Chapter:3

PRODUCT STRATEGY

3.1 Introduction to Chapter

While the previous chapters illustrated the background of the study, highlighted the problem at hand and explored the case company ECIL in depth, this chapter tends to explore the theoretical aspect of the issues under consideration. In this chapter the marketing strategies linked to the most important concept of the marketing mix has been explored. Initially the chapter explores the concept of marketing mix and how it is designed. Then the marketing strategies usually adopted in the electronics sector in India are explored through accessible literature. Then is the section on primary data analysis of the data gathered for marketing strategies of ECIL in purview of the first "P" of marketing, Product. This enables the scholar to critically analyse and interpret the primary findings with the inferences from the review of the secondary literature.

3.2 Introduction to Marketing Mix Design

The marketing function comprises of analysis of the market intensities and aspects and the expansion of company's status to enhance its gains from them. It includes supplying the appropriate product or service to the consumer at the appropriate price, place and time (The Chartered Institute Of Marketing, 2009b) . There are 4

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marketing mix of product namely product, price, place and promotion and 7 marketing mix of service which are product, price, place, promotion, people, process and physical evidence. As we are undertaking our study in the Electronic Industry of India, our focus shall be on the marketing mix of products.

Goi (2009) carried out a study to evaluate the application of existing marketing mix predominantly to the marketing. The study conducted by him assisted marketers in attaining their marketing goals. Goi (2009) also revealed that the concept of marketing mix was first familiarized by Borden (1965). Initially the concept of marketing mix was meant to be the single P that is the price as per the theories of microeconomics. With the increasing competition and rapid changing scenario, more P's were introduced in the marketing mix to cope up with the marketing environment. In spite of being criticized by various scholars, the 4P's exist as the essential of marketing mix.

The four elements namely the 4P's (Product, Price, Promotion and Place) combined together to form the marketing mix. Every company has choice of inserting, deleting, or amending these mixes so as to generate a preferred strategy for marketing of their products. Though Mc Carthy gave only 4Ps of marketing mix, (Londre, 2009) introduced some more Ps to the marketing mix which are planning, people, presentation, partner and passion respectively.

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Prenzel(2010) stated marketing mix as array of manageable strategic tools of marketing that an organization pools to yield the anticipated reaction amid the focused spectators. It is resultant of the judgment process adopted in marketing which embraces a methodical exploration of the marketing condition, market investigation, the description of marketing objectives and conception of marketing approach. The notion of marketing mix has been modified, transformed, extended and changed in works by various writers. (Lamb, Hair, & McDaniel, 2010) defined marketing mix as *"A unique blend of product, place, promotion and pricing strategies designed to produce mutually satisfying exchanges with a target market."*

The four marketing mix has been described as follows:

Product: Product is the heart and core of the marketing mix. It is the strategic element of the marketing mix. Without the product, it is rather challenging for the marketers to plan a place approach, choose on advertising movement or fix the value in absence of the knowledge of the product to be promoted. Packaging, service contract, service after sales, brand name, image of company, value and many other factors comes under the arena of product along with the physical unit. Products are tangible goods like television, a book or a car Lamb et al (2010). It can also be intangible like services offered by a consultancy firm.

Price: Price is the value of the product that the buyer had to pay in order to purchase the product. Pricing is one of the most flexible elements of the marketing

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mix. It can be changed very quickly. Marketing can often alter the price of their product and can accordingly make modifications in the other elements of the marketing mix. Price is counted as one of the crucial element of the marketing mix as it is the one which yield revenue to the organization (Lamb, Hair, & McDaniel, 2011). It is often argued that pricing of the product should be vibrant so that it can endure the vicissitudes over interval.

Place: Place/distribution comprises of the engagements to make the product easily obtainable and approachable to the target audience (Kotler, 2012). It is concerned with the strategies which are implemented to make product accessible to customers at what time and when they want it. The ultimate aim of the place strategy is to make certain that goods reach in the opposite form at the chosen locations when required. A product is required to be sent to the target audience after it is fully developed at a competitive price. Under the place strategy of the marketing mix, the product assembly and supply networks are determined and designed.

Promotion: Promotion strategy of the marketing mix is concerned with the decisions pertaining to the upsurge the sales. Promotion is one of the most influential features in the marketing mix. (M. Singh, 2012) cited that activities such as publicity, public relations, exhibition and demonstrations etc. comes under the promotion of sales. Expenditure to be incurred on the promotional activities is being decided by the marketing manager. These undertakings are primarily planned to

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complement personal selling, publicity and advertising. It assists the dealer and sales team to characterize the merchandise to the customers in an efficient way and encourage them to purchase. Promotion consists of diverse combinations of its constituents which are managed to attain the marketing goals of the organization.

The 4Ps marketing mix model is presented below.

Marketing Mix Elements	**Focus Area**
Product	Functionality, Appearance, Packaging, Brand, Service, Support.
Price	List Price, Discounts, Allowances
Place	Locations, Logistics, Channel Motivation, Market Coverage
Promotion	Advertising, Public Relations, Direct Sales, Sales Promotion.

Table 3.1: 4Ps Model

In the above section, the scholar highlighted the essential elements of the marketing mix which are namely Product, Price, Place and Promotion. A marketer in order to be competitive in the ever changing global environment must frame appropriate

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strategies for all these elements. Organizations should develop their policies considering the four Ps to achieve their long term vision, objectives and aims. In the next section the scholar shall highlight the relationship of marketing mix with the various concepts and thoughts of marketing.

There are another two concepts which are related to marketing strategies like Product Life Cycle (PLC) and Ansoff Matrix. Product Life Cycle management (PLC) covers various stages which have distinct characteristics and these stages are development, market introduction, growth, maturity and retirement. Development is the inception stage when planning takes place, relevance of product line is assessed and if the product is considered as a useful asset, then it is prepared for launch in the market. The second stage is market introduction stage and in this stage, product is launched in the market. In the growth stage, product is established in the market. Maturity is the fourth stage where product's age, sales peak and declines occur. The last stage, retirement stage observes the usefulness of the product and the decision for retirement needs of the product is taken care of. The factors involve in Development stage are concept evaluation, planning and specifications, development, validation and pre-sales, release. Variables of Market Introduction, growth and maturity are sales planning, sales and marketing, development, financial and transition.Retirement stage is focused on sales planning, sales and marketing, communication, financial and end of life(Glessner & Gillis, 2012).

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The product life cycle is presented below.

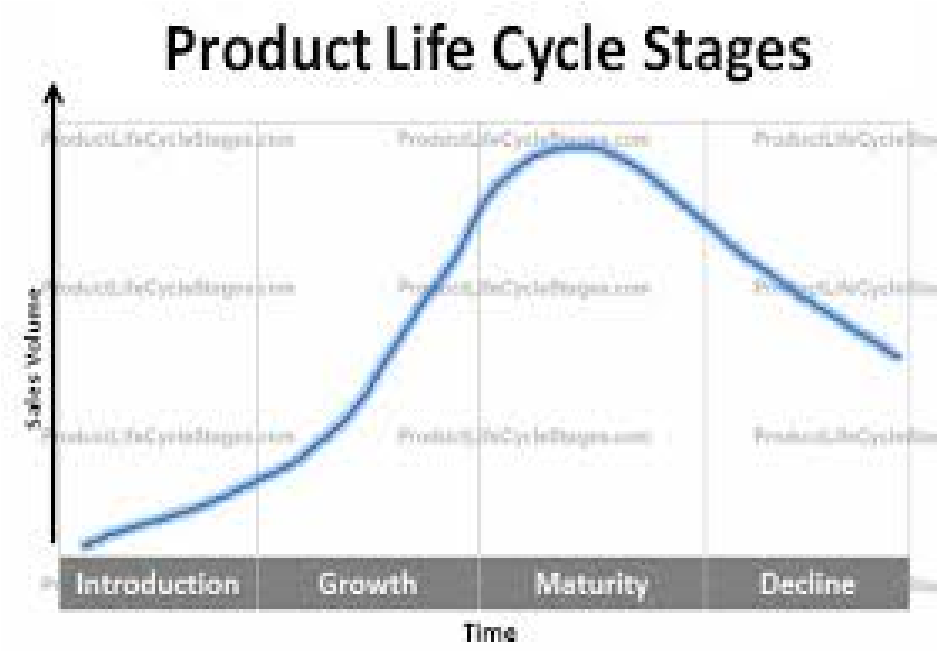

Figure 3.1: Product Life Cycle Stages

The PLC approach is related to innovation strategy. The first organization's success is involved to growth strategy and the other organizations also intend to launch similar types of product. The adoption of innovative strategy by the organizations is more prone to improve technologies applied to their products. Two competitive strategies are also related to PLC; Cost leadership, Differentiation and Focus. Cost leadership is aimed to minimize product cost through standardizing product

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elements and differentiation enables to provide distinct products or services. The third strategy, focus establishes niche markets while emphasizing on special customers, geographical environments, marketing channels, segmentation of product lines(Chen, Liu, & Tseng, n.d.).

There are cyclical variations are observed in PLC like 'Cyclical PLC', Constant demand of PLC, Fad PLC. In Cyclical PLC, declined shape of PLC is like S most of the time. This shape is dependent on stability of sales or repetition of growth. Secondly, the growth of 'Constant Demand' is slow and the length of the cycle is difficult to predict. Thirdly, Fad PLCis practiced with enthusiasm, peak early and decline very fast. This type of PLC is approachable more to the people as it likes to differentiate themselves from others (Soltani, 2012).

Ansoff (1987) introduced a matrix of four alternatives which includes market and product development, market penetration and diversification. Ansoff matrix is presented below.

	Existing Products	New Products
Existing Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

Table 3.2: Ansoff Matrix

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The four alternatives are explained as:

- Product Development: Product development is a factor of Ansoff matrix through which new product or service is delivered to the existing market. When the company follows this alternative, then it may be costly as well as risky for the firms as the organization takes time to assess strategic capabilities while developing new product. Secondly, project management risk involves the risk of delay which incurs cost for the intricacy of the project(Sayedi & Yaqoubi, 2014).

- Market Development: Market development describes about entering a new market with existing product. It happens when product development is seemed to be costly and market development is only option to select. This stage is achieved by selling existing product to new customers through expanding new geographical area(Sayedi & Yaqoubi, 2014).

- Market Penetration: A company exercises market penetration strategy as it sells a current product in a current market. So the frequency of purchase is increased, amount per purchase is increased. The activities of market penetration strategy include price reductions, sales force promotions expansion in the present market(Schultz, 2004).

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- Diversification: Diversification is opted when the organizations intend to expand a new market with a new product or relevant market with new market. This marketing strategy is selected to increase market power, obtaining financial benefits, exploiting economics of scope(Sayedi & Yaqoubi, 2014).

3.3 Connection between marketing Mix and Design

Millions of dollars are spent by companies to enhance the image of their product. Ehmke, Fulton, & Lusk (2005) cited that all the 4P's of the marketing mix are controllable variable and that the marketers must govern them in generating the marketing mix which would help in enticing the customers towards their product. An ideal marketing mix helps the organization the reaping the profits and success of the company depends largely on it. It was elucidated that all the 4Ps should function together in the marketing mix. Habitually, judgments taken on one component will impact the alternatives existing in others. Moreover it was found that though assortment of an operative mix calls for time and determination but they yield in terms of profitable business and satisfied customers.

Naik, Raman, & Winer (2005) were of the view that marketing managers are required to justify for interfaces between publicizing events and interfaces amid contending products. Identification of interfaces helps the managers in determining and designing of marketing mix strategies. This would also assist managers in forestalling the future decisions that may be adopted by the competitive brands. The

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managers than can make the best possible decision for their own brand. Naik et al (2005) explored the difficulties faced by the marketing managers in designing marketing mix in the dynamic markets facing intense competition. The optimal responsiveness of the brand in contrast to the changes in the competing brand situation was revealed in the study.

Though Ehmke et al (2005) and Naik et al (2005) elaborated the importance of marketing mix, Constantinides (2006) examined the impact of market dynamisms such as developments in market, changes in environment and tendencies on the marketing mix. It also evaluates the disapproval on the 4P's originating from five areas of marketing namely Marketing of Services, Consumer Marketing, Relationship Marketing, Industrial Marketing and Electronic Marketing. Constantinides (2006) also identified the limitations of marketing mix which the other scholars missed out. Ivy (2008) gave South African perspective stating that there should be 7 Ps in the marketing mix namely people, price, promotion, programme, prominence, prospectus and premiums which includes three from the traditional marketing mix. A quantitative survey of students of South African universities was done for the purpose.

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Bootwala, Lawrence, & Mali (2009) also mentioned about the significance of marketing mix stating that it is an effective tools that aid marketers in outlining strategies for marketing. He was of the same view as of Ehmke et al (2005) that the aspects of marketing mix are manageable variables and be attuned on recurrent basis to meet the requirements of the target audience and atmosphere. The significance of marketing mix lies in the fact that it helps in enticing customers and encourages effective exploitation of assets. It provides exactness to the learning of marketing and supports in resolving the glitches.

In today's competitive market, companies will find it difficult to survive if they fail in making effective communication with the customers which is indispensable to generate profit as well as sales. (The Chartered Institute Of Marketing, 2009a) stressed upon the importance of promotional aspect of marketing mix stating that is plays an imperative role in inspiring target market to buy the product. Likewise, Vora(2010) laid emphasis on the advertising which is an crucial element of promotion and which not only contributes in endorsing the product but also influences the other marketing mix variables. Slater, Hult, & Olson (2010) studied the impact of ethnic strains and resource disparity on framing and operative implementation of marketing strategies. The influence that ecological circumstances and commercial unit approach have on the comparative prominence of marketing

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policy ingenuity and marketing plan application effectiveness was assessed in the study.

While all the above studies focused on the importance of marketing mix, Gautam & Singh (2011) emphasized on the challenges faced by the marketers in designing marketing mix. About 173 manufacturing units were surveyed to study the problems pertaining to the planning and positioning of the product along with the issues related to the pricing and supply strategies. It was found that small manufacturing units were not acquainted with the techniques of the marketing mix and hardly practice the modern marketing techniques such as website marketing.

Jain & Han(2012), like other scholars signified the importance of marketing mix asserting that improper marketing mix may lead to failure in right product to the right person at the right place and in right time. It may even result in product imbalance. Inappropriate usage of marketing strategies by small manufacturing units as pointed by Gautam and Singh (2011) was also confirmed by Jain and Han (2012). They were of the view that these industries must concentrate on discriminatory positioning strategies for their diverse products to be competitive.

Alipour, Moniri, Shareghi, & Zolali (2012) studied the companies of Kaveh industrial city that are using commercial electronic heaters and assessed their

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behaviour which was affected by the elements of marketing mix. A descriptive analysis was done and it was found out that the producers must pay attention to the distribution system along with supplying high quality heaters to entice customers and retain brand loyalty. Pour, Nazari, & Emami(2013) carried out the study to evaluate the impact of marketing mix on enticing the customers which was rather missed by the above scholars. The study was carried out in Saderat Bank in Kermanshah Province and both qualitative and quantitative analysis was done. It was found that elements of marketing mix have prominent constructive influence in fascinating clienteles.

In the above section the scholar mainly highlighted the significance of the elements of marketing mix. It was revealed that an organization must take due care in chalking out its marketing mix strategies to attract the customers, retain their loyalty and to be competitive at the market place. In the next section, the scholar will elucidate the marketing strategies used within the electronic industry which is the main topic of our study.

3.4 Marketing strategies used within Electronics Industry

Direct Investment by foreign companies in India have increased as per the BRICs (Brazil, Russia, India and China) Report of 2003 (Uemura, Bae, Ikejawa, Okuda, & Adachi, 2007). This had led to the entry of European, US, and Korean companies in

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the Indian market. The regions where the companies have settled down have seen the upsurge in the purchasing power of the middle income group. These companies entered in the India with the intention to exploit domestic market of India. Companies such as LG, Samsung and Suzuki with an aim of retaining their advantage shifted their focus to exports. The companies shifted their focus from long term positioning strategies in the world to segment and branding strategies.

A study was carried out by Tripathi & Mittal(2007) to evaluate the features that can enhance the acceptance and efficacy of mobile marketing and promotion. Suitable strategies for achievement of same were also elucidated. It was found that consumers' perception regarding marketing of mobile can be classified into three aspects namely dearth of contextualization and personalization of ads of mobile, disturbing feature of mobile ads and apparent utility of mobile ads. It was found that marketing of mobile was not adequate to influence the purchase behaviour of customers. Hence customized marketing should be done so as to serve the customer on one to one basis by arranging Intellectual Mobile Software Managers.

Keeping in consideration the styles of consumption of middle rich group of India, Kawazu & Ishizaka(2008) determined the marketing strategies to grab the middle rich groups of India. They revealed that there must be balance between price and quality, attention should be paid towards the quality rather than the brand name, implementation of direct sales channels should be adopted and should keep in view the word of mouth publicity and their competitors move as portray by the media.

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Characteristics of Consumption Mindsets of the Middle Rich in India			
a. Focusing only on price or only on quality has little effect; a balance of the two is required b. Strong tendency of emphasizing useful life c. Stronger preference for one's favorite than in Japan	a. Making a decision to buy a product by considering one's satisfaction without being carried away by fad b. Neither brand-oriented nor price-oriented	a. All types of retailers exist (currently consumers chiefly use small-scale stores) b. However, consumers may shift to use large-scale stores such as GMSs and mass retailers, as in China	a. Extremely high use of mass media b. The effectiveness of word of mouth from friends and/or acquaintances is as high as that of mass media c. With the expansion of the use of the internet in the future, the word of mouth culture may spread explosively

Important Points in Marketing Strategies			
Product	**Price**	**Sales Channels**	**Sales promotion**
• Currently, emphasis is given to useful life; with the growth of the market, emphasis may shift to design as in China • Need to increase the number of fans by taking advantage of the strength of Japanese companies in terms of quality before competition intensifies	• For middle-to high-end products, efforts must be made to appeal to desire for quality together with price • For low-end products, the reason for the low	• Manufacturers should consider the development of direct sales channels that can function as points of contact with customers • Retail and service fields where convenience is provided as a value are not yet explored • There are opportunities to develop white space (open blank fields where no other products are available	• Injecting vast amounts of advertisements alone is not sufficient; a slow but steady approach must be taken to attract users (e.g., automobile cities and computer cities in China) • In preparation for the coming "explosion phase" of word of mouth communication via the Internet, measures must be initiated as quickly as possible together with efforts to increase the number of fans

Figure 3.2 Important Points in Marketing Strategies Targeting the Middle Rich in India

Source: (Kawazu & Ishizaka, 2008)

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With the passage of time, consumer are becoming more aware about the probable hazards resulting from exploitation of natural resources and are thus more interested in going green. To grab such opportunity, companies are now resorting to green marketing. Mishra & Sharma, 2010) confers that nowadays, organizations have started pointing green customers who are bothered about the environs and which is likely to influence their buying decision. In India, Wipro Infotech was the first organization to introduce the computer peripherals that are environment friendly in the name of Wipro Greenware. The peripherals do not emit Hazardous substance and helps in reducing e-waste leading to eco-friendly environment.

Havell's started off as manufacturer of switchgears and later started manufacturing consumer goods anticipating sturdy progress scenarios in that line. With the growth of real estate sector, the company also gained profits as its products were mostly used in construction and reformation. Havell's aptitude to discriminate merchandises and its operative initiatives for building its brand name hampers rivalry from the unorganized segment to some magnitude. Advertising done by Havells is also aggressive which makes its product different from its competitors (ICRA, 2011).

Sony augmented its brand strength by judiciously modifying its channel strategy. Sony acknowledged the prominence of having an operative channel strategy that

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considers provincial dissimilarities. Sony pursued to increase the number of hired sub dealers as in India the configuration of chain store varies from area to area. Their shops not only sell electronic products and mobile phones but also play station leading to enhanced brand image and greater identification of the Brand Sony. Sony by utilizing its operational strength aims to serve the middle income customers (Sony, 2011). Sharma(2012) asserted that computer peripherals and Laptop are facing vigorous competition in the present scenario. With the quick variations in the technological field, new laptop brands are coming into existence day by day. Laptop manufacturers should consider the growing desires and expectations of consumers to survive. It was discussed that laptop manufacturers must improve brand management strategies and positioning of their brands to upsurge their revenue.

Since 1970, HCL is serving the Indian market and has supreme distribution reach in the market place (Mukherjee & Sundararajan, 2012) . Its competitors were envied of its wide ranging service system. HCL was a familiar brand in the India and enjoyed trust of the people. The company saw competition from its rivals as the computers were similarly price and success was dependent on the distribution and communication strategies. Moreover, HCL relished the advantage that it could construct its laptop network on the basis of its extensive desktop network. HCL also enjoyed lead of having an enormous base of service in place because of its

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permanency in the market and the supremacy in desktops. Acer used diverse strategy. It took initiatives by making product variants at a minor discounted price and also attracted customers through promotional offers. They also linked in a very renowned celebrity of the film industry for their product endorsement (Mukherjee & Sundararajan, 2012).

However, all the above scholars mainly highlighted the strategies adopted by the various electronic companies, Saxena (2012) focused on the challenges faced by the global brands. (Saxena, 2012) studied the challenges and strategies of global branding in the market of India. He debated that various celebrated brands initially made blunders while entering the Indian market. LG was among such international brands that primarily presented typical products by adhering to consistent global approaches but subsequently recognized their faults and thus revised their merchandise as per the requirements of consumers of India in order to become successful. Thus, framing strategies considering the markets to be served proved to be the success mantra for many companies. Likewise, GE Healthcare introduced an Electrocardiogram (ECG) machine particularly for the rustic markets where the hospitals are short of space and cannot afford those byzantine ECG machines. They launched machines that are battery operated to counter the difficulties caused by recurrent power-cuts and failures in rural markets of India.

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3.5 Marketing Strategies used within ECIL

For analysing the marketing strategies adopted by ECIL, primary data was gathered through both qualitative and quantitative approaches. Here is the analysis of the part of the questionnaire that comprise of questions that attempt to understand the marketing practices adopted by the Public sector unit that serves the most strategic sectors of India. Here is the data analysis and subsequent inferences.

3.5.1 Data Analysis and Interpretations

3.5.1.1 Business objectives over the next two years

Findings

	Business Objectives
Number of Customers	13
Revenue	15
Profit	18
Market Share	54
Total	100

Table 3.3. Business Objectives of ECIL

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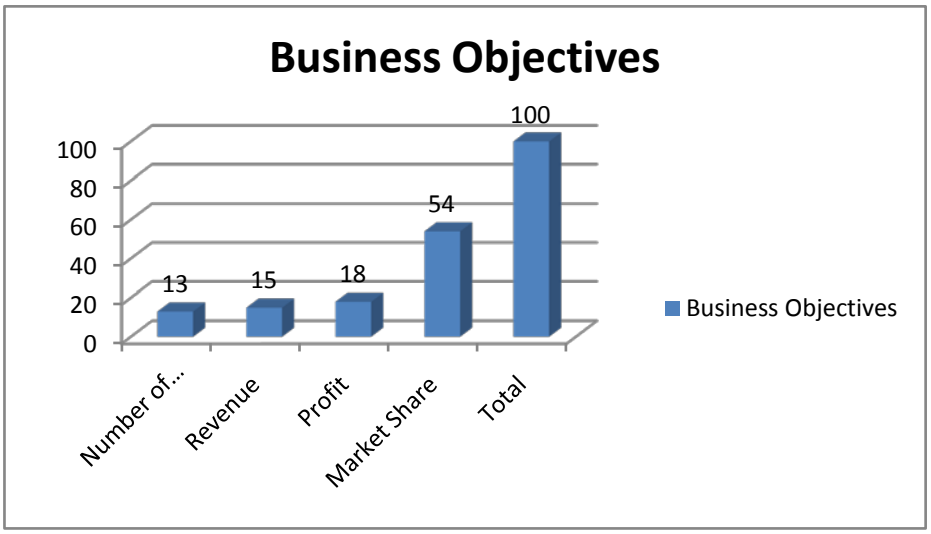

Figure 3.3: Business Objectives of ECIL

Data Analysis:

When respondents were asked about the business objectives, most of the employees of the marketing department of ECIL stated that the PSU primarily intends to capture the maximum market share for the products it sells. Nearly 54 percent of the respondents chose market share as compared to 13 percent for number of customers 15 percent for revenue and 18 percent for profit.

3.5.1.2 Target audience

The respondents expressed that there are different target audiences for each of the case divisions of ECIL. For the Control and Automation Division (CAD), the target audience comprises of the major Nuclear Power and other Power plants along with heavy electrical sector situated majorly all across India. For Antenna products and

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SATCOM division, ECIL targets aerospace division, ISRO, defense labs BARC etc. in India. Lastly, for Tele com Division (TAD), the target market for ECIL are Department of Atomic Energy, Ministry of Defense, National Technical Research Organization, Nuclear Power Corporation of India, Ministry of Home Affairs and other Law enforcing agencies and PSUs.

3.5.1.3 Selling products or services

Findings:

	Geographical market
Local	16
All Over India	84
Total	100

Table 3.4 Geographical Market for ECIL products and services

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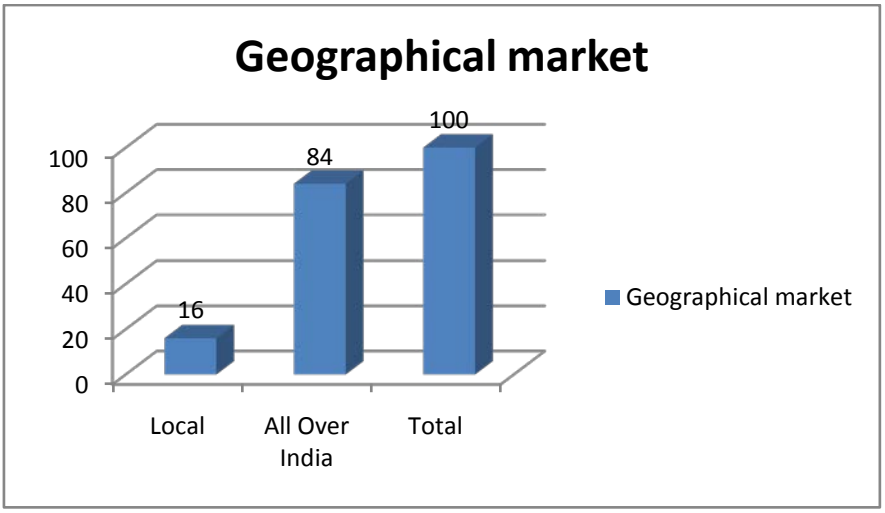

Figure 3.4 Geographical market of ECIL

Data Analysis:

When asked upon the geographical market for ECIL products and services, most of the respondents, nearly 84 percent see the entire India as the market where ECIL can sell its product. This is because the units of the target organizations and sectors are existent in all parts of the country and even targeting other organizations need a more expansive approach.

3.5.1.4 Product's biggest selling point

Findings:

Selling Point	Percentage
Price	10
Unique Nature	66
Durability	15
Adaptability	9
Total	100

Table 3.4 Biggest Selling Point of ECIL products

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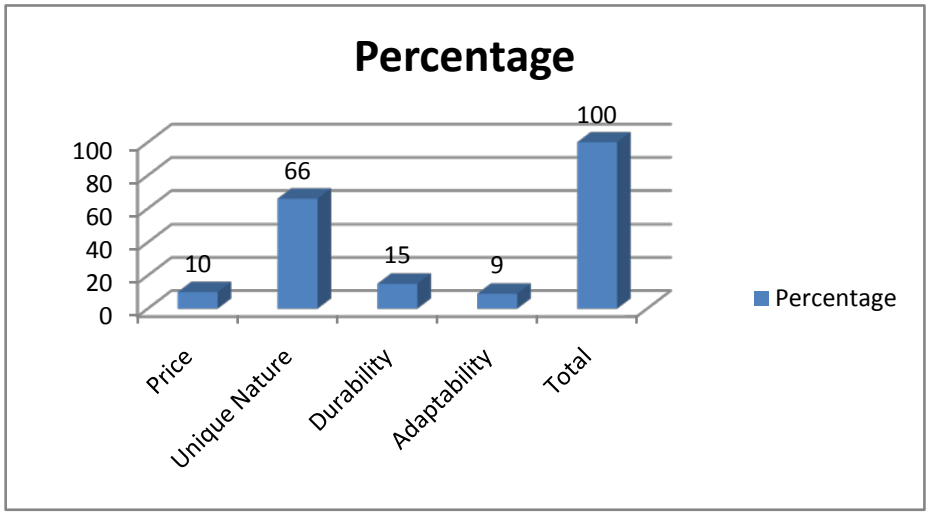

Figure 3.5 Biggest Selling Point of ECIL Products

Data Analysis:

The employees of the marketing department of ECIL when asked about the biggest selling point of their products, 66 percent of the respondents reasoned that it is the unique nature of the products. This shows that ECIL is always coming up innovative products that are hard to imitate.

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3.5.1.5 Unique Selling Proposition of the organization

For this open-ended question, there were diverse responses received from the respondents. Some felt that it is the legacy of ECIL that is the unique selling proposition. While others felt that ECIL has been highly innovative and pioneered many strategic electronics and this is the unique selling proposition of ECIL that products are innovative and first of their kinds.

3.5.1.6 The size of marketing budget

When the respondents were asked about the marketing budgets, the unanimous answer was that the marketing budget of ECIL is nearly of 30 crore of rupees. This is a considerable amount of budget for company producing strategic electronics.

3.5.1.7 Marketing cost per revenue

Further, the respondents were probed to understand the components of marketing cost per revenue. Based on the responses, it was found that marketing cost comprise of elements like salaries, perks, advertisements, promotion materials, seminars, exhibitions, etc. The total costs come to nearly 35 crore of rupees.

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3.5.1.8 Development cost per revenue

After the marketing costs, the respondents were asked about the development cost per revenue. Based on the review of the responses given by the employees of the marketing department of ECIL, the development cost per revenue is nearly 25 crore of rupees.

3.5.1.9 Clear image branding

Findings:

	Image Branding
Yes	60
No	40
Total	100

Table 3.6: Clear Image Branding of ECIL

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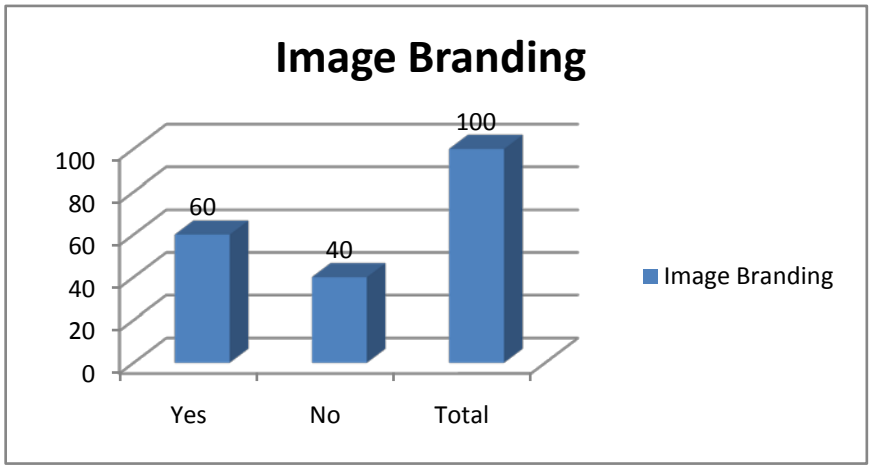

Figure 3.6: Image Branding of ECIL

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Data Analysis:

When asked about the clear image branding of ECIL, the majority of the respondents, 60 percent, responded that yes ECIL does have a clear image branding based on the fact thatthe company strives to develop innovative electronic products that have strategic relevance for India.ECIL has a brand image of self-reliance in electronics in India. However, this indicates towards the need of a more focused brand imaging in an intensifying international competition, where ECIL needs to compete with international brands for defence and communication sectors.

3.5.1.10 Image and branding reflect the Present Scenario Findings:

	Image and Branding
Yes	52
No	48
Total	100

Table 3.7: Image and Branding reflect the present scenario

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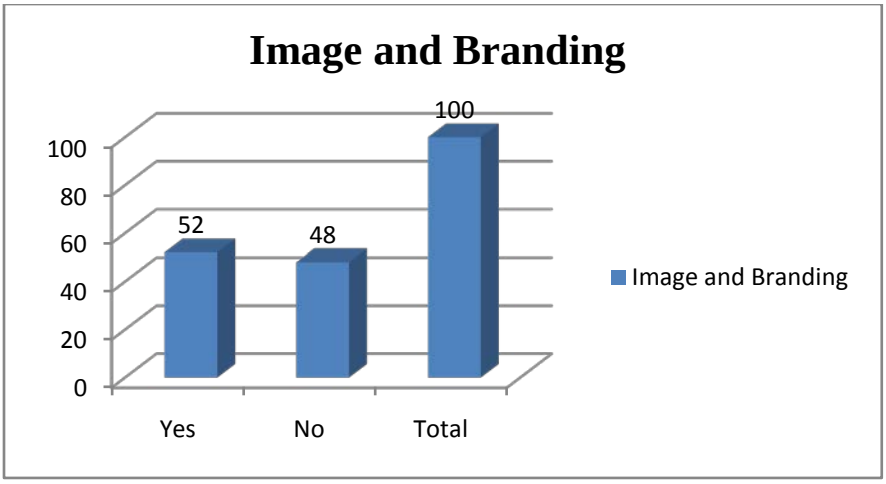

Figure 3.7: Reflection of Image & Branding of ECIL

Data Analysis:

When respondents were asked whether the image and branding of ECIL represent the present scenario and status of ECIL rather than being based on the past, most of them said yes, ECIL is focusing more on image and branding and is presenting the current product and service offerings in order to facilitate customers to make better decision and also be competitive in context of other brands.

3.5.1.11 Shift in the marketing strategy in the recent years

Findings:

	Shift in Marketing Strategy
Yes	76
No	24
Total	100

Table 3.8: Shift in Marketing Strategy of ECIL

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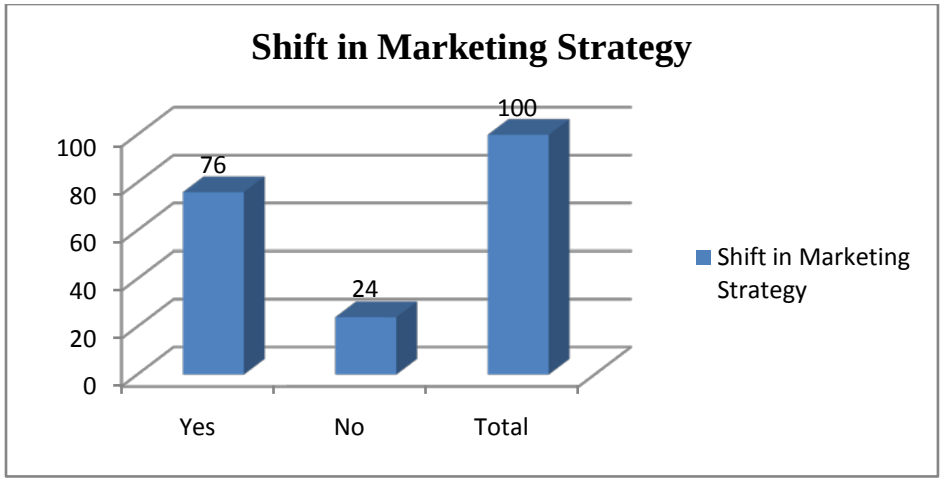

Figure 3.8: Shift in Marketing Strategy of ECIL

Data Analysis:

When the marketing professionals hired at ECIL were asked whether there has been any significant shift in the marketing strategy in the recent years, most of them responded in agreement (76 percent). In the past, ECIL was a dominant firm in the close-guarded sector. With liberalisation and privatisation, more companies are venturing into the Indian Territory. This may have compelled ECIL to revive its marketing strategies to meet the contemporary market requirements.

3.5.1.12 Positioning strategy for product

Findings:

	Positioning Strategy
Yes	15
No	85
Total	100

Table 3.9. Positioning Strategy for Products of ECIL

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Data Presentation:

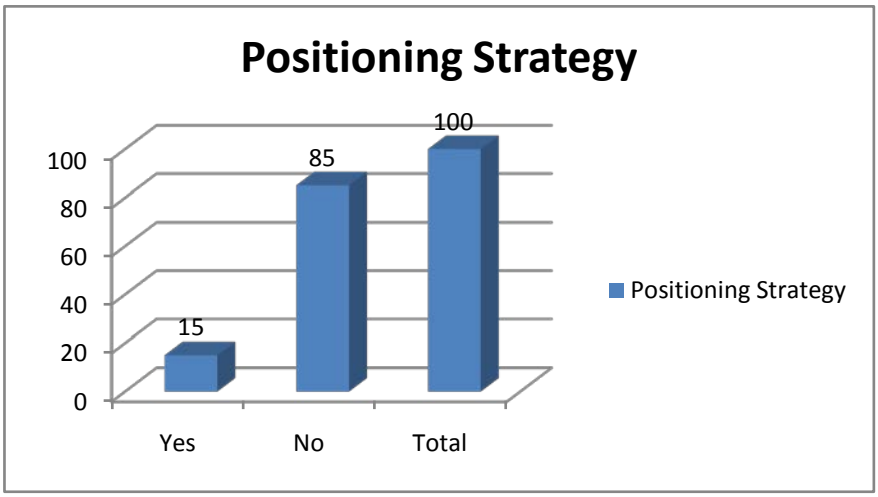

Figure 3.9: Positioning Strategy of ECIL

Data Analysis:

In response to the question that whether ECIL has a positioning strategy for its variety of products, most of the marketing employees said that no, ECIL does not have a positioning strategy. This is probably because of the nature of products. The products are strategic in nature and developed catering to unique needs of the sectorsand customer organizations.

3.5.1.13 Selling products to customers

Findings	Selling to Customers
Directly to Customers	66
Through Retailers	15
Through Wholesalers	10
Through Distributors	9
Total	100

Table 3.10: Selling Products to Customers

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Data Presentation:

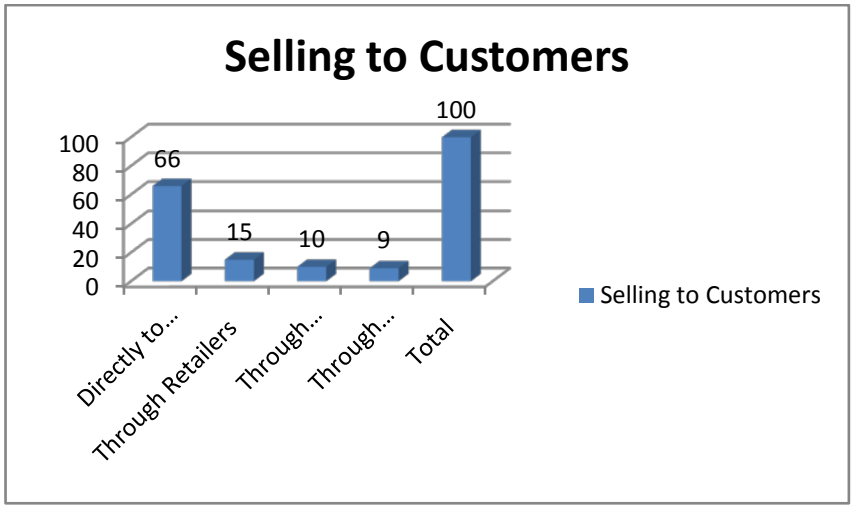

Figure 3.10: Selling to Customers of ECIL

Data Analysis:

Next the respondents were asked about the selling pattern of ECIL, 66 percent of the respondents said the products are sold directly to the customers. This is so because most of the sales are for institutional sales. The customer base of ECIL mostly consist of Government organisations like Defence,ISRO,Railways, NTPC,BHEL,OIL Sector,Election Commissioner etc. who give their requirements to get customized products.

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3.5.1.14 Geographic domain

Findings:

	Geographic Domain
Northern India	24
Western India	23
Eastern India	27
Southern India	26
Total	100

Table 3.11: The Geographic domain of ECIL

Data Presentation:

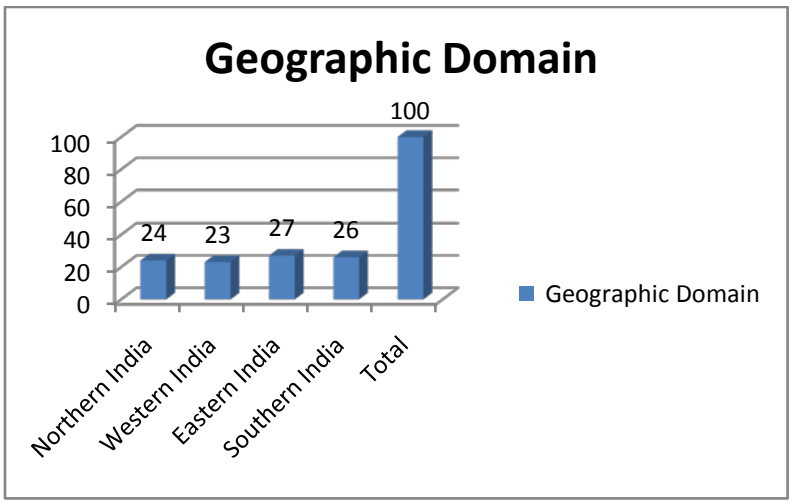

Figure 3.11: Geographic Domain of ECIL

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Data Analysis:

For this question, there was no clear-cut answer provided by the respondents. This shows that ECIL has its market expanding all over the country.

3.5.1.15 Price Comparison with competitors

Findings:

	Comparative Prices
More	87
Similar	12
Less	1
Total	100

Table 3.12: Prices of ECIL products in comparison with competitors

Data Presentation:

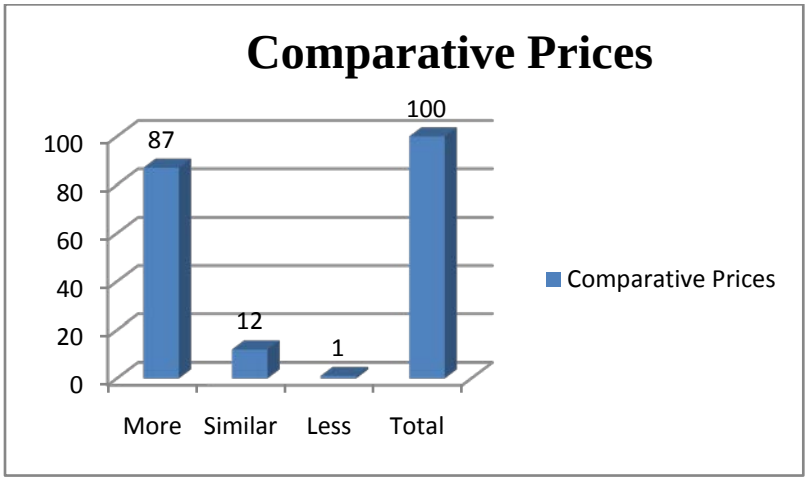

Figure 3.12: Comparative Prices of ECIL

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Data Analysis:

Most of the respondents feel that the prices of ECIL are more than those of its competitors. This is because the prices of the products that ECIL manufactures are determined cost plus and most of the products enjoy monopoly. However, the products who have competition are mostly 10 percent overly prices than those of the competitors.

3.5.1.16 Company listing in the stock market

Findings:

	Listed Company
Yes	25
No	75
Total	100

Table 3.13 Listing of ECIL in any stock exchange

Data Presentation:

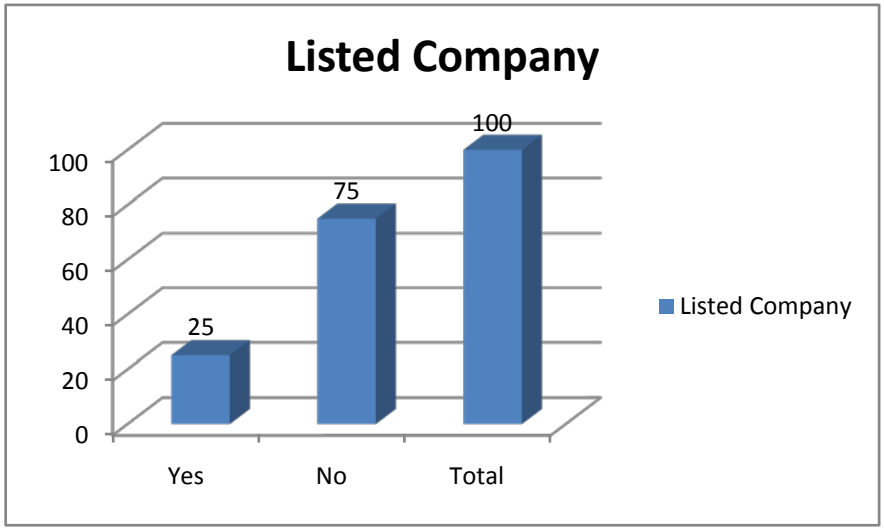

Figure 3.13: Listing of ECIL in Stock Exchange

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Data Analysis:

75 percent of the respondents stated that ECIL is not listed on any of the stock exchanges.

3.5.1.17 Tender process of ECIL

Findings:

	Tender Process
Newspaper Advertisement	3
E-Tender	94
Others	3
Total	100

Table 3.14: Tender Process of ECIL

Data Presentation:

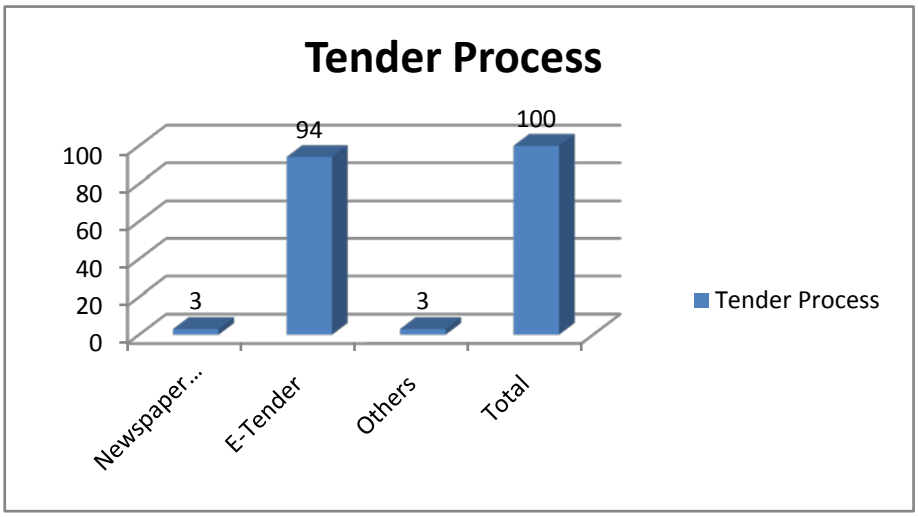

Figure 3.14: Tender Process of ECIL

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Data Analysis:

There was a unanimous response to this question that ECIL gets its tender process executed online through e-tender. This shows adoption of latest technology for prompt order taking and processing.

3.6 Summary of the chapter

This chapter explored the literature on marketing mix and throw light upon how it is essential for an organisation to develop a suitable marketing mix to cater to the customer needs profitably. The chapter also presented one of the aspects of primary data analysis that was linked with the most important element of the marketing mix, Product, in context of the case company ECIL. It was found that majorly ECIL makes customized products which are of strategic electrical use to sectors of national importance. Thus, high degree of customization is required and mainly direct customer selling is done.

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