiest/distributors are one level below the marketer/sole selling agent. Stock holding and sub-distribution as per the policies laid down by the manufacturer or the marketer are the main functions of stockiest/ distributors.

III) ***Retailer/Dealer:*** A retailer as the name indicates does retailing; i.e., he sells to ultimate consumers. In the distributional hierarchy, retailers are below the level of stockiest or distributors or wholesalers. Sometimes, retailers are termed as dealers or authorized representatives. The retailer often operates in a smaller territory or at his specific location; earns lesser commission compared to higher levels in the channel; he does not carry out stock holding and sub-distribution functions.

9.4.2 Importance of Marketing Channels

Marketing channels play a pivotal role in the successful marketing of products and services. The importance of marketing channels can be understood clearly by analysing the wide variety of functions performed by them.

- ***Channels provide distributional efficiency* to m*anufacturers:*** Marketing channels bring together the makers and the users in an efficient and economic manner. It will not be practical for any manufacturer to organize a network of his own independent selling points throughout the market and sell his products directly to consumers totally avoiding outside distribution channels. Even assuming that the marketer has the resources, the question arises whether it would be advantageous for the manufac-turer to carry out the distribution function himself, totally avoiding marketing intermediaries.

- ***Channels supply* products *in required assortments:*** Marketing channels combine the products and components manufactured by different firms and offer them in the form of 'assortments' that are convenient to final consumers. They also break the bulk and meet the small-size needs of individual consumers.
- ***Channels p*rovide s*alesmanship:*** Marketing channel members assist in establishing new products in the market. The dealers promote the products through their word-of-mouth communication. They also provide the pre-sale and after-sale service to consumers. In addition, they provide market intelligence and feedback to the manufacturers. The channels can provide the right type of information, since they are in constant and direct contact with– customers, and are feeling the pulse of the market all the time.
- ***Channels help merchandise the product:*** Merchandising, which includes display, is another important function performed by marketing channels. Through merchandising, the channels members help reinforce the awareness about the product among the customers. When a customer visits a retail shop, his attention can be gained by an attractive display of a new product/brand, increasing his awareness of the product and his interest in the product. The merchandising activities complement the selling efforts of the manufacturer and act as a silent salesman at the retail outlet.
- ***Channels help implement the price mechanism:*** Marketing channels also help implement the price mechanism in the market; they assist in arriving at the price level that is acceptable to the manufacturer as well as the user. This is very vital for the smooth running of the marketing process. Without the active role of the channel members, it would be very difficult to administer the pricing mechanism.
- ***Channels look after physical distribution and financing functions:*** Marketing intermediaries also look after a good part

of the physical distribution functions like transportation, warehousing, sub-distribution and inventory management. They look after financing of the goods, credit transactions, negotiations with buyers etc. Sometimes the wholesalers/stockists share the financial burden of the manufacturer. They often give substantive amounts to their principals as deposits; alternatively, they pay cash and lift the product; and the manufacturer gets his money long before the product reaches the actual users. Marketing intermediaries at the wholesale level also extend credit facilities to the subordinate level in the channels and thus relieve the principals of their financial strain.

- ***Channels act as change agents and generate demand:*** In certain cases, marketing channels go far beyond the conventional functions of distribution. For example, the marketing intermediaries in the agri-business often act as 'change agents' among the farmers and generate demand for new products. They perform a useful role in creating awareness and support services.

As discussed above, the marketing channels play a very important role in the smooth running of the marketing process. So It is quite natural that most business firms consider the channel as a very important component of the marketing mix.



CHECK YOUR PROGRESS

Q.1: Define marketing channel.

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Q.2: What is "Zero level" channel?

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9.5 CHANNEL STRATEGIES

A **channel strategy** is a plan of the marketer for moving a product or a service through the chain of commerce to the end customer. Product manufacturers and service providers face a number of **channel** options.

9.5.1 Channel Integration and System

Marketing channels are characterized by continuous and sometimes dramatic change. Three of the most important trends are the growth of vertical marketing systems, horizontal marketing systems and multichannel marketing systems.

Vertical Marketing System: A **vertical marketing system** (VMS) comprises the producer, wholesaler(s) and retailer(s) acting as a unified system. One channel member, the channel captain, owns the others or franchises them or has so much power that they all cooperate.

Horizontal Marketing System: In this system two or more unrelated companies put together resources or programs to exploit an emerging marketing opportunity. Each company lacks the capital, know how, production, or marketing resources to venture alone, or it is afraid of the risk. For example, many supermarket chains have arrangements with local banks to offer in-store banking.

Integrating Multichannel Marketing System: Multichannel marketing occurs when a single firm uses two or more marketing channels to reach one or more customer segments. An integrated marketing channel system is one in which the strategies and tactics of selling through one channel reflect the strategies and tactics of selling through other channels.

9.5.2 Other alternatives

a) ***Vending Machines:*** Marketing through vending machines also belongs to the category of non-store marketing techniques. It enables the principals to have the benefit of intensive and

extensive retail distribution without having to employ manned retail stores. Usually products which belong to the 'buy on impulse' category like soft drinks, cigarettes, candy, etc., lend themselves to be marketed by this method. The banks make extensive use of ATMs to distribute their services. This kind of distribution has been catching up in urban India and is bound to acquire increased importance in the coming years.

b) ***Home Selling:*** Home selling, also known as door-to-door selling or direct selling to users is another method of non-store marketing. This method and network marketing are likely to gain further ground in the years to come. Eureka Forbes is a good example for home selling. In this method, the salesman/ agent of the principal directly meets the consumer and demonstrates the product, arranges for home delivery of the product once the consumer places an order for the supply. This method provides for transfer of detailed information to the prospective buyer; enables demonstration of the product right in the home of the prospect; and it provides for personal service and personal delivery. This method is however quite expensive.

From the above discussion on the different options and examples, it becomes obvious that having the right kind of channel strategies is quite difficult. The firm has to be quite clear about its channel objectives. That will only help the marketer to design the channel and manage the channel functioning and logistics. In view of the above, let us discuss the channel design.

c) ***Multi Level Marketing:*** **Multi-level marketing** (**MLM**), is a form of **Network Marketing**. It is a marketing strategy that compensates promoters of direct selling companies not only for product sales they personally generate, but also for the sales of others they introduced to the company. The products and company are usually marketed directly to consumers and potential business partners by means of relationship referrals and word of mouth marketing.

9.6 DESIGNING AND MANAGING MARKETING CHANNEL

9.6.1 Main Steps Involved in Developing the Channel Design

The following are the main steps involved in developing the channel design:

- Formulation of channel objectives and identification of channel functions
- Analysing the product characteristics and linking channel design to the product
- Evaluation of the distribution environment
- Evaluation of competitors' channel patterns
- Evaluation of company resources and matching the channel design to the resources
- Development of alternative channel designs and selection of the one that suits the firm most.

Let us elaborate the above steps.

a) ***Formulation of channel objectives and identification of channel functions:*** Any business firm seeks to achieve the following main objectives through its channel:
   - Coverage of the target market,
   - Ensuring convenience to the consumer,
   - Ensuring that the channel will take care of the distribution, job leaving the firm to carry on with its manufacturing activities,
   - Ensuring that the distribution is cost effective.

   The intensity of market coverage sought, the service level sought to be maintained and other objectives will naturally vary from firm to firm. And they will flow largely from the marketing objectives of the firm. When Hindustan Lever decides that Lifebuoy should be available in eighty per cent of the villages of India, the firm's channel objectives are also getting framed. The channel

designs of firms will differ from one another if their channel or marketing objectives differ from one another.

b) ***Analysing the product characteristics and linking channel design to the product:*** The firm should analyse the characteristics of the product and choose the channel design suited to the product. For example, the channels used for consumer and industrial products have to be different from one another. Products like consumer durables, consumer specialties, agri-inputs, industrial goods, spares, capital goods etc. require different types of distribution. In the case of industrial products, the products are complex and technically sophisticated. They need extensive pre-sale services, installation services, commissioning services, post-sale services and repairs and maintenance. Consumer products differ from industrial products in all these respects. Hence, the channel requirements are also going to be different. As a general rule, industrial products require specialist distributors and entrusting the products to general purpose (consumer product) distributors does not produce the best results. Product characteristics influence not only the basic channel design, but also the type and number of channel intermediaries required. For example, for textiles or shoes, the showroom may be an effective type of marketing intermediary. For a product like detergent, conventional wholesaler-retailer arrangements may be the appropriate ones. For a product like tea, the channel members may have to be spread out in every nook and comer and must be serviced directly by the manufacturer.

c) ***Evaluation of the distribution environment:*** Selection of channel should also take into account the distribution environment. A firm has to evaluate the vital features of the distribution environment and ensure that the channel model to be adopted is compatible with them. Distribution environment in the broader sense includes the legal environment as well, in so far as its implications on distribution are concerned. The legal

implications of the channel model too have to be examined before taking the decision on channel design.

d) ***Evaluation of competitors' channel patterns:*** The firm should also study the channel patterns followed by competitors before deciding on its own channel design. While the firm may not necessarily follow the competitors, it is important for the firm to analyse in depth the pros and cons of the channel patterns adopted by each of the major competitors. They should study the strengths and weaknesses of the channel systems adopted by their competitors and reflect those on their own design.

e) ***Matching the channel design to company resources:*** The choice of the distribution channel is also governed by the resources available at the disposal of the marketer. Small firms with limited resources and small volume of business will normally depend on conventional channels. As a matter of fact, they find it most economical to sell to a small number of conventional inter-mediaries operating in the market. Firms with larger resources have greater options to set up own channels.

f) ***Identifying alternative channel designs and selecting the one which suits the firm best:*** The range of alternatives in channel design open to a firm will get narrowed down after the firm goes through the steps described in the preceding paragraphs. The two main elements for evaluation are cost and efficiency. A compromise may be called for between the efficiency expected of the channel and the cost of the channel. The channel that is efficient but relatively less expensive has to be chosen.

9.6.2 Channel Member Selection

The marketer has to take great care in the selection and appointment of channel members. Granting franchise on undeserving or unsuitable dealers will be detrimental to the business interests of the firm. An indicative check list of qualities/qualifications/attributes that are to be looked for while selecting individual dealers is furnished below.

- Business reputation and previous experience in the line
- Business capacity and salesmanship
- Financial capacity and willingness to invest in the line
- Credit worthiness
- Capacity and willingness to extend credit to customers
- Capacity to provide storage facilities, showrooms, shops, service workshops, salesmen and service men etc.

Depending on the product characteristics, the marketing environment and the objec-tives of the firm, the criteria could be modified appropriately.

9.7 MANAGING WHOLESALING AND RETAILING

Wholesaling: As we have discussed in section 9.4.1 wholesaling includes all activities involved in selling of goods and services to those who buy for resale or business use.

- **Basic Characteristics of Wholesaler:**
  1) Wholesaler plays a very important position in the channel of distribution.
  2) He assembles the goods from different sources for the retailers to buy.
  3) Wholesaler does not sell to the ultimate consumer.
  4) Normally wholesaler sells large quantities.
- **Services rendered by Wholesalers to Manufacturer:**
  1) Wholesaler act as an intermediary between the manufacturer and the retailer.
  2) Wholesaler reduces the storage and cost of delivery of the manufacturer.
  3) Wholesaler offers financial help to manufacturer.
  4) They provide market information to the manufacturer.
- **Services rendered by Wholesalers to Retailers:**
  1) Wholesaler keeps large stock of varied goods for retailers.
  2) They provide quick delivery of good to retailer.
  3) Wholesaler grants credit to their permanent retailer.

Retailing: Retailing involves the sale of merchandise from a fixed location for direct consumption by the customer. Retailers take title, organize the availability of merchandise on a large scale and supply them to consumers on a relatively small scale. In the process, they provide the accessibility of location and convenience of timing, size, information, display and other support. Retailers create value for customers, who pay for these services. The supermarkets, department stores, suburban shopping centers, retail chain stores, consumer cooperative stores, etc. constitute the spectrum of the retail market intermediaries.

Major functions of retailers are:

1) Breaking the bulk.
2) Creating place utility.
3) Stocking goods.
4) Providing credit facilities to customers.
5) Providing information to customers and wholesalers.
6) Connecting link between the wholesaler and the customer.

Retailer also perform other marketing functions like sales promotion, advertising and point of purchase display.

Major Retailer Types:

- ***Specialty Store:*** This kind of store has narrow product line with a deep assortment. A clothing store would be a *single-line store;* a men's clothing store would be a *limited-line store;* and a men's custom-shirt store would be a *super specialty store*
- ***Department Store:*** This kind of store has several product lines-typically clothing, home furnishings, and household goods-with each line operated as a separate department managed by specialist buyers or merchandisers.
- ***Supermarket:*** This kind of store has relatively large, low-cost, low-margin, high-volume, self-service operation designed to serve total needs for food, laundry, and household products.
- ***Convenience Store:*** This kind of store has relatively small store located near residential area, open long hours, seven days a week, and carrying a limited line of high-turnover convenience products at slightly higher prices.

- ***Discount Store:*** This kind of store has standard merchandise sold at lower prices with lower margins and higher volumes. Discount retailing has moved into specialty merchandise stores, such as discount sporting-goods stores, electronics stores, and bookstores.
- ***Off-Price Retailer:*** is another kind of retailer where merchandise bought at less than regular wholesale prices are sold at less than retail: often leftover goods, overruns, and irregulars.
- ***Factory outlets:*** are owned and operated by manufacturers and normally carry the manufacturer's surplus, discontinued, or irregular goods.
- ***Independent off-price retailers:*** are owned and run by entrepreneurs or by divisions of larger retail corporations.
- ***Hypermarkets:*** are large stores which combine supermarket, discount, and warehouse retailing. Product assortment includes furniture, large and small appliances, clothing, and many other items. They feature bulk display and minimum handling by store personnel, with discounts for customers who are willing to carry heavy appliances and furniture out of the store. Hypermarkets originated in France.

Large scale retailing has assumed great importance these days. Retailing is undergoing unprecedented change in developing economies.

9.8 EMERGING TRENDS IN CHANNEL MANAGEMENT

There has been a big quantitative expansion in distribution channels in India during the past few years. The organized sector of retailing has started emerging and becoming stronger and stronger. Today's dealers belong to the second generation in the distribution business and almost all of them are better educated and more aggressive compared to the earlier generation of dealers. Many of them are professionally qualified persons and are capable of dealing with the company executives on equal terms. With the increase in competition and the advent of a buyer's market, dealers are asserting themselves more and more. In consumer electronics for

example, with the change over to a buyer's market, the relationship between manufac-turers and dealers has vastly changed. Liberal credit, free replacement of defective set, incentive schemes to best selling dealers which include attractions like luxury cars and holiday trips have become the order of the day. As a matter of fact, today, in many businesses, companies do not have much choice in selecting dealers; dealers have become choosy of manufacturers they would represent.

Another noteworthy development in distribution channels is that non-traditional channels have become popular in many businesses. A whole range of new market institutions/market intermediaries have also emerged, partly displacing and partly coexisting with conventional intermediaries like the wholesaler and the retailer. Manufacturers' own outlets/showrooms are an important part of the non-traditional channels.

Companies also ensure that all their exclusive shops, whether they are company owned or run by franchisees, are alike so that they create a common store image. Franchising is another special form of distribution arrangement. It has become popular in India in recent years as the days of brands have emerged. Franchising deals are seen mutually beneficial both by franchisors and franchisees. The franchisors feel that tie-ups are a key to rapid growth. For manufacturers who want to set up a wide marketing network without incurring large investments, franchising obviously makes sense. And the franchisees realize that they can gain a lot by having a tie-up with brands that have gained high equity. Moreover, financing becomes easier as the principal's name offers credibility and in most cases, the promotion costs are borne by the principal.



CHECK YOUR PROGRESS

Q.3: Define "Horizontal marketing system".

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Q.4: State any two services of wholesaler to retailer.

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9.9 LET US SUM UP

In this unit, we have discussed about marketing channel. Channel is the system though which the product moves from the manufacturer to the ultimate consumers. There are different types of channel of distribution used by the marketer based on their product and marketing strategies.

Place i.e. placing the product in one of the four “P”s of marketing and it refers to the distribution of the product covering channels of distribution and physical distribution. Effectiveness of marketing depends among other things on making the products available at the right places and at the right time at the minimum possible distribution cost. Distribution is a very difficult area in marketing. Each member of a channel is a link in a distribution network of organizations. Several organizations are linked together in a marketing channel to carry out the various activities of storage, transportation, repackaging, customer service etc. The firm has to be clear about the distribution objectives. Then only the channel management and physical distribution related functions can be executed for rendering cost effective services to the end users i.e. the final customers.



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9.11 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: *Marketing channels* are sets of interdependent organizations involved in the process of distribution.

Ans. to Q. No. 2: When product is sold directly from manufacturer to customer it is called as zero channel or direct channel.

Ans. to Q. No. 3: A system is called as Horizontal marketing system when two or more unrelated companies put together resources or programs to exploit an emerging marketing opportunity. Each company lacks the capital, know how, production, or marketing resources to venture alone, or it is afraid of the risk.

Ans. to Q. No. 4: Two functions of wholesalers to retailer are:

1) Wholesaler keeps large stock of varied goods for retailers.
2) They provide quick delivery of good to retailer.



9.12 MODEL QUESTIONS

Q.1: What is channel of distribution?

Q.2: What are the different types of Channel?

Q.3: Discuss the importance of marketing Channel.

Q.4: Describe the emerging trends in channel management?

Q.5: What are the services performed by wholesalers?

Q.6: What is retailing?

Q.7: Write short notes on:

a) Vending Machine
b) Home Selling

Q.8: Describe the major retailer types available in India.

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UNIT 10: MARKETING PROMOTION

UNIT STRUCTURE

10.1 Learning Objectives

10.2 Introduction

10.3 Defining Promotion

10.4 Promotion Mix

10.5 Factors Affecting Promotional Mix and Strategies

10.6 Forms of Promotion

- 10.6.1 Advertising
- 10.6.2 Sales Promotion (push versus pull)
- 10.6.3 Personal Selling
- 10.6.4 Public Relations

10.7 Let Us Sum Up

10.8 Further Reading

10.9 Answers to Check Your Progress

10.10 Model Questions

10.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- define promotion
- describe different types of promotion
- differentiate between promotion and advertisement
- explain the meaning of advertising, sales promotion, personal selling and publicity
- explain the need for promotional strategy.

10.2 INTRODUCTION

In the earlier units you have obtained a fairly good insight into marketing and its implications. We have been reading, watching, listening and looking at different promotion since our childhood. Promotion is one of the components of marketing mix (marketing mix-Product, price, promotion and place) which

helps the marketer to promote the product in the market. Its main purpose is to inform, persuade and influence people towards the product or services. Promotion is a basic ingredient in non-price competition and it is an essential element in modern marketing. This unit introduces you to the different promotional strategy of marketing.

10.3 DEFINING PROMOTION

Generally, promotion is communicating the benefit of the product or service to the target customers in an attempt to influence them toward buying the products services on offer.

The marketers should provide information to the customers about its products and services and motivate customers to buy. Advertising, personal selling, publicity and other sales promotional programes are the various promotional activities. All these activities increase the volume of sales by expanding as well as retaining the market share for the products. Basically, promotion deals with no price competition in the market. Promotion is done for three purposes– (a) informing, (b) persuading and (c) influencing consumers.

Promotional techniques are used by both Industrial as well as Consumer marketers. Different marketers use different advertising Media (newspaper, magazine, television, hoardings, radio etc.).For example, a machine tool marketer can use magazine advertising, dealer sales– incentive contest, trade shows, and press release to promote the products. IBM, Apple and other computer supplier combine extensive personal selling with advertising and public relations. For expensive, complex products and systems, close interaction between buyer and seller is often required, which lead to a lot of personal selling in such markets.

Marketers' selection of advertising media reflects their overall promotional strategy for a product.

10.4 PROMOTION MIX

Promotion is one of the major components of marketing mix. The purpose of promotion is to reach the desired consumers and persuade

them to act positively towards the specific product or services. A company may have a well-designed product offering with a price and distribution system appropriate to its target market. But if it is unable to reach that market, then all its efforts will have been in vain. Promotion is responsible for awakening and stimulating consumer demand for the product.

Businesses use various promotional methods to communicate with individuals, groups and organizations. Just as product, price, distribution, and promotion make up the marketing mix, so four components make up the promotion mix. The promotion mix is the specific combination of these four promotional methods-advertising, personal selling, sales promotion, and publicity or public relation that an organization uses for a specific product.

10.5 FACTORS AFFECTING PROMOTIONAL MIX AND STRATEGIES

There are many factors which influence promotional mix and they are known as product market factors.

1) **Nature of the Product:** Different product requires different promotional mixes. Consumer goods and industrial goods require different strategies. Consumer goods are sold through advertising, personal selling and displays. But industrial goods require more personal selling. Based on the following attributes, the promotional strategy may vary.
   a) **Product complexity:** If a product is technically sound and complex in nature then it requires personal selling. For example, Industrial products. On the other hand if the product is simple we can go for advertising. For example, most of the FMCG products.
   b) **Brand differentiation:** Promotional mix is affected by brand differentiation and the degree to which the brand is differentiated from competitor's brand.
   c) **Purchase frequency:** If buyers buy frequently a product, such as soap, tooth paste etc. the marketer will invest a good amount on advertising to push competition brands.

2) **Nature of the Market:** Different markets require different promotional mixes and strategies. In industrial market, advertising plays a more informative role then the persuasive role for industrial buyers. Personal selling emphasizes on two roles, i.e. information and persuasion in the industrial and consumer's market.
3) **Stage in the Product Life Cycle:** The promotional product mix varies within stage in the product life cycle. The nature of demand varies according to the stages in the life cycle. During the introductory stage, the customers do not realize the qualities of the product. Here, information about the product and its benefits are made known to the buyers. In this stage, more importance must be given to personal selling and trade shows. In the growth stage, customers know the qualities of the product. Hence to stimulate demand, advertising must be increased. In the maturity stage, sales and profits decline and hence all the promotional activities should be cut down.
4) **Market Penetration:** Here the product is already known to the buyers. In that situation, a sustaining promotional strategy is suitable. A brand has insignificant market penetration means it has a small market or struggling market.
5) **Market Size and Location:** Product's market size and location also influences the promotional mix. In narrow market, where the numbers of potential buyers is small, direct mail is used. In a broad market advertising is used.
6) **Characteristics of Buyers:** The characteristics of prospective buyers strongly influence the promotional mix. Experienced professional buyers such as industrial purchasing agents need personal selling. Inexperienced buyers need advertising. Some buyers give importance to time, some to purchase of products, buyers act according to the influence of friend, relatives etc.
7) **Distribution Strategy:** Companies fighting more through distribution for establishing their brands, invest more money on personal selling and advertising. Companies which have already established their brand in the market have to invest only a small amount in personal selling and advertising.

8) **Pricing Strategy:** Pricing strategy influence the promotional mix strategy. If the brand is priced higher than the competition, more personal selling is needed to get a middleman to stock and push the brand. If the brand is priced lower, little promotion is needed.



CHECK YOUR PROGRESS

Q.1: Give the definition of promotion**.**

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Q.2: State any two factors which influence promotional strategies.

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10.6 FORMS OF PROMOTION

In this section we will discuss about different promotional forms and corresponding marketing strategies. Different forms of promotion are as follows:

- Advertising
- Personal Selling
- Sales promotion
- Publicity and public Relation

10.6.1 Advertising

Advertising provides information about product and services to the customer. It is a medium of mass communication to convey the benefits about the products and services. Advertising can enhance sales only if they promise a benefit to the customer.

Definition: Advertising is a paid form of non-personal communication about an organization, its products, or its activities that is transmitted through a mass medium to a target audience. The mass medium

could be television, radio, newspaper, magazine, direct mails, sign, outdoor displays, handbills, catalogues or directories. Advertising can be used to build up a long term image for a product trigger quick sales.

Advertising is one of the most cost efficient methods because it can reach a large number of people at a low cost per person. Advertising also helps in creating brand image about a company. Advertisement permits the seller to repeat a message for many times, which will help the customer to remember the product. Advertising also has several drawbacks. Even though the cost per person may be low, but the total cost can be very high. These high cost can limit, and sometimes eliminate advertising as an element of the promotion mix. As advertising is a one way of communication (generally), the feedback from advertising is generally slow, if it occurs at all, and measurement of the effect of advertising on sales is difficult.

Developing the advertising strategy:

1) **Identify and understand the target audience:** The target audience is the group at which the advertising is aimed for. The target market should be selected very carefully and it should comprise the best prospects that would buy the product. The target market may be defined in terms of the socio economic group, age, gender, buying frequency and lifestyle for consumer markets. In business markets, the target market may be defined in terms of the industry, order size, product specifications and buyer seller relationships.

   After the identification of the target audience, next step is the analysis of the buyers' choice. Different factors based on which buyers make their purchase decisions are : external factors (such as income, social class, reference group influence, culture, buy situations) and psychological factors (such as perceptions, attitude, involvement levels).

2) **Advertising objectives:** All advertisement should enhance sales. Some may induce purchase action immediately, while some may

stimulate demand for a later period. The objective of the advertising can be framed under following headings:

- **Position the offering:** Advertisements are primarily used for positioning products in the mind of target audience.
- **Create awareness:** When awareness is created, it legitimizes a company, its representatives and products in the eyes of customers.
- **Stimulate trial:** Advertising stimulates trial purchase among the target customers.
- **Remind and reinforce:** After the customers have become aware of the brand, its advertisement should keep reminding the customers of its existence until the brand image sticks to the minds of the targeted customers.
- **Provide support for sales force:** Advertising helps the sales force in convincing the customers.
- **Correcting misconceptions:** Advertisements can also be used to correct misconceptions which consumers hold against brands.

3) **Methods of setting the advertising Expenditure:** The advertising expenditure is a part of the total communications spends of a company. The company must therefore decide the percentage of advertising spend as one of the components of its integrated communication campaign.

Though there are several methods of arriving at the budget, the individual brand budget will depend upon several factors such as profitability, marketing objective and competitor's position. The various methods, which are used, for setting advertising budgets are:

- **Percentage of Sales Method:** The percentage of sales method is the most widely used method of setting the appropriation. The percentage is based on the past years' sales or on estimated sales for the coming year or on some combination of these two. This is simplest method, as it

requires little decision making. But this method suffers from a basic drawback in that it does not take into account any specific need of the market situation which may change rapidly.

- **Unit fo Sales Method:** In this approach, a percentage of the price of each unit of the item sold is allocated to advertising. This approach is useful as it links the price of a brand with its advertising expenditure. This approach is simple to plan and execute. However, it does not lead to efficient marketing since past sales determine how much a firm should spend on advertising, when in fact advertising is a tool to create sales and expand markets.
- **Task Objective Method:** The objective task method concentrates on the marketing/advertising objectives that are pre-decided. Thus under this method a company launching a new product will decide to spend more money as it has to create immediate awareness amongst consumers.
- **The Competitive Parity Method:** In this approach an advertiser bases his budget decision primarily on the expenditures of competitors. That is they try to keep pace with their competitor's advertising budgets. This method could be useful in deciding individual brand ad expenditures. It has the advantage of recognizing the importance of competitors and ensures that the competitors do not increase their ad expenditure to a level that affects the advertiser's sales.
- **Affordability Method:** This approach means that the advertising budget will be decided on the basis of whatever money is left after all other fixed and unavoidable expenses have been allocated.
- **The Break Even Method:** The break even or the marginal analysis method attempts to quantify the advertising spending level that will offer an organization the highest additional gross profits. That is the firm continues to spend on the advertising as long as the incremental expenditure are exceeded by the

marginal revenue they generate, thus maximizing the gross profits of the firm.

This method has an advantage because it helps in diagnosing any problem, that is when the company is overspending or under spending. But it suffers from the disadvantage of limited research techniques that cannot isolate the effect of advertising on marginal revenues and gross profits.

Some specific factors that should be considered when setting the advertising budget are:

- Stage in the product life cycle: New products typically need large advertising budgets compared to matured products.
- Market share: High-market share brands usually need more advertising.
- Competition and clutter: More advertising is usually required in a market with many more competitors and their advertising clutter.
- Product differentiation: When a brand closely resembles other brands in its product class, more advertising (and therefore budget) is needed.

4) Message decisions: Advertising strategy consists of two major elements:

a) Creating advertising messages

b) Selecting advertising media

a) Creating advertising messages: No matter how big the budget, advertising can succeed only if commercials gain attention and communicate well. Good advertising messages are especially important in today's costly and cluttered advertising environment.

The first step in creating effective advertising messages is to decide what general message will be communicated to consumers– to plan a message strategy. Developing an effective message strategy begins with identifying customer benefits that can be used as advertising appeals. Ideally,

advertising message strategy will follow directly from the company's broader positioning strategy. Message strategy statements tend to be plain, straightforward outlines of benefits and positioning points that the advertiser wants to stress.

b) **Selecting advertising media:** In order to decide the media vehicle the marketers choose from the following: Print media (news paper, magazine, Hoardings, posters etc), Broadcast media (Television, Radio and online media). More than creativity considerations of cost per thousand customers reached is more dominant. This requires readership and viewership figures.

Different types of media are discussed as follows:

i) **Print Media:** Print advertising includes advertisement in newspaper, magazines, brochures, posters etc. Print media provides more detail information, rich imagery and longer message life. But the drawback is that many readers do not read the advertisements. In case of a news paper, the readers will read the news not the advertisement.

Different forms of print advertising are discussed below:

- **News paper advertising:** The news paper may be daily, weekly or fortnightly and can also be of different languages. When we consider the news paper as an advertising medium, we have to asses the advantages of the news papers as it provides more flexibility than other media do. News paper conveys messages very rapidly to the mass media. Cost of advertising is also low in case of local news papers. But the drawback here is that it has short life span and many readers do not read the advertisements.
- **Magazine Advertising:** A magazine is a periodical publication, consisting of specific information to the target group (e.g. business magazine for businessman, health magazine for health concerned people etc.).

Advertisers can easily target their audience and give advertisement on specific magazines. The presentation of material in a magazine is better than news paper. Both printing and paper qualities are good in magazines. Magazines have the longest life span in all media.

- **Packaging:** In today's marketing environment, a package is both a container and a communication vehicle. The package serves as a critical reminder of the product's important benefits at the moment the consumer is choosing among several competing brands.
- **Direct mail advertising:** Direct mail advertising is one of the media communication that brings the product message:

ii) Broadcast media:

- **Radio advertising:** The radio is a major and one of the most popular media vehicles of advertising. Its coverage area is more than 90% of India's total land mass. The radio ads rate structure depends upon the day, date and time. There are different radios systems through which one can listen to radio. FM is an emerging example. Radio allows the listener to imagine and it has high acceptance at the local level. But the drawback is that it cannot give the visual impact.
- **Television advertising:** It is said that today television advertising is the best appealing media vehicle. It is a means of bringing actual demonstration in the homes of the prospects and therefore more effective media when compared with radio. Television makes full use of sight, sound and motion and thereby maximizes impact on audience.

- **Online advertising:** Internet is another media that is being used by advertisers. With the advent of the internet, distance is no longer an obstacle for commerce. It is inexpensive, but getting the attention of the viewers is difficult.

5) **Message Execution:** The advertiser now has to turn the big idea into an actual ad execution that will capture the target market's attention and interest. The creative people must find the best style, tone, words, and format for executing the message. Any message can be presented in different execution styles, such as the following:
   - **Slice of life:** This style shows one or more "typical" people using the product in a normal setting.
   - **Lifestyle:** This style shows how a product fits in with a particular lifestyle.
   - **Fantasy:** This style creates a fantasy around the product or its use.
   - **Mood or image:** This style builds a mood or image around the product, such as beauty, love, or serenity. No claim is made about the product except through suggestion.
   - **Musical:** This style shows one or more people or cartoon characters singing about the product.
   - **Technical expertise:** This style shows the company's expertise in making the product.
   - **Scientific evidence:** This style presents survey or scientific evidence that the brand is better or better liked than one or more other brands.
   - **Testimonial evidence or endorsement:** This style features a highly believable or likable source endorsing the product.
6) **Evaluating advertising effectiveness:** Effective advertisements have a positive impact on the sales of a product. The three relevant questions about measuring effectiveness are what, when and how to evaluate advertising. There are different tests and several

techniques in each of the test to evaluate advertising effectiveness. Based on Philip Kotler's views, let us discuss different measures to evaluate advertising effectiveness.

- **Pre-test and Post Test:** Pre-test implies testing advertising message before it is sent to specific media. Post test implies testing impact of advertising message after it is published in any of the media.
- **Communication and Sales Effect Test:** Communication test measures communicability (ability to communicate) of the message, whereas sales-effect test measures advertising impact on sales volume.
- **Laboratory and Field Test:** Clearly, a laboratory test is conducted in a controlled environment in a limited scale. Respondents are invited in a laboratory to state their response. Quite opposite, a field test is conducted in original setting, artificial climate is not created. It is similar as conducting survey to measure what customers think about company's advertisement.
- **Experimental and Survey Test:** Experimental test involves testing advertising effect by conducting test by manipulating independent variable (i.e., advertising efforts) and measuring the effect of the manipulation on other dependent variables like sales, profits, consumer satisfaction, etc. Experimental test may be laboratory or field test. Survey test involved knowing consumers' view's through a survey method.
- **Message and Media Effect Test:** While message test involves measuring clarity, contents, believability, action ability, etc., of the message, the media test measures effectiveness/ suitability of one or more media.

7) **Organising campaign development:** An advertiser has four options when organizing for campaign development. These include:

- One can tie up with different agencies to develop an advertisement. Small companies develop the advertising in cooperation with people from the media.
- The companies may have their own advertising team. Thus advertising function is conducted in house by creating an advertising department staffed with copy writers, media buyers and product personnel.
- The company can involve a reputed advertising agency for developing its advertising campaign. The professionally run agencies have varied experience of working with different companies, therefore, a company can expect good results from these agencies.
- Some companies organizes their advertising campaign by using a mix of services from in house personnel and those from specialized agencies because of their experience in some of the particular activities.



CHECK YOUR PROGRESS

Q.3: Define advertising.

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Q.4: State two methods for setting advertising budgets.

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Q.5: State two measures for evaluating advertising effectiveness.

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10.6.2 Sales Promotion

Sales promotions are incentives to consumers or trade that are designed to stimulate purchase. Consumer sales promotion is a marketing technique that is used to entice customers to purchase a product. The promotions typically last for a set period of time and are used to achieve a specific purpose, such as increasing market share or unveiling a new product.

Definition: Sales promotion is an activity or material that offers consumers, salespersons, or retailers a direct inducement for purchasing a product.

Different sales promotional tools are- coupons, contests, premiums, sweepstakes, refund, demonstration or display. Some classic examples are 25% off, buy one get one free, money back offer etc. Companies use sales promotion tools to draw a stronger and quicker buyer response. Sales promotion can be used for short run effects such as to dramatize product offers and boost sales. In contrast to advertising and personal selling, which are generally used on a continuous or cyclical basis, sales promotion devices get more irregular use. They are used mainly for short term gains.

Some of the important ***consumer sales promotion*** techniques are as follows:

1) **Rebate:** Under it in order to clear the excess stock, products are offered at some reduced price.
2) **Discount:** Under this method, the customers are offered products on less than the listed price. For example, giving a discount of 30% on the sale of Liberty Shoes. Similarly giving a discount of 50% + 40% by the KOUTONS.
3) **Refunds:** Under this method, some part of the price of an article is refunded to the customer on showing proof of purchase. For example, refunding an amount of 5/- on showing the empty packet of the product priced 100/-.

4) **Product Combination:** Under this method, along with the main product some other product is offered to the customer as a gift. The following are some of the examples:
5) **Quantity Gift:** Under this method, some extra quantity of the main product is passed on as a gift to the customers. For example, 25% extra toothpaste in a packet of 200 gm tooth paste; similarly, a free gift of one RICH LOOK shirt on the purchase of two shirts.
6) **Instant Draw and Assigned Gift:** Under this method, a customer is asked to scratch a card on the purchase of a product and the name of the product is inscribed thereupon which is immediately offered to the customer as a gift. For example, on buying a car when the card is scratched such gifts are offered– TV, Refrigerator, Computer, Mixer, Dinner Set, Wristwatch, T-shirt, Iron Press, etc.
7) **Lucky Draw:** Under this method, the customers of a particular product are offered gifts on a fixed date and the winners are decided by the draw of lots.
8) **Usable Benefits:** Under this method, coupons are distributed among the consumers on behalf of the producer. Coupon is a kind of certificate telling that the product mentioned therein can be obtained at special discount. It means that if a customer has a coupon of some product he will get the discount mentioned therein whenever he buys it.
9) **Full Finance @ 0%:** Under this method, the product is sold and money received in installment at 0% rate of interest. The seller determines the number of installments in which the price of the product will be recovered from the customer. No interest is charged on these installments.
10) **Samples or Sampling:** Under this method, the producer distributes free samples of his product among the consumers. Sales representatives distribute these samples from door-to-door.
11) **Contests:** Some producers organise contests with a view to popularizing their products. Consumers taking part in the contest are asked to answer some very simple questions on a form and

forward the same to the company. The blank form is made available to that consumer who buys the product first.Result is declared on the basis of all the forms received by a particular date. Attractive prizes are given to the winners of the contest.

12) **Free Trial:** A free trial is a way for a consumer to try a new product while eliminating risk. It may be used when a product is unique to the marketplace, which can make consumers leery of trying it out.

Trade Sales Promotion: While consumer sales promotions help pull a product through a marketing channel by increasing the consumer's demand for a product, trade sales promotions have the opposite effect. They work to push a product through the channel by increasing a retailer or other intermediary's demand. **Trade sales promotion** is a promotional incentive directed at retailers, wholesalers, or other business buyers to stimulate immediate sales.

Some of the important trade-oriented promotion tools are as follows:

- **Cash bonuses:** It can be in the form of cash discounts or straight cash payments to encourage volume sales, product display, or in support of a price reduction to customers.
- **Stock return:** Some firms take back partly or wholly the unsold stocks lying with the retailers, and distribute it to other dealers, where there is a demand for such stocks.
- **Credit terms:** Special credit terms may provide to encourage bulk orders from retailers or dealers.
- **Dealer conferences:** A firm may organize dealer conferences and dealers may be given information of the company's performance, future plans, and so on.
- **Push incentives:** It is a special incentive given to the dealer in the form of cash or in kind to push and promote the sale of a product, especially a newly launched product.

Objectives of Sales Promotion: Sales promotion aims at enhancing sales by giving customers an extra value. Some of the objectives of sales promotion are:

- Fast sales boost.
- Encourage trial purchase
- Encourage repeat purchase
- Stimulate purchase of larger stocks
- Gain distribution and shelf space

Evaluating Sales Promotion: The evaluation of an effective sales promotion program is generally divided into three phases:

1) **Pre-testing:** Before a sales promotion is offered.
2) **Monitoring and Follow Up:** When the sales promotion is operational i.e. when it is going on.
3) **Post-testing:** At the end of the sales promotion event.

- **Pre-testing:** We can pre-test what a sales promotion would be communicating and how it would communicate with the target group of customers. We would like to know whether the customer here is at risk of buying an unfamiliar brand. Using "Focus Groups" and "Consumer Panels", we can conduct a pre-test to analyze these factors.

  At times, it is advisable to gather and assess the responses of resellers before launching a promotion program. The best way is to visit certain retailers, dealers and wholesalers, discuss the program with them and ask for their valuable suggestions. This is of paramount importance when the reseller's support is very important in making the promotional campaign a success.

- **Concurrent testing:** This phase of testing takes place during the promotion program i.e. when it is in progress. It allows the manager to make necessary changes to the program whenever and wherever requires. Sales data is used to carry out this kind of test; this data should be collected on a weekly or monthly basis. For e.g. the promotional tool used is a "Contest". In that case, the promotional response can be assessed on the basis of entries received and requires the manager can also extend the contest period. We can have

another example here. If "Coupons" are being used, the response can be evaluated on the basis on number of coupons redeemed by customers.

- **Post-testing:** Post-testing is conducted after the promotion program has come to an end. Here, customers are contacted telephonically, questionnaires are also mailed to them, and personal interviews are also conducted to evaluate any change in their attitude towards or awareness of the brand. Personal Interview is the most expensive method here. Mail is the least expensive one.

To assess the affect of sales, one must take into account the sales level prior to the promotion period and compare it with the sales level that exist at the end of the promotion period. It must also be compared with the sales figure of the period one month after the promotion has ended.

10.6.3 Personal Selling

Personal selling is the most effective tool at later stages of the buying process, particularly in building up buyer preference, conviction, and action. Personal selling has three distinctive qualities:

1) Personal confrontation: Personal selling involves an immediate and interactive relationship between two or more persons. Each party is able to observe the other's reactions.

2) Cultivation: Personal selling permits all kinds of relationship to spring up, ranging from a matter of fact selling relationship to a deep personal friendship.

3) Response: Personal selling makes the buyer feel under some obligation for having listen to the sales talk.

In the early part of this unit, we saw how marketers can use advertising and sales promotion reach a large number of customers. While these methods of promotion offer many advantages, they each share one major disadvantage; they are a non-personal form of communication. And whether a company is in retailing or

manufacturing, sells goods or services, is a large multi-national or a local startup, is out to make a profit or is a non-profit, in all probability at some point they will need to rely on personal contact with customers. In other words, they will need to promote using personal selling.

Personal selling holds a key role in the promotional activities of a large number of organizations. Personal selling is more costly and time consuming method compared to the other methods of promotion.

10.6.4 Public Relations

Of the four promotional mix options available to marketers' public relations (PR) or publicity is probably the least understood and, consequently, often receives the least amount of attention. Many marketers see public relations as only handling rudimentary communication activities, such as issuing press releases and responding to questions from the news media. But in reality, public relation offers powerful methods for convincing the customer.

Functions of Public relations:

- **Facilitates company's overall operations:** It leads to the development of an image for the organization which can be exploited to gain advantages in the field of sales and marketing.
- **Aids promotion:** Public relations may also contribute towards generation of awareness and interest in the company's products which will help in promoting the products.
- **Helps in tackling social and environmental issues:** It helps in handling social and environmental issues and ensures that they are settled to the mutual benefits of all parties involved. If the company has a good record of fulfilling its societal obligations and safeguarding the environment, its occasional fault may be spared by customers.
- **Ensures that customers are treated well:** Public relations also play a role in ensuring that the customers are not just treated well by the company but also they are presented with useful information.

- **Develops reputation as a good supplier and customer:** It helps in building the overall reputation of a company not just as a good as well as trustworthy manufacturer and marketer for its customers and suppliers but also as a good customer for its suppliers.

Publicity: One of the methods of public relation is publicity. It generally involves communication about an organization or any of its products in the media. Publicity is a non paid form of non personal communication about an organization or its products that is transmitted through a mass medium in the form of a news story. Publicity can be done in the form of news releases, news conferences, publishing feature articles, setting up interviews, conducting seminar and conferences etc. Publicity differs from other promotion mix in that it does not directly facilitate exchanges instead, its purpose is to provide information to the general public and to create and maintain a favorable public image of the organization.



CHECK YOUR PROGRESS

Q.6: State any two techniques of sales promotion.

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Q.7: Define Personal Selling.

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Q.8: Define Publicity.

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10.7 LET US SUM UP

In this unit we have discussed different promotional strategies, which can be summarized as follows:

- Promotion is communicating the benefit of the product or service to the target customers in an attempt to influence them toward buying your products or services.
- The promotion mix is the specific combination of four promotional methods-advertising, personal selling, sales promotion, and publicity or public relation that an organization uses for a specific product.
- An advertising strategy involves identifying a target audience, defining the objective, the budget and the message, depending on this the media through which the message will be communicated is decided.
- Sales promotions are incentives given to consumers to make them believe that they are getting more value for the money they are spending. It also encourages trial and repeat purchases.
- Personal selling is the most effective tool at later stages of the buying process, particularly in building up buyer preference, conviction, and action.
- Public Relations are a strategic communication process that builds mutually beneficial relationships between organizations and their publics.



10.8 FURTHER READING

1) Andreasen, Alan R. and Kotler, Philip. (2006). *Strategic Marketing for Non Profit Organizations* (6th Edition). pp 10-12. Pearson Education.

2) Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham and Jha, Mithileshwar. (2007). *Marketing Management*. Pearson Education.

3) Ramaswami, V. S. and Namakumari, S. (2003). *Marketing Management*. Macmillan India Limited.



10.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Promotion is the aspect of selling, sales promtion, personal selling and advertising on communicating the benefit of the product or service to the target customers.

Ans. to Q. No. 2: Two factors which influence promotional mix are:

1) Nature of the product
2) Market size and location

Ans. to Q. No. 3: Advertising is a paid form of non-personal communication about an organization, its products, or its activities that is transmitted through a mass medium to a target audience.

Ans. to Q. No. 4: Two methods for setting advertising budgets are:

1) Percentage of sales method
2) Unit of sales method

Ans. to Q. No. 5: Two measures for evaluating advertising effectiveness are:

1) Pre-test and Post Test:
2) Communication and Sales Effect Test

Ans. to Q. No. 6: Two techniques of sales promotion are Rebate and Discount.

Ans. to Q. No. 7: Personal selling implies no. of salesmanship in building up buyer preference, conviction, and action towards purchase.

Ans. to Q. No. 8: Publicity is not directly paid form of non-personal communication about an organization or its products that is transmitted through a mass medium in the form of a news story.



10.10 MODEL QUESTIONS

Q.1: Define Promotion. Do you think promotion is necessary to sell a product?

Q.2: Explain promotional mix and its strategies in different marketing conditions.

Q.3: Explain different forms of promotion.

Q.4: Elaborate the steps to be followed for developing an advertising strategy.

Q.5: Explain how the effectiveness of an advertisement can be measured.

Q.6: Discuss different techniques of sales promotion.

Q.7: Discuss the functions of public relations.

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UNIT 11: CUSTOMER RELATIONSHIP MANAGEMENT

UNIT STRUCTURE

11.1 Learning Objectives

11.2 Introduction

11.3 Relationship Marketing Vs. Relationship Management

11.4 Definitions of Customer Relationship Management (CRM)

11.5 Forms of Relationship Management

11.6 Managing Customer Loyalty and Development

11.6.1 Developing and Maintaining the Loyalty Program Database

11.7 Reasons behind Losing Customers by Organisations

11.8 Significance of Customer Relationship Management

11.9 Let Us Sum Up

11.10 Further Reading

11.11 Answers to Check Your Progress

11.12 Model Questions

11.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- explain the meaning of Customer Relationship Management
- distinguish between Relationship Marketing Vs. Relationship Management
- know the various forms of Relationship Management
- discuss the tips of managing Customer Loyalty and Development
- identify the possible reasons behind losing customers by organisations
- realize the significance of Customer Relationship Management.

11.2 INTRODUCTION

Customer Relationship Management (CRM) is an integrated approach in identifying, acquiring and maintaining customers. It is a process which allows companies to coordinate their approach across customers,

channels and departments. Relationship Management is an integrated approach to identifying, acquiring and maintaining customers. It allows companies to coordinate their approach across channels, departments and also other entities geographically. Customer Relationship Management is the strongest and the most efficient approach in maintaining and creating relationships with customers. The features of CRM system are as follows.

1) CRM system consists of a historical view and analysis of all the acquired or to be acquired customers. This helps in reduced searching and correlating customers and to foresee customer needs effectively and increase business.
2) CRM contains each and every bit of details of a customer, hence it is very easy for tracking a customer accordingly and can be used to determine which customer can be profitable and who is not.
3) In CRM system, customers are grouped according to different aspects according to the type of business they do or according to physical location and are allocated to different customer managers often called as account managers. This helps in focusing and concentrating on each and every customer separately.
4) A CRM system is not only used to deal with the existing customers but is also useful in acquiring new customers. The process first starts with identifying a customer and maintaining all the corresponding details into the CRM system which is also regarded as an 'Opportunity of Business'. The Sales and Field representatives then try getting business out of these customers by sophistically following up with them and converting them into a winning deal. All this is very easily and efficiently done by an integrated CRM system.
5) The strongest aspect of Customer Relationship Management is that it is very cost-effective. The advantage of decently implemented CRM system is that there is very less need of paper and manual work which requires lesser staff to manage and lesser resources to deal with. The technologies used in implementing a CRM system are also very cheap and smooth as compared to the traditional way of business.

6) All the details in CRM system is kept centralized which is available anytime on fingertips. This reduces the process time and increases productivity.
7) Efficiently dealing with all the customers and providing them what they actually need, increases the customer's satisfaction. This increases the chance of getting more business which ultimately enhances turnover and profit.
8) If the customer is satisfied they will always be loyal to the marketer. This will help the marketer to remain in business resulting in increasing customer base and ultimately enhancing net growth of business.

In this Unit we are going to discuss the aspects related with relationship marketing and relationship management.

11.3 RELATIONSHIP MARKETING Vs. RELATIONSHIP MANAGEMENT

While Relationship Marketing is a sales and marketing concept, Relationship Management refers to the tools used to carry out the concept. Relationship Marketing is implemented as a strategy and includes activities such as identifying long-term sales and retention of goals, maintaining public relations, marketing and advertising campaigns. Some of the techniques which businesses use in relationship marketing include providing consistently excellent customer service, getting to know the individual and anticipating their future needs and offering discounts and special perks through loyalty programs for repeat customers.

In brief Relationship Marketing seeks to increase sales by building trust and engaging customers. On the other hand a Customer Relationship Management System allows a salesperson to quickly and consistently deliver what customers are looking for with each and every interaction, because their preferences and buying history are recorded. Relationship Management systems coordinate, automate and deliver marketing activities which help to build the long-term customer relationships that are crucial to a successful relationship marketing strategy.

11.4 DEFINITIONS OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

The literal and original meaning of the expression "Customer Relationship Management" was simply managing the relationship with customer. Today it is used to describe information technology systems and software designed to help and manage relationship with customers.

Customer relationship management is not only pure business but also ideation of strong personal bonding amongst people. Development of this type of bonding drives the business to new levels of success. Once this personal and emotional linkage is built, it is very easy for any organization to identify the actual needs of customer and help them to serve them in a better way. It is a belief that more the sophisticated strategies involved in implementing the customer relationship management, the more strong and fruitful is the business.



CHECK YOUR PROGRESS

Q.1: Distinguish between relationship marketing and relationship management.

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11.5 FORMS OF RELATIONSHIP MANAGEMENT

Customer Relationship Management systems have evolved over the years from virtually being a contact book to a holistic all-encompassing solution to enhance and nurture relationships with customers. There are various forms of Relationship management. It concentrates basically on three areas i.e. (i) Operational CRM, (ii) Analytical CRM & (iii) Collaborative CRM. A brief discussion of each one of them is given below.

1) ***Operational CRM:*** In this role, the primary aim of the CRM system is to automate and integrate three backbone functions of any business: Sales, Marketing and Support. Such system generally consists of a dashboard that provides a snapshot view of all three functions in a single page for any given customer. Operational CRM systems basically aim to streamline the business itself in three ways:
   - i) ***Sales force automation*:** This feature deals with all the stages in the sales cycle, beginning from entering all the information of a contact, through the contact's journey from being a prospect to lead to client. This deals with sales forecasting, opportunity and lead management, sales quota allocation and monitoring sales performance to dole out the right incentives. Sales force automation basically handles all sales responsibilities.
   - ii) ***Marketing automation*:** This feature concentrates primarily on automating the marketing processes. Campaign management helps in planning, creation and execution of multi-touch, multi-channel campaigns. Data obtained from analytics is used here to create finely targeted segments. Today's latest CRM systems also work on customer engagement through social media.
   - *iii)* ***Service automation*:** This part of the system is all about customer service, exception handling and support. Customers are supported through multiple channels like email, phone, ticketing portals, knowledge bases, FAQs and more.
2) ***Analytical CRM:*** In Analytical CRM, the primary aim of the CRM system is to critically analyse customer data obtained through multiple

sources and present findings so as to enable the management to make better informed decisions. Analytical CRM systems make use of techniques such as data mining, correlation and pattern recognition. These analytics help ameliorate customer service by discovering minor issues which, if undetected, have the potential to blow out of proportion and hamper brand image. This proactive study will help in building customer trust and loyalty. It also helps to find gaps in the execution of business strategy so that corrective measures can be taken to steer the business in the right direction. Basically, Analytical CRMs are all about data analysis and reporting.

3) ***Collaborative CRM:*** In Collaborative CRM, the primary aim of the CRM system is to incorporate external stakeholders like suppliers, vendors and distributors as well as share any information gleaned from customer interactions across the organization. The primary objective of collaboration is to enhance the quality and levels of customer service being offered, ultimately leading to enhanced customer satisfaction, retention and loyalty. Today, social media is a new dimension of Collaborative CRM as it increases customer engagement on a number of platforms helping businesses gain customer mind share and build brand awareness. Customer issues resolved on social media also helps to improve trust in the organization and adds to learning curve of the support structure.

11.6 MANAGING CUSTOMER LOYALTY AND DEVELOPMENT

Loyalty programs are offered by both retailers and manufacturers to stimulate continued patronage among consumers through discounts, cash, free goods, or special services (such as free magazines on specialized topics of interest to loyalty program members). Retail cooperatives pioneered loyalty programs through giving members allowances based on their annual purchases. Modern loyalty programs offer consumers points based on purchases; these points are redeemable for a broad selection of merchandise. In case the business is done directly the relationship is direct so also the

loyalty. But if the selling is through two or more intermediaries then the loyalty has to be measured at different levels. In that case the end customer loyalty is influenced by the loyalty of the intermediate customers. Then the supplier has to focus his loyalty retention plan accordingly and has to judge and analyse the loyalties of the intermediaries. This process depends on what amount of importance he gives to each of the intermediaries and how much to the ultimate customer.

There are four broad categories of loyalty programs:

Type 1: In this type of program, any customer receives a discount on selected items on the basis of swiping his/her membership card at a point-of-sale terminal. In many instances, store clerks are trained to swipe a card kept at the register if customers forget their card or are not a member. While this format may be viewed as a loyalty program by some merchants and consumers, it is not a true loyalty program since membership is open to all customers and each member receives the same discount regardless of his/her purchase history. Many of these programs are able to enrol a large number of participants due to ease of registration and low members concern for privacy.

Type 2: In this type of program, consumers get one item free, after they have purchased a selected number of items at full price. These programs resemble a quantity discount that is based on a member's total purchases, not the purchase frequency**.** Type 2 programs are typically self-managed by consumers. The consumer keeps a detailed account of his/her purchases (often on a card), which gets marked at every qualifying purchase. When the number of qualifying purchases is reached, the consumer becomes eligible for a free good or service.

Type 3: In this type of programs reward points are awarded to members based on their past purchases. Unlike Type 1 and Type 2 programs, marketers of Type 3 programs require a comprehensive database that can track a member's purchases and points. Some Type 3 programs encourage consumers to increase their purchases or reward heavy purchasers by having program tiers. Many Type 3 programs involve partnerships with complementary marketers (such as an airline, hotel chain, and car rental

firm) to facilitate a member's accumulating points and to increase the variety of reward options.

***Type 4**:* In this type of program, though most of the rules are based on points (like Type 3 programs), these programs are able to offer individual members specialized communications, promotions, and rewards based on their purchase history. The best Type 4 programs go beyond offering discounts based on past purchases. Type 4 merchants have a major commitment to loyalty programs and use these programs as an important element in their marketing strategy. Merchants that use this type of program need to develop and maintain a complex database, be adept at data mining, and be able to administer a complex communication and reward program.

11.6.1 Developing and Maintaining the Loyalty Program Database

Unlike direct marketers, many store-based retailers generally collect and analyse data based on products, not customers. Retailers need to see the role of loyalty programs as an important source of customer-based data. Without a database that tracks member behaviour and offers different rewards to each major consumer group, a firm cannot achieve the full potential benefits of its Type 3 or Type 4 loyalty program. The loyalty program database needs to reflect purchase data from each of the firm's channels, as well as its loyalty program partners. Firms also need to integrate members' demographic and credit history data into their loyalty program database. This enables marketers to build an integrated profile of its members.

- **Managing an Internal Data Warehouse and Data Mining Capacity:** In addition to developing and maintaining the loyalty program database, a Type 4 loyalty program provider needs to manage its data warehouse and data mining capability to enable the data to be used for promotional, marketing research, and segmentation purposes. The best loyalty programs gather information on product usage, purchasing habits, and attitudes and use this information to tailor products to the specific needs

of consumers. The best loyalty programs also use enrolment forms to capture demographic, usage frequency, and preference-related data.

- **Evaluating the Success or Failure of the Loyalty Program:** The success or failure of the loyalty program has to be evaluated. Many firms use multiple measures to assess a loyalty program's success. The success or failure of a program needs to reflect multiple activities beyond increased sales. A loyalty program's profitability can also vary significantly by market segment. In determining the cost effectiveness of any loyalty program, a manager needs to select the proper time horizon. The time interval should be sufficient to realize the program's goals based on the time necessary to communicate the new program, enrol members, and for members to accumulate sufficient points.
- **Enhancing Customer Loyalty:** It is necessarily required for an organization to interact and communicate with customers on a regular basis to increase customer loyalty. In these interactions and communications it is required to learn and determine all individual customer needs and respond accordingly. Following are some important aspects which suppliers should always keep in mind to increase customer loyalty:
- **Emotional attachment**: Emotional and sentimental attachment plays a vital role in increasing customer loyalty. Hence it is important for the suppliers to identify the factors which force the customers to get emotionally attached with them and should mould this information accordingly to enhance this emotional relationship.
- **Supplier's credibility:** Supplier's credibility helps to elevate customer loyalty. Credibility provides confidence and comfort to the customers regarding the reliability, durability, quality and performance of products and services. In industrial sector, the products provided by suppliers are actually used by customers for production purpose. Hence unavailability, malfunctioning or low performance of these products could highly affect the profitability in business.

- **Customer satisfaction:** Customer satisfaction is the measure of how the needs and responses are collaborated and delivered to excel customer expectation. It can only be attained if the customer has an overall good relationship with the supplier. In today's competitive business marketplace, customer satisfaction is an important differentiator of business strategies.



CHECK YOUR PROGRESS

Q.2: Why is suppliers' credibility important in CRM?

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11.7 REASONS BEHIND LOSING CUSTOMERS BY ORGANISATIONS

Without customers, it is not possible to do business. With the onset of online retailing, the competition for the customer has never been greater. The demand for an exceptional shopping experience has never been higher from customers. But too often, retailers have practices in place that work against an exceptional buying experience. Some of the reasons for which customers are lost are stated below.

1) ***Wrong Product Pricing:*** Besides cost, some of the things to consider when choosing the best strategy for retail business are the market, the channels of distribution and the competition.
2) ***Terrible Customer Service:*** It's inevitable that there will be the occasional disgruntled customer. No matter how wonderful the products are or how committed the marketer is to provide the best customer service, problems do occur.

3) ***Poor Store Atmosphere:*** A retailer cannot afford to turn off a single customer due to poor store atmosphere.
4) ***Not Knowing the Competition:*** It is important for new businesses to complete a competitive analysis during the business planning stage, but competitive intelligence can also be useful for marketing, pricing, managing and other strategic planning for retailers.
5) ***Lack of Product Knowledge:*** It is difficult to effectively sell to a consumer if one cannot show how a particular product will address a shopper's needs. A retailer has to be well versed with some of the benefits of the products which he sells.

11.8 SIGNIFICANCE OF CUSTOMER RELATIONSHIP MANAGEMENT

Customer Relationship management is the strongest and the most efficient approach in maintaining and creating relationships with customers. Customer relationship management is not only pure business but also facilitates strong personal bonding. Development of this type of bonding drives the business to new levels of success. Looking at some broader perspectives given as below we can easily determine why a CRM System is always important for an organization.

1) A CRM system consists of a historical view and analysis of all the acquired or to be acquired customers. This helps in reduced searching and correlating customers and to foresee customer needs effectively and increase business.
2) CRM contains each and every bit of details of a customer, hence it is very easy for track a customer accordingly and can be used to determine which customer can be profitable and which not.
3) In CRM system, customers are grouped according to different aspects according to the type of business they do or according to physical location and are allocated to different customer managers often called as account managers. This helps in focusing and concentrating on each and every customer separately.

4) A CRM system is not only used to deal with the existing customers but is also useful in acquiring new customers. The process first starts with identifying a customer and maintaining all the corresponding details into the CRM system which is also called an 'Opportunity of Business'. The Sales and Field representatives then try getting business out of these customers by sophistically following up with them and converting them into a winning deal. All this is very easily and efficiently done by an integrated CRM system.
5) The strongest aspect of Customer Relationship Management is that it is very cost-effective. The advantage of decently implemented CRM system is that there is very less need of paper and manual work which requires lesser staff to manage and lesser resources to deal with. The technologies used in implementing a CRM system are also very cheap and smooth as compared to the traditional way of business.
6) All the details in CRM system is kept centralized which is available anytime on fingertips. This reduces the process time and increases productivity.
7) Efficiently dealing with all the customers and providing them what they actually need increases the customer satisfaction. This increases the chance of getting more business which ultimately enhances turnover and profit.
8) If the customer is satisfied they will always be loyal to you and will remain in business forever resulting in increasing customer base and ultimately enhancing net growth of business.

Installing a CRM system can definitely improve the business and help in challenging the new ways of marketing in an efficient manner. Hence in the era of business, every organization should be recommended to have a full-fledged CRM system to cope up with all the business needs.



11.9 LET US SUM UP

In this unit, we have discussed the following aspects:

- The literal and original meaning of the expression "Customer Relationship Management" was simply managing the relationship

with customer. Today it is used to describe information technology systems and software designed to help and manage relationship with customers.

- Customer Relationship Management (CRM) is an integrated approach in identifying, acquiring and maintaining customers. It is a process which allows companies to coordinate their approach across customers, channels and departments. Relationship Management is an integrated approach to identifying, acquiring and maintaining customers.
- Customer Relationship Management systems have evolved over the years. There are various forms of Relationship management. It concentrates basically on three areas i.e. (i) Operational CRM, (ii) Analytical CRM and (iii) Collaborative CRM.
- Loyalty programs are offered by both retailers and manufacturers to stimulate continued patronage among consumers through discounts, cash, free goods, or special services (such as free magazines on specialized topics of interest to loyalty program members). There are four broad categories of loyalty program. They are: (i) Type 1, (ii) Type 2, (iii) Type 3, (iv) Type 4.
- Customers may be lost for (i) Wrong Product Pricing, (ii) Terrible Customer Service, (iii) Poor Store Atmosphere, (iv) Not Knowing Your Competition and (v) Lack of Product Knowledge
- We have learnt that Customer Relationship management is the strongest and the most efficient approach in maintaining and creating relationships with customers. Customer relationship management is not only pure business but also facilitates strong personal bonding within people.



11.10 FURTHER READING

1) Andreasen, Alan R. and Kotler, Philip. (2006). *Strategic Marketing for Non Profit Organizations* (6th Edition). pp 10-12. Pearson Education.

2) Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham and Jha, Mithileshwar. (2007). *Marketing Management*. Pearson Education.
3) Ramaswami, V. S. and Namakumari, S. (2003). *Marketing Management*. Macmillan India Limited.



11.11 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Relationship Marketing is a sales and marketing concept. Relationship Management refers to the tools used to carry out the concept. Relationship Marketing is implemented as a strategy and includes activities such as identifying long-term sales and retention of goals, maintaining public relations, marketing and advertising campaigns. On the other hand a Customer Relationship Management System allows a salesperson to quickly and consistently deliver what customers are looking for with each and every interaction, because their preferences and buying history are recorded. Relationship Management systems coordinate, automate and deliver marketing activities which help to build the long-term customer relationships that are crucial to successful relationship marketing strategy.

Ans. to Q. No. 2: Supplier's credibility helps to elevate customer loyalty. Credibility provides confidence and comfort to the customers regarding the reliability, durability, quality and performance of products and services. In industrial sector, the products provided by suppliers are actually used by customers for production purpose. Hence unavailability, malfunctioning or low performance of these products could highly affect the profitability in business.



11.12 MODEL QUESTIONS

Q.1: Explain the importance of Customer Relationship Management in an organization.

Q.2: Distinguish between Relationship Marketing and Relationship Management

Q.3: Define Customer Relationship Management (CRM)

Q.4: Describe the various forms of Relationship Management

Q.5: How can Customer Loyalty Programs be mearged in airline services?

Q.6: Identify the possible reasons behind losing customers by organizations

Q.7: Write a note on the significance of Customer Relationship Management.

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UNIT12: EMERGING TRENDS IN MARKETING

UNIT STRUCTURE

12.1 Learning Objectives

12.2 Introduction

12.3 Customer Relationship Management

12.3.1 Features of ECRM

12.3.2 Difference Between CRM and ECRM

12.3.3 Future CRM Trends

12.4 E-commerce

12.5 Green marketing

12.6 Social Marketing

12.7 Rural and Developmental Marketing

12.8 Services Marketing

12.9 Let Us Sum Up

12.10 Further Reading

12.11 Answers to Check Your Progress

12.12 Model Questions

12.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- explain the emerging trends in CRM
- explain the emerging trends in E-commerce
- know the emerging trends in green marketing
- know the emerging trends in social marketing
- know the emerging trends in rural and developmental marketing
- state the emerging trends in services marketing.

12.2 INTRODUCTION

The first two decades of 21st century have changed the ways and means of conducting marketing activities. There have been paradigm shifts in marketing mainly because of the advent of the digital modes and the changes in the environmental forces. The changes have been all pervasive.

The product life cycles are getting shorter. The rate of introducing new products in the market has gone up. Prices have become more competitive. Even the buyers are in apposition to decide on the prices that they will pay. In the distribution and logistics scenario lot of changes have taken place because of the advent in ICT and supply chain management. Likewise, digital advertising and out of home advertising etc. have changed the landscape of marketing. All the emerging trends in all the areas cannot be discussed in one unit. In this Unit we shall discuss about the indicative trends in marketing with a sectoral approach. The sectors identified are CRM, e marketing, green marketing, social marketing, rural marketing, developmental marketing and services marketing.

12.3 CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

CRM is the process of carefully managing detailed information about individual customers and all the interaction points (touch points) to maximize loyalty. It has been stated that CRM trends will give marketing and sales professionals all the required data inside their inbox.

CRM software helps businesses to manage customer relationship and enhance customer loyalty. With the help of CRM, marketing programs can be optimized. There is a new trend in CRM which exploits the power of internet. Electronic Customer Relationship Management (ECRM) aims at developing and integrating all CRM functions with the use of digital communication tools. These tools are Email, chatrooms, instant messaging, forums, etc. ECRM is facilitated by the ease of internet access from various computing devices such as desktops, laptops, tablets, and smartphones.

12.3.1 Features of ECRM

- It enables the businesses to interact with their customers and employers using internet.
- ECRM offers seamless integration of CRM processes.
- ECRM is speedy and reliable.
- It is highly secured from threats.

12.3.2 Difference Between CRM and ECRM

The differences between CRM and ECRM can be understood with the help of the following table.

Table 12.1: Difference between CRM and E-CRM

CRM	ECRM
Conventional CRM uses telephone, fax, and retail store for contacting customers.	ECRM uses internet with Personal Digital Assistant (PDA) devices.
It takes care of the customers via Internet.	The customer is able to take care of himself using internet.
It needs the user to download supporting Apps to access web-enabled applications.	In ECRM environment, there is no such requirement.
CRM system design is products and functions oriented.	ECRM system is customer oriented.
Cost of maintenance is high.	Cost of maintenance is lesser.
Time taken for maintenance is long.	Maintenance time is lesser.

12.3.3 Future CRM Trends

Some of the upcoming trends in CRM are listed below

i) *Integrating Data from Multiple Channels:* The CRM solution providers are working on moving social media data to more secure communication channel. Unstructured data coming from multiple channels such as Email and mobile smartphones can also be integrated.

ii) *Handling Big Data:* CRM solution providers are also exploring how big data can be managed well to be able to use effectively.

iii) *Shifting to Cloud-based CRM:* The cloud-based CRM lessens the burden of business for investing in infrastructure and its use are being explored.

iv) *Social CRM:* The social media presence of marketers is increasing. All major marketers like Lakme, P&G etc. have presence in Facebook. The new age customers read reviews, recommendations, and judge the product or service before deciding to purchase. Social CRM tools are in use in the CRM software of marketers as the social media brings new insights.

v) *The Mobile CRM is emerging powerful:* CRM solution providers are investing heavily in the mobile platforms of CRM applications.

vi) *User friendliness:* CRM solution providers are also working on providing simpler and easier ways of handling customer data using all forms of devices.

vii) *CRM Software Systems with Wearables:* It is another emerging trend. Wearable are the devices worn by the consumers to track their health and fitness and to get real time information of customers. The businesses can then engage with their customers effectively and discover opportunities of selling and enhancing customer relationships.

viii) *CRM to xRM:* xRM is eXtreme Relationship Management, or Any (replace X with any value) Relationship Management. The scope of XRM includes any entity, not only customers. For example, a business has to managing contracts, grievances, policies, assets, taxes, employees, provident fund, etc. With xRM, a business can manage the relationship of any entity within itself.



CHECK YOUR PROGRESS

Q.1: What are the features of ECRM?

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Q.2: What is the main difference between CRM and ECRM?

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12.4 E-COMMERCE

E-commerce uses a Web site for transaction and facilitation of sale of products and services online. As we all know, online sales have exploded in the last few years. Because of online marketing, different types of consumers can avail convenient, informative and personalized experiences. Cost of retail floor space, staff and inventory can be reduced. The widespread penetration of cell phones and smart phones allows people to connect to the Internet and do online shopping. In India, where financial inclusion is not there to the desired extent, mobile phones may serve as an alternative. Prominent service providers are partnering with various banks and financial institutions to provide such services. ICICI iMobile is a mobile phone based banking application. It allows users to access a host of banking services like fund transfer and shopping like booking air tickets. Because of the personalized approach, there are some privacy issues. Location based services may enable a company using GPS technology to know the private matters of the customers. M-commerce has a strong foothold in many countries. Millions of Japanese teenagers carry DOCOMO phones to engage in multifarious transactions. In the United States also, mobile marketing is becoming widely prevalent. Retailers like Amazon.com, Sears etc. have launched m-commerce sites that allow buyers to buy books, medicines and even services like lawn mowing from their smart phones. Consumers are also sharing their use experiences of products and services.

Companies like Procter & Gamble, which used traditional physical channels of distribution for years has embraced e marketing. They are selling some big brands like Tide, Pampers Olay etc. online. This enables them to track online habits of customers. With the traditional big players in physical distribution, managing online and offline channels has become a big priority.

In today's context, the emerging question is how to sell both through intermediaries and online.

No business is restricted to one place, one city or even one country anymore. Everything is global. E-commerce industry has taken a ride and has come to become the need of the hour. There are new trends emerging in this space, such as:

i) **Moving to Mobile Commerce:** E-commerce stores must fit in all screens in order to enhance customer experience. As per recent Forbes study, 87% of the gen-X people spend most of their time on digital devices every day than ever.

ii) **Options in Payment:** New payment modes are emerging to enhance online shopping experience with increased payment security for both buyers and sellers. Many new models and gateways have emerged like e-wallets, Chip card readers, magnetic cards, EMV and cashback services.

iii) **Multi-Channel Model:** It has been observed that many customers may surf net all day but at the end do need a brick and mortar store to make the final purchase. In store digital services are emerging to make the physical store experience better. Marketers need to strike the balance between online and offline presence.

iv) **Seamless Shopping Experience:** Easy wallets with discounts and coupons or unique store debit cards, recharge vouchers etc. facilitate smooth experiences in shopping.

v) **Social E-commerce:** Social media is increasingly being used as lead sales medium.

vi) **Quality Rather than Quantity: C**ustomised shopping experiences are being enhanced by introducing new features. The emphasis is now being laid on unique online features like virtual trial rooms, zoom in pictures, 360-degree image view.

vii) **Customer Relationship:** It requires well integrated technology supporting easy payments and high tech shopping experience. The focus is now being shifted from discounts to better integrated technology services.

viii) **Customer Service:** With the increasing online shopping, customers can choose amongst great variety at the comfort of their own space anywhere, anytime 24/7 new facets of customer service are emerging.

With more shopping and payment options than ever, customers have become more informed and empowered. The marketers are facing the need to merge online and offline systems to facilitate easy working. It is the need today to stay upbeat with the changing trends and technology to stay long.

12.5 GREEN MARKETING

Green marketing is an emerging trend in modern market. Consumers' environmental concerns are real. Global warming has been an emerging threat. Converting this concern into concerted actions by marketers and consumers is an emerging challenge.

The environmentalists are targeting the industrial sectors as the major contributors for depleting natural resources and environmental destruction. Production and marketing divisions of industries are stressed more for the environmental concerns and fulfilling the market demands as well. The new concept of green marketing addresses the issues of production, consumption and marketing of the products to ensure environmental safety. Green marketing is the marketing of products that are presumed to be environmentally safe. Green marketing incorporates a broad range of activities, including product modification, changes in the production process, packaging changes as well as modifying advertising.

Consumer expectations as regards corporate behavior with the environment have been changing in a significant manner. Consumers characteristics vary with regard to their environmental sensitivity. The consumers can be categorized as follows based on their degree of commitment.

- **Genuine Greens:** These consumers think and act green to a great extent.
- **Not-me Greens:** These consumers are pro-green, but moderately exhibit green behaviors.
- **Go-with-the-flow Greens:** These consumers are engaged in green some green behaviours.

- **Dream Greens:** these customers seem to care a lot about the environment, but they do not seem to have the required knowledge or resources to something about green.
- **Business First Greens:** For this category, the environment is not a huge concern.
- **Mean Greens:** This category of consumers claims to be aware of environmental issues but does not express pro-green behaviours.

The categories as outlined above indicate that concern for green marketing is there but the responses are not that uniform. Some marketers may assume that the new age young customers are more concerned about the green issues. However, there are research evidences which show that older consumers take their eco-responsibilities more seriously. It is difficult to generalize issues on green marketing.

Companies like Toyota, HP, IKEA, P&G etc. have linked themselves to environmental and sustainability programmes. Some marketers keep a low profile as regards their green marketing initiatives. For example, Nike uses recycled sneakers in its soles of new shoes. But, Nike chooses not to publicize that fact. They want to keep their focus on performance,

The practices in green marketing are changing rapidly. Both the consumers and marketers have started responding to the issues, problems and proposed solutions to the environmental problems. That green marketing has been a concern of marketers and stakeholders of marketing is an important emerging trend of marketing.



CHECK YOUR PROGRESS

Q.3: What is the difference between genuine greens and mean greens?

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12.6 SOCIAL MARKETING

Social marketing is an application of generic marketing to a specific class of problems. In this sense it is similar to retail marketing, political marketing or industrial marketing. What, then, distinguishes social marketing from other types of marketing? Social marketing differs 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 behaviours not to benefit the marketers but to benefit the target audience and the general society. Social marketing programmes, by definition, are generic marketing programmes carried out to change behaviours that are in the individual's or society's interests. It can be carried out by anyone: individuals, informal groups, or formal organizations.

Marketing is a pervasive societal activity that goes considerably beyond the selling of toothpaste, soap and other consumer goods. The election campaigns and political contests remind us that candidates are marketed as well like any other marketing entities. Recruitment in colleges and universities remind us that higher education is marketed; and fundraising for some socially desirable activities reminds us that "causes" are marketed. A number of different types of organizations conduct social marketing exercises. The organizations include government departments, autonomous institutions supported by foundations, political parties, religious groups, business houses, NGOs etc.

Behaviours are always the focus. It is this focus and commitment that distinguishes social marketing from education. The social marketing aims at modification of behavior of the target participants on a regular basis. Advertising alone cannot move people from awareness to interest and then, to action. In the area of health, social marketing efforts have been used to reduce tobacco use, exercise regularly, prevent and control diabetes and heart attack, curb the spread of HIV/AIDS, improve oral health, defect concerns early by self-examination etc. All these require changes in individual behaviours. For a variety of reasons, this is one of the toughest of all marketing assignments, because this asks people to–

i) Give up pleasure (save water)
ii) Be uncomfortable (wear a helmet)
iii) Be embarrassed (take a colonoscopy)
iv) Develop new habits (take the pool car)
v) Learn a new skill (compost food waste)

In the 21st century, we have to gear ourselves to many changes; changes interact with time– whether demographic changes, political changes, technological changes or simple changes of any kind. Most of these changes will come any way– it we do not manage them, they will overwhelm us. To that extent, productivity will always have to be in focus. Banks in India have a developmental role. A marketing and service orientation in this regard can go a long way in improving the effectiveness.

12.7 RURAL AND DEVELOPMENTAL MARKETING

In the context of a rural economy how a service product is defined and offered has a great significance. Let us take the example of banking services. Accepting deposits and extending credit is no longer the only core product the banks have to offer. The product has been augmented and the augmented product embraces several dimensions. Banks have initiated credit plus services such as setting up rural training centres for small enterprises, farmers' clubs, knowledge centres and credit counseling centres for educating the semi urban and rural population with respect to minimizing yield risk and price in agriculture.

To address the last mile challenges in rural areas, marketers are adopting innovative solutions like cloud computing. Cloud computing refers to internet based computing where the delivery of services is through servers; storage and other resources are served from the web rather than on-premise assets. Dependence on hard elements is reduced significantly. Branchless banking uses cloud computing to take banking services to the un-banked.

The huge un-banked population presents a great opportunity for marketers to tap the rural market. Rural customers need credit not only for productive purposes but also for their consumption needs. To meet the credit needs of rural people, loans to MFI (Micro Finance Institutions) for

relending purposes have evolved as effective instruments. SHG Bank linkage model has been a successful micro finance approach. All these experiments indicate a huge scope for rural, social and developmental marketing in the context of an emerging economy.

The organizations in the corporate sector need to go way beyond simply selling to the rural masses at the Bottom of the Pyramid (BoP). They should look at the poor not only as consumers, but also as producers/suppliers of goods and services. This kind of an approach offers the promise of adding economic value to the goods and services contributed by the poor and can therefore impact poverty positively. This approach is called inclusive marketing. ITC's e-choupal is an example of inclusive marketing. The business model ensures that farmers as producers get better value for their produce. Once their incomes are enhanced, the model then uses the same channel created for procuring produce to push the relevant goods and services needed by the farmers as consumers. The government and the private sector need to come together to promote inclusive marketing and grow the size of the rural pie through the development of reverse distribution channels.

The share of rural wallet has been rapidly shifting from food to nonfood items over the last decade, primarily in favour of education, travel recreation and personal care. The rural consumers are evolving and cannot be simply categorized as ones like the poverty stricken who is illiterate, stereotyped with a fear of change and a reluctance to spend.

The rural economy has changed from a slow growth, subsistence agriculture economy to a fast growth economy. Economic liberalization and government led infrastructure development have opened up the rural economy. Better access to goods, markets and funds has kick started the more resilient non-farm sector towards growth. The farm earnings have increased. The rural economy has undergone a favourable transformation in terms of rising income and aspiration levels fueling consumption growth. The importance of the rural economy can be gauged from the fact that nearly 70 percent of India's population, 56 percent of its income, 64 percent of its expenditure and 33 percent its savings come from rural India. Rapid increase in rural literacy levels, improvement in health indicators, increase in per capita

expenditure, improvement in housing, decline in poverty levels, increase in life expectancy etc. are factors that have resulted in the improvement of human development indicator in India despite the daunting challenges. For all these aspects, rural and developmental marketing is an emerging phenomenon.

12.8 SERVICES MARKETING

The share of services sector to the gross domestic products of many countries exceeds the share of manufacturing in many countries today. The government sector with hospitals, schools, courts, military, fire departments etc.; the nonprofit sector like zoos, museum, foundations, business sector like airlines, private hospitals, motion picture companies etc. –all provide a variety of services. Many workers like accountants, lawyers etc. in the manufacturing organizations are service providers. Service firms once lagged behind manufacturers in their use of marketing because they were small and did not face much competition. The scenario has changed in late 20th and early 21st century. The future trend is also towards more and more of services only. Service marketers are recognizing the new service realities like–

i) Newly empowered customer because of enhanced competition and digital facilitation
ii) Customer coproduction i.e. customers are taking active part in service design and delivery making it a customized/ mass customized approach
iii) Employee engagement in service touchpoints and customer contact positions as the service quality of a firm is tested at each service encounter.

Consumers value convenience in services. An emerging trend in marketing of services is to facilitate the use of self-service technologies (SST) replacing many persons to persons' interactions. Not only the traditional vending machines, we find ATMs, self-updating of bank pass books, self-check in at airports, self-check-out at hotels and a variety of other activities on the Internet. Investment trading, air ticketing, customization of products are the new things which are emerging.

The services sector is the lifeline for the socio economic growth of a country. As stated earlier, today it is the largest and fastest growing sector. This sector has witnessed a major boom and recently it has been one of the major contributors to both employment and national income in many countries. It contributes 57 percent of the GDP and employs 34 percent of the workforce in India. This growth is also reflected in the rural economy, which has moved from farm to non-farm. In rural markets, services primarily comprise of retail trading, transportation and communication, financial services, healthcare, housing, construction, education and community/social services. Among services, sectors like telecommunication, finance, healthcare and entertainment have witnessed an impressive growth in rural markets and marketers have used innovative ways to take these services to rural markets. For example, launched in Maharashtra in 2008, Nokia Life Tools aims to provide users with direct access to information that can change how they do business. It delivers agricultural information along with other educational resources and entertainment to users over SMS. The agricultural part of the service is provided in conjunction with Reuters Market Light. Information provided in the localized context includes weather conditions, advice about crop cycles and general tips and techniques as well as market prices for crops, seeds, fertilizers and pesticides.



12.9 LET US SUM UP

In this Unit we have discussed that marketing has changed a lot. In the late 20th century and the first two decades of the 21st century, the marketers have to be more focused on customer relationship management. Not only with customers, the new reality is any stakeholders. In this context we discussed xRM. The marketers have to be highly concerned with the green issues. As we have discussed rural marketing is changing rapidly. Developmental marketing is the call of the day. Likewise, in social marketing also, marketers have to be more focused with the new age issues. We have also discussed that marketing of services faces new realities in the

21st century due to customer empowerment, customer coproduction and the need to satisfy employees as well as customers.



12.10 FURTHER READING

1) Andreasen, Alan R. and Kotler, Philip. (2006). *Strategic Marketing for Non Profit Organizations* (6th Edition). pp 10-12. Pearson Education.
2) Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham and Jha, Mithileshwar. (2007). *Marketing Management*. Pearson Education.
3) https://www.tutorialspoint.com/customer_relationship_management/crm_emerging_trends.htm



12.11 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: The features of ECRM are as follows

a) It enables the businesses to interact with their customers and employers using internet.
b) ECRM offers seamless integration of CRM processes.
c) ECRM is speedy and reliable.
d) It is highly secured from threats.

Ans. to Q. No. 2: The main difference between CRM and ECRM is conventional CRM uses telephone, fax, and retail store for contacting customers, whreas ECRM uses internet with Personal Digital Assistant (PDA) devices and web based applications

Ans. to Q. No. 3: The difference between Genuine Greens and Mean Greens are in two extremes.

In case of genuine greens consumers think and act green to a great extent. The Mean Greens represents the category of customers who claim to be aware of environmental issues but do not express pro-green behaviors.



12.12 MODEL QUESTIONS

Q.1: What are the emerging trends in CRM?

Q.2: Distinguish between CRM and ECRM.

Q.3: What are the emerging trends in E-commerce?

Q.4: What are the emerging trends in green marketing?

Q.5: Discuss the emerging trends in social marketing.

Q.6: Discuss the emerging trends in rural and developmental marketing.

Q.7: Discuss the emerging trends in services marketing.

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UNIT 13: CASE STUDIES

An Introduction on Management Cases: In simple terms, a case is a description of a management situation. The length of a case may vary from one page to several pages. In some cases to present quantitative and analytical data and information, exhibits and figures are provided. All these information provide the required inputs for case analysis. While reading and analysing the case, the reader should try to find out the management problem in the case. The focus of the case should be identified. Cases may be prepared from field data or from published sources. The websites of the concerned business organizations or the published reports etc. provide the required information. Information related with some of the cases may be available in the public domain. Some cases may require analysis of interpersonal relations, disciplinary issues in an organization. In those situations, in house materials in the organization provide the required information and those information are presented in the case. A case is not written or analysed to illustrate correct or incorrect handling of an administrative situation. There is no bias towards a particular conclusion. The analysis should be rational, free from bias. A chronological series of cases based on a single organization is sometimes used to expose the learner to an organization's cumulative experience with a situation.

Cases are used to develop an analytical bent of mind and also for class discussion in a variety of educational programs. At the KKHSOU in the Master of Business Administration (MBA) Programme a few cases have been offered in this Unit for reading and analysis by the learners. The short cases (can also be said as case lets) offer the learners an experience in dealing with complex, realistic situations. The emphasis is on analysis and exposure to decision making in real life organizational situations.

In some cases questions are given at the end of the case. In those cases the learners should read the case and answer the questions with an analytical approach. In the cases, where information may be available in the public domain, the learner may update himself or herself accordingly before approaching the issues. In some cases, there may not be some questions

at the end. In those cases, while answering the questions the learners should try to identify the main problem and the key issues, search for the decision alternatives and should try to contemplate measures towards solving the management problem.

Case Study 1: Hyundai

The **Hyundai Motor Company** is a multinational automotive manufacture of South Korea with headquarters in Seoul, South Korea. The company was founded in 1967. Along with Kia Motors, (its 32.8% owned subsidiary) Hyundai is one of the world's largest automakers. In 2008, Hyundai Motor (without Kia) was ranked as the eighth largest automaker. Hyundai operates the world's largest integrated automobile manufacturing facility in South Korea which has an annual production capacity of 1.6 million units. The company employs about 75,000 people worldwide. Hyundai vehicles are sold in 193 countries through some 5,000 dealerships and showrooms.

Hyundai has six research and development centres, located in Korea, Germany, Japan and U.S. Hyundai has invested in manufacturing plants in U.S., India, the Czech Republic, Russia, China and Turkey. Hyundai has a manufacturing plant at Irungattukottai near Chennai, India. Hyundai Motor India Limited is one of the second largest auto exporters of India. It has a strategy of making India the global manufacturing base for small cars.

India: Hyundai sells several models in India, the most popular being the Santro Xing, i10, i20, Hyundai EON etc. On 3rd September 2013, Hyundai launched its much-awaited car, Grand i10 in petrol and diesel variants. Other models include the Getz, Accent, Elantra, Verna, Santa Fe. The manufacturing plants in Tamil Nadu have a combined annual capacity of 600,000 units. In the year 2007, Hyundai opened its R&D facility in Hyderabad. Hyundai Motor India Engineering (HMIE) gives technical & engineering support in vehicle development and CAD and CAE support to Hyundai's main R&D centre in Namyang, Korea. In mid-2014, Hyundai launched Xcent and Elite i20, based on success of Grand i10.

Kia motors Corp is likely to announce its plans for India entry in 2016 as it is finalising the finer details of the product mix, production, sales and

marketing strategies. The car maker may set up a plant in India with an initial production capacity of 2.5 lakh per annum and option of scaling it up later.

Japan: Despite having growing sales worldwide, Hyundai struggled in Japan. Following an announcement on November 2009, Hyundai pulled their passenger car division out of the Japanese market and focused on their commercial vehicle division instead. The company is hopeful about the market potential in Japan.

Egypt: Hyundai cars are also manufactured in Egypt. They have a wide range of products including offers of sports models.

Once synonymous with cheap and unreliable cars, Hyundai motor Company has experienced a massive global transformation. In 1999, its new Chairman, Mong Koo Chung, declared that Hyundai would no longer focus on volume and market share but on quality instead. A number of changes were instituted: Hyundai began to benchmark industry leader Toyota, adopted six sigma processes, organised product development cross functionally, partnered more closely with suppliers, and increased quality improvement meetings. From a place near the bottom of JD Power's study of U.S. new vehicles' quality in 2001 – 32nd out of 37 brands – Hyundai zoomed to number four by 2009, surpassed only by luxury brands Lexus, Porsche and Cadillac. Hyundai also transformed its marketing and advertising campaigns.

The U.S. market was not the only one receiving attention from Hyundai and its younger, more affordably priced brand sibling Kia. Hyundai is the second largest car maker in India, it is supplying Europe with a new 1billion Euro factory in the Czech Republic, and a joint venture with Beijing Automotive Hyundai is targeting China also.

Question: *What could be the reasons of success of Hyundai in some countries? What could be the reasons of Hyundai not doing well in some markets?*

(The case is written from materials available in the book on Marketing Management by Kotler et al, 14e, 2013, page 538, web *materials from http://m.hyundai.co.in and* https://en.wikipedia.org/wiki/**Hyundai**_Motor_Company*, and The Business Telegraph dated 15th November, 2016)*

Case Study 2: Local Dynamos

An extensive study by Boston Consulting Group (BCG) identified 50 firms in 10 emerging economies as 'local dynamos'. According to BCG, the characteristics of local dynamos are:

i) It is prospering in home market
ii) It is fending of multinational rivals
iii) It is not focused on expanding abroad

In Mexico, a retailer and financial corporation called Group Elektra is selling washing machines, refrigerators, televisions and other items on credit to people making less than 10 dollar a day. They have many stores where people can withdraw, deposit and transmit cash.

Brazilian budget airline Gol targeted thrifty Brazilian consumers willing to sacrifice convenience for price; planes often depart at odd hours and make multiple stops.

In India, Gujarat Cooperative Milk Marketing Federation (GCMMF), owner of Amul, with about 3 million farmer members, sells dairy products through a distribution network of dealers comprising more than 5000 and 1 million retailers. The brand is supported by one of the longest running and best loved ad campaigns in India. The ice cream and chocolate milk businesses have survived the entry of Unilever and Nestle.

Amul hit a top line of over Rs 20,000 crore for the first time in the financial year ended March 2015 equivalent to the combined revenue of the food businesses of its three closest rivals Nestle, Hindustan Unilever and ITC (based on their figures for FY14).

Speaking to Business Standard, R. S. Sodhi, GCMMF's MD, said, "Yes, we are ahead of these companies. But our top line growth for FY15 was 14.28 per cent over the previous year's. While this rate of growth was lower than what we had achieved in FY14, the domestic consumer business grew at the rate of 21 per cent during the period under review.

In FY15, milk prices crashed by as much as 20/25 per cent, as private dairies cut purchases resulting in excess supply to cooperatives such as GCMMF. This up and down movement of milk prices has prompted GCMMF in the last few years to shift its attention to value added products, which,

according to industry sources, give the cooperative about 35 40 per cent of its top line today. The balance comes from liquid milk. Five years ago, liquid milk was 80 per cent to 90 per cent of the company's top line, say experts tracking the sector. However, categories such as as UHT milk (or milk in tetra packs), dahi, butter, milk based beverages and ice-creams have seen higher growth, Sodhi says, in the region of about 25 35 per cent per annum.

In contrast, liquid milk has been stagnant, growing in low single digits, experts say. Youth products, in specific, is something that the dairy major, Sodhi explains, has been focusing attention on aggressively this year. "Products such as Amul Cool, Epric icecream,a malted beverage called Amul Pro and an energy drink called Stamina are some of the products that we are counting on," he said. Of the above four, Epic ice-cream, Amul Pro and Stamina were launched in the last two months. While Epic ice-cream has been launched in metros such as Delhi and Mumbai, GCMMF is expected to take it to more cities and is expected to begin promoting Amul Pro and Stamina in the next few months. The cooperative will also launch Amul Cool in PET bottles shortly.

Question: *What are the emerging trends in the business environment of Amul? Can Amul be considered as a local dynamo of India?*

Note: The case is adapted from news material published in The Business Standard on May 5, 2015 (Topping the Chart with ease and Amul owner tastes Rs.20.k crore mark in annual turnover) and also from the website of Amul.) In addition to these materials available on Local dynamos in the book on Marketing Management by Kotler et al, 14 e, 2013, page 541 has also been studied.

Case Study 3: McDonald's

McDonald's is the world leader in QSR (Quick Service Restaurants). Their presence in 118 countries with 33,000 restaurants glorifies its position as world leader and as a fast food giant. This huge network is not easy to manage where guest expectations in different countries are clean, hygienic, tasty and quick food every time. The credit of this successful availability goes to the unique supply chain management the company follows and control over its huge network.

McDonald's allows countries and regions to customize its basic layout and menu staples. In China, corn replaces fries in Happy Meals, some U.S. stores blend fruit smoothies, and Australia and France have Starbucks-like lounges. In India, the mutton based Maharaja Mac replaces the beefy Big Mac, and cottage cheese wraps and potato patties are offered for vegetarians. In cities plagued by traffic tie-ups like Manila, Taipei, Jakarta and Cairo, McDonald's delivers via fleets of motor scooters.

McDonald's is present in more than 40 cities of India with 250 eating outlets and adding more every now and then. The company outsources the huge supply chain. This supply chain is multi-layered but very well coordinated. McDonald's Supply Chain is quite uniquely handled with least number of employees on McDonald's payroll. The control on outsourced entities is commendable. With ever growing business of fast food, McDonald's has laid down its systems efficiently and the company is expanding at a fast speed.

For training their staff company takes all its measure through intensive programmes. Utmost care is taken for management of quality in all aspects of management functioning.

McDonald's being a limited menu restaurant is characterised by speed of operations, serving more than 67 million customers each day globally. In India, the first outlets of the chain threw open their doors to the public in Delhi and Mumbai in. In India McDonald's serves 6,50,000 customers daily.

McDonald's Supply Chain is quite uniquely handled with least number of employees on McDonald's payroll. The control on outsourced entities is commendable. With ever growing business of fast food, McDonald's has laid down its systems efficiently. The chain is expanding at a fast speed.

Question: *Can the model of McDonalds be replicated in global markets of other sectors as well?*

Note: The case let is adapted from the Case Study on the McDonald's Supply Chain in India, by Prof. Kshitiz Sharma, published in Asia Pacific Journal of Marketing & Management Review, Vol.2 (1), January (2013) Online available at indianresearchjournals.com. In addition to these materials available on McDonald's in the book on Marketing Management by Kotler et al, 14e, 2013, page 549 has also been studied.

Case Study 4: IKEA

IKEA retailing started as an idea in Sweden more than 70 years ago. What today is the IKEA concept has evolved during many years of its functioning. The idea is still improving. Inter IKEA Holding B.V. (located in the Netherlands), is the holding company for all IKEA-related businesses that were previously part of Inter IKEA Group. A corporate restructuring was done with the ambition for planned transaction to simplify and improve the IKEA franchise system, creating better conditions for increased customer focus and future expansion.

Around the globe, a large number of companies operate under the IKEA trademarks. All IKEA franchisees are independent of Inter IKEA Group. A large group of franchisees are owned and operated by INGKA Group. Inter IKEA Group and INGKA Group have the same founder, and a common history and heritage, but have operated under different owners and management since the 1980s.

To improve the IKEA franchise system and clarify roles, IKEA range, supply and production activities were transferred to the new Inter IKEA Group headed by Inter IKEA Holding B.V. The ownership changes came into effect on 31 August 2016. The Inter IKEA Group is now composed of three core businesses – franchising, range and supply and industry. The entities were designed to work together to build a stronger franchise system, to build an even better IKEA offer together with retailers and suppliers based on existing and new strengths in their value chain.

The IKEA Concept is a living concept. It was developed together with IKEA retailers and other contributors. Together they strive to stay in the forefront of global trends and changes in retailing. The company has a policy of listening to the needs of IKEA retailers based on real-life shop floor experience. And they work to get better insight into what many people need in order to improve their life at home. All these are likely to ensure that the IKEA Concept remains successful in a dynamic world.

Inter IKEA Systems business units are focused on the following key areas:

Conceptualisation: They continuously develop the IKEA Concept and ensure that the foundation of the IKEA Concept is always relevant, available and known. A team of individuals develops the IKEA Concept for customer participation, convenience and accessibility.

Expansion: The company always strive to ensure successful implementation and protection of the IKEA Concept in existing and new markets.

Intelligence: They inspire and enable IKEA people to make well-founded decisions based on relevant and actionable business and consumer knowledge.

Competence: They work to strengthen the IKEA culture and enable IKEA people to develop their competence to meet customer and business needs.

The experience in China: IKEA used market penetration pricing to derive the advantages in China's market for home furnishings. When the Swedish home furnishing giant opened its first store in Beijing in 2002, shops were selling copies of its designs at a fraction of IKEA's prices. The only way to attract price sensitive and deal prone customers in China was to slash prices. The strategy of western brands was remarkable. These brands in China usually priced products such as makeup and running shoes 20-30 per cent higher than in their other markets. This was done to make up for China's high import taxes and to give their products added cachet. By stocking its Chinese stores with Chinese made products, IKEA had been able to slash prices as low as 70 per cent below their level outside China. IKEA maintained sizable stores in Beijing, Shanghai, Guangzhou, Chengdu, and Tianjin, opening one or two new locations each year.

Question: Analyse the marketing strategy of IKEA. What precautions are required for success in markets like China?

Note: The case is developed from contents in the website of IKEA http://www.ikea.com. In addition to these, materials available on McDonald's in the book on Marketing Management by Kotler et al, 14 e, 2013, page 554 has also been studied.

Case Study 5: L'Oreal

For more than a century, L'Oréal has devoted itself solely to one business: beauty. It is a business rich in meaning, as it enables all individuals

to express their personalities, gain self-confidence and open up to others. When it comes to globalizing beauty, no one does it better than L' Oreal. L'Oréal has set itself the mission of offering all women and men worldwide the best of cosmetics innovation in terms of quality, efficacy and safety. It pursues this goal by meeting the infinite diversity of beauty needs and desires all over the world.

Since its creation by a young chemist 100 years ago, the group has been pushing back the frontiers of knowledge. Its unique research arm enables it to continually explore new territories and invent the products of the future, while drawing inspiration from beauty rituals the world over. By drawing on the diversity of its teams, and the richness and the complementarity of its brand portfolio, L'Oréal has made the universalisation of beauty its project for the years to come. Their ambition for the coming years is to win over another one billion consumers around the world by creating the cosmetic products that meet the infinite diversity of their beauty needs and desires.

With a portfolio of 27 international brands and an organisational structure based on distribution channels, they have the ambition to meet the needs of every consumer according to his or her habits and lifestyle. In its own way, L'Oréal is pushing back boundaries and taking up the challenge of increasingly accessible innovation. Passion, Innovation, Entrepreneurial spirit, Open-mindedness, quest for Excellence: Our values are embedded in L'Oréal's genetic code. They continue to this day to express themselves in the daily actions of all the teams across the globe. The ethical principles are Integrity, Respect, Courage and Transparency.

L'Oreal focuses on five areas of expertise: skin care, hair care, makeup, hair coloring and perfume. Its brands fall into different groups like cosmetic products, luxury products, professional products and dermo-cosmetic products sold at pharmacies. The company believes in perfect target marketing for global success. Each brand is positioned on a very precise segment with little scope for overlapping. The company has built its portfolio by acquiring local beauty companies and developing them with strategic direction backed by its powerful marketing. The company also invests a lot on research and development. It spends about 3 per cent of its

annual sales on research and development. Understanding the diversities of different customers in different countries with diversities in their daily routines and preferences is quite critical for the global success of L'Oreal. Hair and skin differ a lot in different parts of the world. They are as strong as locals backed by international image and strategy. This makes them stronger than locals.

Question: Review the global marketing strategy of L'Oreal with respect to acquisition, brand portfolio, investment in research and development. If you were the CEO of L'Oreal how would you sustain the company's global leadership?

Note: The case is developed from contents in the website of L'Oreal www.**loreal**.co.in *and http://www.loreal.com.* In addition to these, materials available on L'Oreals in the book on Marketing Management by Kotler et al, 14 e, 2013, page 561 has also been studied.

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Name of the Paper: .....
Course Code: .....

Centre for Internal Quality Assurance (CIQA)
Krishna Kanta Handiqui State Open University
City Office: Housefed Complex, Guwahati-781006

Learner's Feedback on Course

Dear Learner,

Regarding the course as mentioned above, we would like to know your opinions and comments so as to improve the quality of self learning materials in future. Please respond to the following statements by ticking the number you feel most reflect your opinion. After completion of the additional comments, please detach the page and send/mail the same to us at the address given below.

The Director, Centre for Internal Quality Assurance, KKHandiqui State Open University
Housefed Complex, Dispur, Guwahati-781006
(E-mail id: ciqa@kkhsou.in)

1) Approximately how many hours did you spend for studying the units in the course? ☐☐☐

2) Please give your opinions (by ✓ mark) to the following items based on your reading of the block:

Sl. No.	Statements	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I)	The SLMs of the course fulfil the learning objectives set out in the beginning of each unit					
II)	The units of the SLM could satisfy my academic needs and expectations					
III)	The Unit writers have excellent knowledge about the course contents					
IV)	Language and contents of the units were presented at a level which I could readily understand					
V)	Ample opportunity for participation in the activities provided in the units					
VI)	Used enough Illustrations (Diagrams, tables etc.) for conceptual clarity					
VII)	Quality of content is engaging, relevant, and up-to-date					
VIII)	The self check questions are very helpful					
IX)	The Possible/model questions and the answers to check my progress have benefited me a lot					

Additional Comments: *(Please feel free to provide your open comments)*

1) Which aspects of the SLM, according to you, worked well?

.....

.....

2) What sort of changes/improvements do you feel KKHSOU could implement to improve the overall quality of the SLM?

.....

.....

Thank you for taking the time to complete this form.